

CORPORATE SERVICES

**WEST DUNBARTONSHIRE COUNCIL
PROCUREMENT STRATEGY**

2012 - 2015



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1. Introduction

West Dunbartonshire Council is committed to excellent procurement.

Since the publication of the McClelland Report in 2006, significant progress has been made in the national procurement reform programme. This has included the establishment of national and sectoral centres of procurement expertise and the development of a large number of collaborative contracts and frameworks for use in local authorities and the wider public sector. Having access to these contracts has allowed the Council to deliver goods and services more efficiently and cost-effectively.

The financial climate facing the Council over the next few years is expected to be challenging and it is imperative that the Council is able to deliver services in the most cost-effective way possible.

In order to support such service delivery it is important that the goods and services which the Council procures from other organisations provides to the quality desired at a price that is competitive.

The strategy sets out the procurement aims and goals of the Council for 2012-2015 in support of the Council's Procurement Policy. These aims and goals reflect both national and local policies and priorities.

The strategy has been informed following a full review of current procurement practice and a review of alternative ways of delivering procurement activity within the Council, along with a review of procurement opportunities which aim to achieve efficiencies through improved procurement practices.

The strategy aims to facilitate the delivery of financial savings and meet other procurement objectives of the Council and in order to achieve these we need to change from the existing ways of working to develop a new operational model which sees a close working partnership between the Corporate Procurement Team and all service departments.

In addition to this, the strategy will implement a new way of managing procurement known as Category Management, which aims to take a wider, more strategic approach to appropriate processes covering the full procurement cycle.

Full elected member and management commitment to this strategy is a key step on the road to achieving excellent procurement practice.

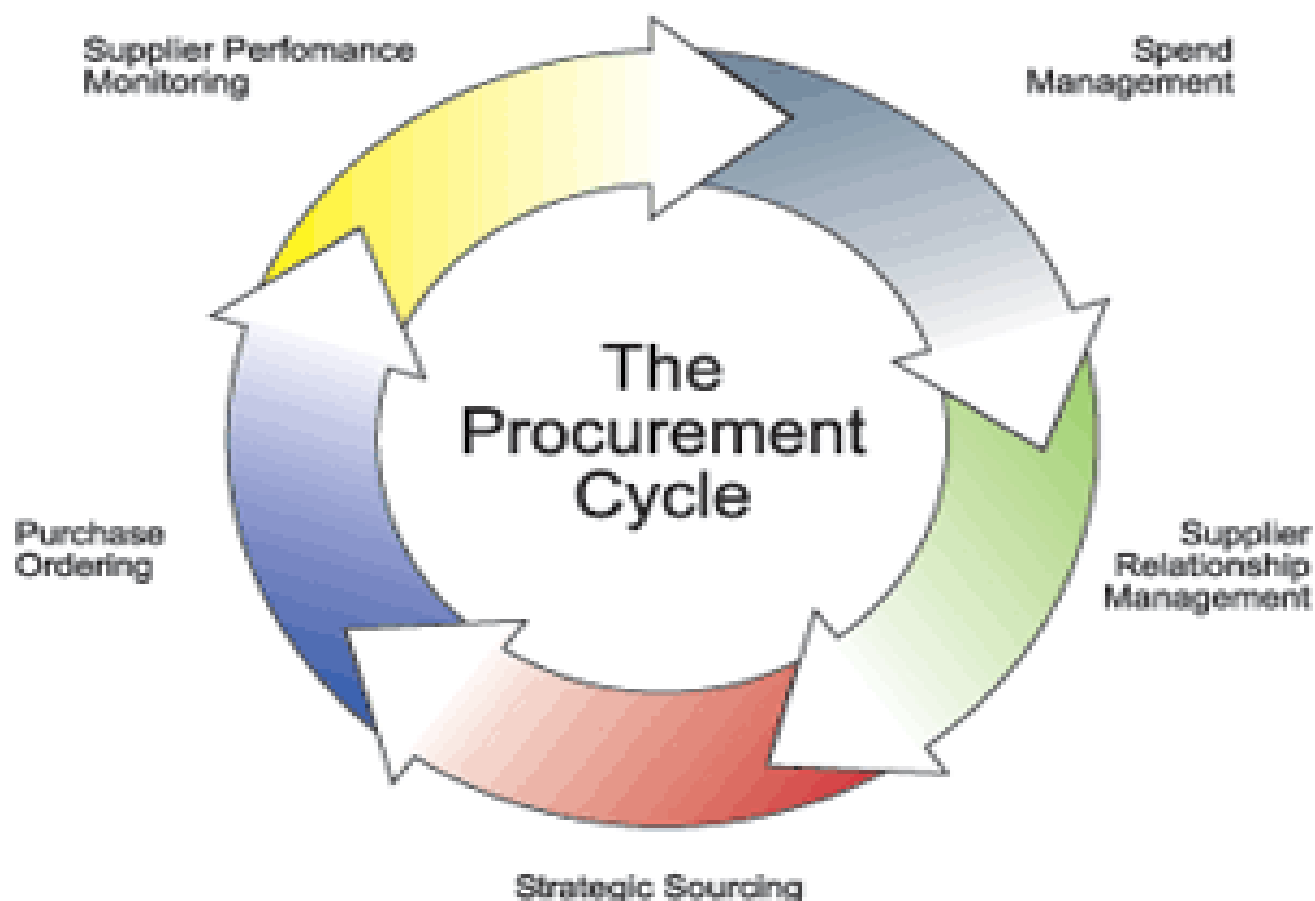
2. The Importance of Effective Procurement

