

# **Sustainable Procurement & Commercial Improvement Strategy**

**September 2021 – September 2026**



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# 1. Chief Executive's Introduction

- 1.1 West Dunbartonshire is a diverse area with a rich industrial heritage still evident in the local communities today. The three main areas are Clydebank, Dumbarton and the Vale of Leven.
- 1.2 As with all public sector organisations, West Dunbartonshire Council (Council) continues to face significant health, legislative, financial and sustainability challenges. This Sustainable Procurement and Commercial Improvement Strategy (Strategy) sets out the vision, objectives and actions which will direct and govern procurement activities for the Council. These reflect both national legislation and local policies, resilience, sustainability and continued Best Value.
- 1.3 This Strategy is aligned to the [National Performance Framework](#) which sets out the core purpose and values and [National Outcomes](#) and [Indicators](#):



## 2. Our Vision and Mission

2.1 The Council's vision is:

***“West Dunbartonshire Council will deliver high quality services, led by priorities identified by the communities of West Dunbartonshire, in an open and transparent way.”***

2.2 The following Procurement Vision and Procurement Mission Statement have been established to support the Council's vision and continue as a key enabler of continuous improvement.

2.3 Procurement Vision:

***“The Council's vision for procurement is to continue to support services to achieve the highest level of procurement performance and sustainable procurement practices for the benefit of the Council and its communities.”***

2.4 Procurement Mission Statement:

***“We aim to provide customer focused, best value procurement services by continuing to delivers savings and benefits; improve access to Council contracts; maximise efficiency and collaboration; embed sustainability; and provide procurement guidance, knowledge and support to Council workforce.”***

## 3. Strategy Rationale and Context

3.1 The Council has adapted the seven new [Public Procurement Priorities](#) that have been published recently by the Scottish Government and added the last priority area as outlined below:

- Leadership and visibility;
- Sustainable economic recovery;

- Supply chain resilience;
- Maximise impact of the Sustainable Duty;
- Climate emergency;
- Achieving professional excellence;
- Develop our use of systems to utilise sustainable outcomes and support reporting; and
- Securing long term value

## 4. Strategic Aims, Objectives and Key Priorities

4.1 The Council currently spends circa £167m per annum on supplies, services and works and it is critical that the spending power of the Council is utilised to influence and actively promote positive change. Continuing to collaborate with all stakeholders is essential; and to build on existing networks to improve engagement with communities and local businesses including third sector organisations.

4.2 The Council has set priorities within its Strategic Plan 2017 to 2022 ([Plan](#)). The [Plan](#) also reflects the commitment to the [National Outcomes](#) and [Indicators](#) via the [Local Area Improvement Plan](#). The Strategy will be updated next year to reflect the renewed Plan.

4.3 With the commitment and communication of our procurement priority areas and relevance to the Plan, the Council can be confident that its procurement activity will benefit all stakeholders of West Dunbartonshire.

4.4 Procurement Priority One - Leadership and Visibility:

- **Strategic Priorities**

Open, accountable & accessible local government;

Supported individuals, families and carers living independently and with dignity;

Efficient and effective frontline services that improve the everyday lives of residents.

- **Procurement Aims**

Engage and influence leaders;

Raise profile with better stakeholder communications internally & externally;

Identify and “own” escalated issues.

- **Success Statements**

Increase the visibility of procurement, reviewing and refreshing the Council’s existing engagement with key stakeholders internally and externally, improving communications and ensuring that all leaders understand their role in driving and enabling impactful procurement.

Identify, mitigate and manage risks and issues acting on the outcomes of the various reviews on the impact of the Sustainable Procurement Duty - including feedback from suppliers.

Actively support cross-sector working and ensuring that this Procurement Strategy is embedded into day to day working.

#### 4.5 Procurement Priority Two - Sustainable Economic Recovery:

- **Strategic Priorities**

Open, accountable & accessible local government; and  
A strong local economy and improved job opportunities.

- **Procurement Aims**

Mainstream Sustainable Procurement Toolkit and related tools;

Use of Intelligent Data and local partnerships;

Inclusive and responsible Supply Chains; and

Understand what good looks like, tracking performance and tackling opportunities to deliver better outcomes.

- **Success Statements**

The Council will broaden the impact of the Sustainable Procurement Duty, seeking to deliver wider socio-economic and environmental benefits for our communities. This will support responsible procurement practices, including identifying and pursuing equality and protected characteristic outcomes in relevant procurements and continuing to embed Fair Work First principles in contracts and supply chains.

The Council will continue to maximise opportunities for local businesses to bid for and win contracts through the intelligent use of procurement data.