2.1 What is Procurement?

Procurement is the full range of activities related to the purchasing of goods, services and works. All Council services carry out procurement. This can range from contracting an entire service to purchasing goods such as office equipment. The procurement process does not end at the contract award stage but spans the life cycle of the product or the asset or contract from

inception and design through to contract management and incorporates the entire purchase to pay process including stores, where used.

The following diagram illustrates the full procurement cycle.



2.2 Why is Procurement important?

The Scottish public sector procurement spend is estimated at £9.6 billion per year, with Councils spending approximately £5.2 billion. Of this, West Dunbartonshire Council spends around £90 million per year; almost 2% of the national local authority spend on goods, services and works.

This is a significant figure both in terms of budget and the effect that such spending has on the local and national economy.

The following table highlights the main categories of significant procurement activity, based on current commissioning strategies regarding in-house and external provision, showing values of external procurement.

Social Care, Health, Education and Leisure		Corporate Indirect Spend		HEED (inc. Construction, Property Management, Roads, Environmental and Transport)			
Sub Category	Spend £m	Sub Category	Spend £m	Sub Category	Spend £m	Sub Category	Spend £m
Social Care Adult	11.545	Utilities	3.898	Construction inc. Property Maintenance	13.423	Construction Roads	0.234
Social Care Children	2.496	Consultancy	1.020	Construction Materials	3.561	Road Materials, signage and street furniture	0.460
Social Care – Disabled Children	3.070	Clothing - PPE	0.196	Facilities Management (includes BAM & Interserve)	16.432	Traffic Control	0.122
Social Care Other	5.821	Advertising	0.157	Demolition & Asbestos Removal	0.792	Waste Management	4.124
Health Care	0.390	PR & Marketing	0.160	Lift Maintenance	0.658	Environmental - Other	0.220
Education Supplies and Services	0.849	Print & Reprographics	0.168	Property Management	0.166	Graffiti Removal	0.108
Sports and Playground Equipment	0.226	Financial Services	2.935	Security	0.547	Cemetery & Crematorium Equipment	0.059
Arts & Leisure	0.177	Furniture	0.238	Removals	0.207	Horticultural Supplies and Services	0.242
		Health & Safety	0.098	Storage	0.150	Vehicle Management	2.955
		HR	2.267	Domestic Goods	0.042	Public Transport inc. coaches and taxis	0.761
		ICT	3.393	Catering Services and Supplies	1.235	Street & Traffic Management Planning (SPT)	2.934
		Legal	0.572	Cleaning Services and Supplies	0.496	No summary category (e.g. Lennox Partnership)	0.585
		Mail Services	0.358	Housing Management	0.095		
		Office Supplies	0.314				
		Facilities Mgt misc.	0.084				
Total	24.574	Total	15.858			Total	50.608
						GRAND TOTAL	91.040

3. Procurement Operating Model

3.1 Current Operating Model

Procurement is currently delivered in a variety of ways to departments and services. Some departments make use of the Corporate Procurement Team (CPT) for guidance and general help. This can include advice on European legislation, standing orders and tendering procedures. Departments have been provided with a tendering service by the CPT in the expectation that they will develop the skills to carry this out themselves in future.

Departments and services also make use of PECOS and Purchasing Cards for their operational/transactional purchasing arrangements, though the use of such electronic purchasing systems is not embedded as widely as possible as yet and departments have legacy systems for purchasing activities, such as SERVITOR2 and FleetMaster that do not interface with other council systems such as PECOS.

3.1.1 Current Internal and External Communications on Procurement

At present, there is a virtual network of officers involved in procurement and the Corporate Procurement Team communicates regularly with this group of employees to provide updates in contract information and best practice etc. The CPT is aware that not all employees who are involved in procurement have been identified by departments and therefore there is a danger that some are missing updates.

In addition to the network of devolved practitioners, there is a Procurement Board which is governing the implementation of the new approach. A number of Procurement Liaison Groups meet regularly including the Construction Procurement Forum, the CHCP Procurement Forum, HMTD Liaison Group and Procurement / Legal forum.

In terms of external communications, there is regular contact with the centres of procurement expertise i.e. Scotland Excel and Scottish Procurement, regular participation in supplier development events and ongoing discussion with key suppliers as part of the supplier management process. There is some discussion with local businesses; however this is not done in a systematic way.

3.2 A Category Management Approach

Category Management is a strategic, market focussed approach to procurement where supply capability is fully aligned to business requirements. Categories are groups of products or services that share common characteristics and supply base.

In a Category Management approach, procurement staff work together with departmental staff to completely understand the need and the market and to select the best procurement route for the category. To be successful, it requires a completely fresh approach to procurement and a re-definition of the roles and responsibilities of procurement and departmental staff.

The following is a summary of the main stages in a typical category management process.

- Stage 1** Identification of Need, Definition of scope and Initiation of Procurement Process
- Stage 2** Data Capture, Opportunity Prioritisation and Project Plan development
- Stage 3** Detailed analysis of environment and supply market
- Stage 4** Sourcing Strategy formation and delivery
- Stage 5** Mobilise and implement category strategy
- Stage 6** Monitoring and Relationship Management

3.3 Future Procurement Model

It has been agreed by the CMT (in July 2011) to implement the Category Management approach to procurement.

The implementation of this new structure for the Procurement Team includes the creation of four new Category Manager posts supporting the main functional areas of expenditure on goods and services as follows:

- CHCP and Education and People Support services (1);
- Corporate Indirect Services (1); and
- HEED services (2).

These Category Managers will be placed within the departments and will work closely with the commissioning managers in each of the service areas to implement the category management approach.

Although these staff will be based in and work closely with departments, they will be managed as part of a Corporate Procurement Team in a “Hub and Spoke” model. The Corporate Procurement Team will be led by the Procurement Manager who will lead the corporate procurement process from a central point and will manage the entire procurement team including the Category Managers and the team of procurement officers who will support them in delivering procurement solutions and advice to departments.

The new management structure for the Procurement Team, operating in a Hub and Spoke model is shown as Appendix A.

3.3.1 Main issues arising from adopting this approach

It has to be clearly understood that adopting a true Category Management approach requires a new relationship between departmental staff and procurement staff. There has to be an understanding that delivery of category strategies and procurement plans is a joint responsibility.

Edinburgh Council, regarded as one of the most advanced in terms of Category Management, generated success through this method of procurement management has identified the following “lessons learned”:

- Governance and buy-in from the CMT and departmental management is critical to the successful delivery of Category Management ;
- Recognition that mobilisation of the new model will take time and benefits will not accrue immediately;
- Category Boards are essential for establishing senior stakeholder relationships, buy in, and identifying new opportunities;
- To ensure this transformation succeeds, funds will required to be allocated for staff training and development purposes;
- Categorisation and Mapping of suppliers takes time;
- Contracts Registers must be comprehensive and well maintained;
- Additional Benefits can only be fully realised if current practices and processes are continuously challenged;
- Internal Communications are essential to inform the business of the new structure and ways of working;
- Supporting framework of strategies, policies, tools and templates must be in place in order for effective and efficient category management to thrive; and
- Be prepared for increased strategic activity to come through Procurement as relationships develop and procurement's value proposition is better understood.