#### **4.6 Procurement Priority Three - Supply Chain Resilience:**

- **Strategic Priorities**

Open, accountable & accessible local government; and  
A strong local economy and improved job opportunities.

- **Procurement Aims**

Manage business continuity through supply chain shocks;  
Build / support immediate and longer term resilience in critical supply chains;  
and  
Collaborate on opportunities to grow capacity and capability in targeted sustainable supply chains.

- **Success Statements**

The Council will assess and mitigate key commercial risks associated with political, societal and health changes (e.g. COVID-19 and EU Withdrawal) to assure supply chains that underpin services, mitigating and managing risk.

The Council will ensure immediate and longer term resilience is embedded in to critical supply chains and identify opportunities to target, create or grow sustainable supply chains through collaborative working, including implementing targeted guidance on building, growing and maintaining critical supply chains.

#### 4.7 Procurement Priority Four - Maximise Impact of the Sustainable Duty:

- **Strategic Priorities**

Open, accountable & accessible local government;

Supported individuals, families and carers living independently and with dignity;

Efficient and effective frontline services that improve the everyday lives of residents; and

A strong local economy and improved job opportunities.

- **Procurement Aims**

Understand and utilise any flexibility within current rules and to support economic recovery; and

Explore further options to maximise priority outcomes and financial wellbeing

- **Success Statement**

The Council will assess the coordinated feedback from a range of targeted approaches to test the impact of the Sustainable Duty. Assessing what's desirable and legal and develop a plan to address the findings through targeted leadership, capability, policy, tools, data & effective reporting and / or other appropriate vehicles.

#### 4.8 Procurement Priority Five - Climate Emergency:

- **Strategic Priorities**

Open, accountable & accessible local government; and

Efficient and effective frontline services that improve the everyday lives of residents.

- **Procurement Aims**

Embed climate considerations - 'whether', 'what', 'how' and 'how much' the Council buys approach;

Integrate climate action in the contract and supplier management activities; and



Seek local leaders, stakeholders and suppliers commitment to developing cross-functional roadmaps that utilise opportunities while delivering on our climate ambitions.

- **Success Statements**

The Council will mobilise the circa £167m procurement spend to support the climate change duty and circular economy obligations.

The Council will identify and mitigate risks, exploiting opportunities and priorities through in-sector and cross-sectoral ways of working.

The Council will develop a Climate Change Action Plan that utilises opportunities in delivering the climate ambitions.

The Council will benchmark industry best practice and work collaboratively across the local authorities to develop practical approaches and capability to influence a green recovery and wider climate and circular economy ambitions.

#### 4.9 Procurement Priority Six - Achieving Professional Excellence:

- **Strategic Priorities**

Efficient and effective frontline services that improve the everyday lives of residents; and

Strong local economy and improved job opportunities.

- **Procurement Aims**

Create and develop the talent to build skills and competencies that drive consistency in approaches; and

Ensure that training and professional development continues to be available during the COVID-19 and post COVID-19 period.

- **Success Statement**

The Council will support professional standards for recruitment and development and will continue to support and facilitate the training required by procurement professionals and those spending public money.

**4.10 Procurement Priority Seven - Develop our use of systems to utilise sustainable outcomes and support reporting:**

- **Strategic Priorities**

A strong local economy and improved job opportunities;

Supported individuals, families and carers living independently and with dignity; and

Efficient and effective frontline services that improve the everyday lives of residents.

- **Procurement Aims**

Embed systems and procurement best practice.

- **Success Statement**

The Council will encourage and support use of collaboratively developed national and sectoral systems and best practice tools to utilise sustainable outcomes, support national reporting and bring benefits.

**4.11 Procurement Priority Eight - Securing long term value:**

- **The Council's Strategic Plan Priorities**

A strong local economy and improved job opportunities;

Supported individuals, families and carers living independently and with dignity;

Meaningful engagement with active, empowered and informed citizens who feel safe and engaged;

Meaningful engagement with active, empowered and informed citizens who feel safe and engaged; and

Efficient and effective frontline services that improve the everyday lives of residents.

- **Procurement Aims**  
Embedding and sustaining commercial improvement procurement activities thus securing long term value.
- **Success Statement**  
The Council will use best practice commercial improvement techniques to achieve demand rationalisation, innovation, savings and sustainability outcomes.