3.3.2 Future Internal and External Communications on Procurement

As identified at 3.1.1 above, the current arrangements in dealing with and managing communications on procurement issues – both internally and externally can be improved. For the new approach to procurement to work effectively, it will be necessary for an improved approach to communications to be generated, including regular updates and information for both employees and our providers (including local businesses and SME's).

In order to support local economic development, supplier events for local businesses and SMEs will be held to cover areas of interest to the SMEs and to provide advice on how to become a supplier to the Council.

3.4 Benefits from Operating Model and Category Management

3.4.1 Non-Cashable Savings

The non-cashable savings can be summarized as follows:

- Provides capacity to service departments on-going needs;
- Provides a clear and consistent approach;
- Provides professional procurement experience and knowledge and concentrates these on specific categories and commodities via Category Management;
- Provides improved ability to identify and capture savings, efficiencies and benefits;
- Standardises practices and procedures for procurement across the Council;
- Improves transparency on spend;
- Fosters the change management agenda;
- Creates a climate for inclusion and participation in the procurement process and efficiency agenda;

- Encourages cross functional working across the Council;
- Enshrines the ethos of continuous improvement;
- Encourages the local market via a single point of contact; and
- Collaborative internal and external opportunities improved via visibility.

3.4.2 Potential Cashable Savings

Other Councils that have adopted a Category Management approach have adopted different methods of calculating savings:

- South Lanarkshire Council has estimated a figure of 1% of spend as cashable savings per annum;
- Edinburgh Council estimated the following savings (Note: Not all cash releasing, capital and revenue):

09/10	0.70%
10/11	2.26%
11/12	2.08%
12/13	1.66%
- Argyll and Bute Council have employed four additional “outposted” Procurement Officers within service departments to maximise contract compliance. This work is forecast to produce savings on contracts of £2.7 million over a 5 year period.

It is clear that the general expectation in Councils which have implemented this model is that it will generate cashable and non-cashable savings though it should be noted that these will take some time to be generated as the new model becomes operational and practices improve.

4. Strategy and Policy

4.1 Purpose of the Procurement Strategy

This strategy provides a framework for the Council to improve its procurement structure, capability, processes and performance in relation to principles and performance measures defined by both the Scottish Government and by the Council. The Council will measure the performance of the Procurement Team against the following standards:

- The procurement attributes outlined in the McClelland Review of Public Sector Procurement in Scotland published in 2006;
- The high level section headings of the Procurement Capability Assessment i.e.:
 - Strategy Procurement leadership and governance;
Procurement strategy and objectives;
 - Operations Defining the supply need;
Sourcing strategies and collaborative procurement;
Contract and supplier management;

- Resources
- Demonstrating performance
- The National Best Practice Indicators published in 2008 and reported annually to Committee (see Appendix B); and
- The Scottish Government's proposed procurement dashboard
- The Scottish Sustainable Procurement Flexible Framework Tool

The work of the Procurement Team will support the delivery of the Council's own high level priorities and objectives as detailed within the Community Plan, Single Outcome Agreement and the Corporate Plan. In particular, Procurement has an important role to play in the following areas

Single Outcome Agreement 2011 – 2014

Priority One – Work and Benefits

- Local Economic Activity
- Local Economy Sectors
- Unemployment Rates

Priority Two - Strong and involved communities

- Working with the Third Sector
- Attractive and sustainable environments

Corporate Plan 2012 - 2015

Theme 1 – Regeneration and the Local Economy

Theme 4 – Sustainable Environments

Theme 6 – An Improving Council

In addition, procurement plays an important part in the delivery of the Council's long term Financial Strategy.

The Strategy aims to ensure that the consolidated procurement function contributes effectively to the Council's overall vision.

More specifically, the Procurement Strategy provides a framework to manage and consolidate procurement spend in order to achieve significant savings over the 3 year period.