## 5. Supporting Suppliers & Communities

5.1 The Council website '[Procurement](#)' provides information and further links to support for those interested in doing business with the Council. Local businesses and the third sector play a valuable role in supporting the work of the Council. Through positive procurement activities, we will help remove the barriers often faced by local businesses and the third sector where they have limited resources in bidding for work tendered by the Council. Our website contains supportive information including:

- [Procurement Guidance](#);
- [Sustainability in Procurement Guidance](#);
- [Supplier Journey](#) - provides guidance on how to bid for public sector contracts;
- Link to [Public Contracts Scotland](#) - the main portal used to advertise contract opportunities;
- Links to [Scottish Procurement & Commercial Directorate](#), [Scotland Excel](#) and [Crown Commercial Services](#) who are the contract authorities for collaborative framework agreements and dynamic purchasing systems;
- Details on how to submit a [valid invoice](#);
- The [Contract Register](#) which provides details of 'live' contracts along with the dates these are due to end; and
- Details of the [procurement and financial regulations](#) that govern procurement activity.

**5.2** The Council, through delivery of the [Business Gateway Service](#) can support businesses to grow regardless of which stage they are at on the business life-cycle. Support is available for:

- Business planning;
- Understanding and accessing finance;
- Marketing;
- Identifying premises
- Recruiting staff; and
- Access to other business support organisations.

**5.3** The Council also delivers support to local businesses to access public sector opportunities through the [Supplier Development Programme](#) (SDP) by providing training, information, webinars and templates. The Council's website 'Procurement' will provide forthcoming supplier events and relevant workshops.

**5.4** The Council is also an active participant in Glasgow City Region City Deal. The Glasgow City Region City Deal will continue to fund major infrastructure projects; create thousands of new jobs and assist thousands of unemployed people back to work; improve public transport and connectivity; drive business innovation and growth and generate billions of pounds of private sector investment. Further information is available through:

- [Procurement Strategy](#); and
- [Community Benefits Strategy](#)

**5.5** Local businesses, community groups, education establishments or charitable organisations can submit a request for specific help via the Council's Local [Social Benefits Wish List](#). As part of this process, if a supplier has selected options to provide support to the local communities, this Wish List will be shared with the supplier at the contract implementation stage and appropriate requests will be considered and selected to be delivered.

## **6. Capacity and Skills**

6.1 The Council will continue to drive excellence in procurement through professional skills and expertise. The Council will also continue to attend workshops, sessions and briefings on any new tools and guidance and provide support to the workforce on the application of these to ensure best practice is maintained.

## **7. Regulations, Policies, Guidance and Tools**

7.1 The Council requires to use regulations, policies, guidance and tools concerning public procurement activity. The Council also uses the Scottish Government's tools including:

- [Public Contracts Scotland](#);
- [Public Contract Scotland - Tender Portal](#);
- [Procurement Journey](#);
- [Sustainable Procurement Tools](#); and
- [Climate Literacy For Procurers](#)

7.2 The Council's own regulations, policies, guidance and tools concerning procurement activity includes:

- [Scheme of Delegation](#);
- [Standing Orders](#);
- [Financial Regulations](#);
- [Code of Conduct](#);
- [Contract and Supplier Management Policy](#); and
- [Climate Change Strategy](#)

## **8. Implementation, Monitoring, Reviewing and Reporting**

8.1 The Actions and Performance Indicators from these Procurement Priorities which are all interlinked, are detailed in [Appendix 2: Procurement Delivery Plan – 2021/22](#) which was noted by the Corporate Services Committee on 19 May 2021.

The performance will be monitored by the Procurement Manager and reported to the Strategic Leadership.

**8.2** The Procurement Delivery Plan will be reported to the Corporate Services Committee annually together with the Annual Procurement Report that records the performance against the Strategy.

**8.3** The Council's procurement is subject to an assessment by Scotland Excel on behalf of the Scottish Government. The Procurement and Commercial Improvement (PCIP) assessment reviews the strength of policies and procedures driving procurement performance in:

- Leadership and Governance;
- Development and Tender;
- Contract; and
- Key Purchasing Processes

**8.4** The Council procedures are designed around this programme which identifies best practice in the sector with the Council achieving the highest PCIP performance band.

## **9. Strategy Ownership and Contact Details**

Annabel Travers

Procurement Manager

[annabel.travers@west-dunbarton.gov.uk](mailto:annabel.travers@west-dunbarton.gov.uk)

## Appendix 1: Mandatory Requirements of the *Procurement Reform (Scotland) Act 2014* and Statutory Guidance Obligations

How the Council Intends to Make Sure That Its Regulated Procurements Will:	Procurement Strategy Response
Contribute to the carrying out of its functions and the achievement of its purposes	<ul style="list-style-type: none"> <li>• The Council have a robust spotlight on monitoring and reporting performance. These priorities are embedded and supported by the Procurement Delivery Plan.</li> <li>• Cross organizational consultation to ensure the Strategy aligned to Council's <a href="#">Strategic Priorities</a> and <a href="#">National Performance Framework</a>, <a href="#">National Outcomes</a> and <a href="#">Indicators</a>.</li> <li>• Effective consultation will also take place during the procurement activity.</li> </ul>
Deliver value for money	<p>The Council:</p> <ul style="list-style-type: none"> <li>• Engages earlier on market insights, innovations and benchmarking to inform contract strategies.</li> <li>• Continues to collaborate with other public bodies on procurement activity.</li> <li>• Considers the use of Total Cost of Ownership where appropriate in procurement activity.</li> <li>• Incorporates and delivers economic, social and environmental wellbeing and promotes innovative and fit for purpose solutions through contracts.</li> <li>• Monitors supplier performance in terms of cost, quality, service, social benefits and price and action where appropriate when the Supplier doesn't meet those expectations.</li> </ul>

**How the Council Intends to Make Sure That Its Regulated Procurements Will:**

Be carried out in compliance with its duty to treat relevant economic operators equally and without discrimination

**Procurement Strategy Response**

- [The Treaty on the Functioning of the European Union \(1958\)](#) and the Council's Standing Orders Relating to Contracts, Financial Regulations and this Procurement Strategy apply to all contracts, framework agreements and dynamic purchasing systems awarded by or on behalf of the Council.
  
- Further, the Council:
  - Website '[Procurement](#)' provides information to support for those interested in doing business with the Council.
  - Delivers support to suppliers to access public sector opportunities through the [SDP](#) by providing training, information, webinars and templates.
  - Regularly uses early market engagement with emphasis on attracting local businesses.
  - Considers at the contract strategy stage the opportunity to break requirements into smaller lots.
  - Emphasises the importance of local businesses through procurement guidance to the Council's workforce.
  - In terms and conditions for works contracts from £4m and supplies and services contracts from £1m (*Procurement Reform (Scotland) Act*), the suppliers must advertise to local businesses within the West Dunbartonshire area, the opportunity to apply to join the supplier's supply chain.
  - In the tender documentation, the use of West Dunbartonshire based organisations for sub-contracting opportunities is actively encouraged.



How the Council Intends to Make Sure That Its Regulated Procurements Will:	Procurement Strategy Response
Be undertaken in compliance with its duty to act in a transparent and proportionate manner	<ul style="list-style-type: none"> <li>• <a href="#">The Treaty on the Functioning of the European Union (1958)</a> and the Council's Standing Orders Relating to Contracts, Financial Regulations and this Procurement Strategy apply to all contracts, framework agreements and dynamic purchasing systems awarded by or on behalf of the Council.</li> </ul> <p>Further, the Council:</p> <ul style="list-style-type: none"> <li>• Website '<a href="#">Procurement</a>' provides information and support for those interested in doing business with the Council.</li> <li>• Delivers support to Suppliers to access public sector opportunities through the <a href="#">SDP</a> by providing training, information, webinars and templates.</li> <li>• Publishes tender opportunities and award notices on <a href="#">Public Contracts Scotland</a> portal.</li> </ul>
Comply with the sustainable procurement duty	<p>The Council:</p> <ul style="list-style-type: none"> <li>• Uses the <a href="#">Sustainable Procurement Toolkit</a> within the procurement activities.</li> <li>• Uses the updated Social Benefits guidance and updated model tender documentation.</li> <li>• Continues to report on social benefit delivery to the elected members.</li> <li>• Promotes the <a href="#">Social Benefits Wish List</a> for the communities to be involved in added benefits from the Council contracts.</li> </ul>
The use of community benefit requirements	<ul style="list-style-type: none"> <li>• As above</li> </ul>




How the Council Intends to Make Sure That Its Regulated Procurements Will:	Procurement Strategy Response
Consulting and engaging with those affected by its procurements	<ul style="list-style-type: none"> <li>Continues to engage with its stakeholders in a number of ways - including Council website, social media channels, targeted forums with suppliers, <a href="#">Citizens' Feedback</a>, <a href="#">Making a Complaint</a>, surveys, consultations, etc. The <a href="#">Public Petitions Framework</a> further enables communities to engage with the Council and participate in the decision making process.</li> <li>Consultation was undertaken with lead officers to ensure the Strategy was aligned to Council's <a href="#">Strategic Priorities</a> and <a href="#">National Performance Framework</a>, <a href="#">National Outcomes</a> and <a href="#">Indicators</a>.</li> <li>Effective consultation will also take place during the procurement activity.</li> <li>The Council promotes the <a href="#">Social Benefits Wish List</a> for the communities to be involved in added benefits from the Council contracts.</li> </ul>
Payment of a living wage - to persons involved in producing, providing or constructing the subject matter of regulated procurements	<p>The Council:</p> <ul style="list-style-type: none"> <li>Promotes the <a href="#">Fair Working Practices Statement</a> for internal and external stakeholders.</li> <li>Uses the fair working practices within the model tender documentation.</li> </ul>
Promoting compliance with health and safety at work, including how a supplier/ sub-contractor demonstrates compliance	<ul style="list-style-type: none"> <li>The Council uses the health and safety criterion that forms part of the evaluation for all appropriate contracts. This is a pass / fail criterion within the selection stage.</li> </ul>

How the Council Intends to Make Sure That Its Regulated Procurements Will:	Procurement Strategy Response
<p>The provision of prompt payment – no later than 30 days after invoice by the organisation to a supplier and/or sub-contractor, or by a sub-contractor to a sub-contractor</p>	<ul style="list-style-type: none"> <li>The Council uses the prompt payment clauses that are embedded within our contractual terms and conditions.</li> </ul>
<p>Food procurement</p>	<ul style="list-style-type: none"> <li>Through the Council's bespoke contracts and through collaborations with <a href="#">Scotland Excel</a>, the Council are continuing to put in place contracts which meet the nutritional requirements for food, for all users of the Council's catering services, whilst promoting the highest standards of animal welfare, in accordance with all statutory guidance and legislation.</li> </ul>

## Appendix 2: Procurement Delivery Plan – 2021/22

The Actions and Performance Indicators from the Council's procurement priorities, which are all interlinked, are detailed in the table below:

	<b>P</b>	A strong local economy and improved job opportunities				
	<b>Ob</b>	A growing economy				
<b>Procurement Priorities*</b>	<b>Performance Indicator</b>	<b>2019/20 Value</b>	<b>2020/21 Value</b>	<b>2020/21 Target</b>	<b>2021/22 Target</b>	<b>Managed By</b>
One, Two, Eight	% of procurement spent on local enterprises and / or who have a presence in West Dunbartonshire	New indicator	31.6%	36%	38%	Annabel Travers
One, Two, Eight	% of procurement spent on local small / medium-sized enterprises (LGBF measure)	8.23%	Data available Feb'22	14%	14%	Annabel Travers
<b>Procurement Priorities*</b>	<b>Action</b>				<b>Due Date</b>	<b>Managed By</b>
One, Two, Eight	Improving access to the Council's contracts				31-Mar-22	Annabel Travers
	<b>Ob</b>	Increased employment and training opportunities				
<b>Procurement Priorities*</b>	<b>Performance Indicator</b>	<b>2019/20 Value</b>	<b>2020/21 Value</b>	<b>2020/21 Target</b>	<b>2021/22 Target</b>	<b>Managed By</b>
Two, Eight	% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Social Benefits expectations	New indicator			95%	Annabel Travers

Procurement Priorities*	Action	Due Date	Managed By			
One, Eight	Deliver procurement savings and benefits	31-Mar-22	Annabel Travers			
	 Supported individuals, families and carers living independently and with dignity					
	 Efficient and effective frontline services that improve the everyday lives of residents					
	 A continuously improving Council delivering best value					
Procurement Priorities*	Performance Indicator	2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
One, Eight	Annual Cash Savings target achieved	£544,022.05	£1,024,595	£400,000	£400,000	Annabel Travers
One, Eight	% of contracts that are compliant	90.3%	98%	100%	100%	Annabel Travers
One, Eight	% of Contract & Supplier Management scorecards submitted against the total number due	55%	75%	75%	85%	Annabel Travers
Two, Eight	% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Cost expectations	New indicator			95%	Annabel Travers
Two, Eight	% of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Quality expectations	New indicator			95%	Annabel Travers
Two, Eight	Percentage of Contract & Supplier Management scorecards delivered where the Supplier at a minimum, meets the Service expectations	New indicator			95%	Annabel Travers
Procurement Priorities*	Action	Due Date	Managed By			
One	Deliver procurement savings and benefits	31-Mar-22	Annabel Travers			

Three, Five, Six, Seven, Eight	Maximise procurement efficiency and collaboration	31-Mar-22	Annabel Travers
Four, Six, Eight	Embed procurement sustainability	31-Mar-22	Annabel Travers