4.2 Aims of the Procurement Strategy

The aims of this strategy are to:

- Allow the Council to meet the measure of “improved” performance (Procurement Capability Assessment Level 2), and ultimately “superior” performance (PCA Level 3) as defined within “The McClelland Review of Public Sector Procurement” ;
- Allow the Council to gather all procurement spend under the umbrella of the new Corporate Procurement Team, ensuring compliance with all relevant legislation and achieving significant savings targets;
- Plan tasks and allocate resources and budgets to allow the procurement goals and targets to be met;
- Secure the commitment required to implement the strategy from internal stakeholders;
- Ensure the procurement strategy is aligned with the Council’s corporate priorities; and
- Allow the Council to meet its aims, as stated in the Corporate Plan, of securing better employment opportunities and growing the local economy through consideration of social, economic and environmental objectives in contract specifications where these are relevant, proportionate and non-discriminatory.

4.3 Outcomes of the Procurement Strategy

The Procurement Strategy aims to achieve the following outcomes:

- Better contracts resulting in better services and facilities for the citizens of West Dunbartonshire;
- Targeted and increased savings through reviewing procurement models and strategies for categories, freeing up money to protect front line services;
- Procurement processes that take account of the Council's needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of benefit to society and the economy, whilst minimising damage to the environment.
- Standardisation of procurement processes and procedures to protect the Council from risk and to generate efficiencies in the procurement processes;
- Improved contract and supplier management in order to procure in a smarter and more effective way;
- Improved communications with potential suppliers and, in particular, local businesses, small and medium sized enterprises and third sector organisations to maximise awareness of and capability to respond to contracting opportunities.
- Rationalisation of procurement systems, moving to e-procurement as the standard on as few platforms as possible;

- Implementation of an Employees' Procurement Policy with the aim of maximising the effectiveness of the strategy and policy and the potential efficiencies to be generated for the Council and its stakeholders;
- Clear direction from the top down with clear support for getting best value in procurement;
- Clear, systematic, holistic and well-researched framework to guide the organisation's purchasing decisions;
- A prudent and well planned approach to defining supply needs;
- Demonstrating a clear understanding of how the Council can best meet its core supply needs;
- Effective management of suppliers and contracts;
- Efficient and robust processes and systems to support advanced procurement activity;
- People with sufficient capability to ensure effective performance; and
- A sound approach to assessing and demonstrating procurement performance.

It is planned to standardise procurement documentation, Committee papers, tender documentation and terms and conditions. This will streamline internal processes and make the tender process easier for our suppliers. This is supported by the recent publication of the Council's procurement manual.

This strategy proposes the implementation of a consistent approach to supplier and contract management in order to drive value from new and existing contracts. As well as improving existing supplier relationships, the Council recognises the need to support local businesses and small and medium enterprises and third sector organisations.

The Council will develop and publish an Employees' Procurement Policy which will provide those involved in procurement with clear guidance as to the Council's expectations around appropriate means of procurement.

Over the next two years, an approach to Corporate Social Responsibility (CSR) will be embedded into the procurement processes. This will include the development of sustainable procurement which is currently governed by the Scottish Government's Sustainable Procurement Action Plan and the use of the Flexible Framework Tool. This will be further developed following the enactment of the Sustainable Procurement Bill in the lifetime of the current Scottish Parliament.

The Procurement Team also has a role to play in assisting departments to review the efficiency of existing delivery models and to support in implementing alternative delivery models.

4.4 Procurement Policy

In order to support and facilitate the generation of the expected outcomes and benefits arising from this Strategy, it is necessary to have a supporting Employees' Procurement Policy which will advise employees as to how they should implement the Council's Procurement Policy and how to achieve best practice in procurement activities. It is intended that this policy will be adopted by the Council and be binding on all employees who are involved in procurement. This will require consultation with Trades Unions.

In view of the Council's focus on supplier development in the local area, the local procurement policy has been considered and a number of specific actions that procurers can take to assist local businesses to compete for the supply of goods and services to the Council. This is attached at Appendix C.

5. Processes and Systems Improvements

As detailed at 3.1 above there are currently a range of systems and practices being utilised in order to procure goods and services. The procedures will be standardised following the development of the Employees' Procurement Policy. In addition to this, there are a number of system improvements around the procurement function that will require to be developed over the next few years.

These areas of system improvement will revolve around maximising the use of the functionality of the Council's main Financial Accounting system - Agresso to reduce duplication of effort and input in relation to needs of departments to generate orders and commitment accounting records.

In relation to streamlining, the Council requires to maximise means of electronic ordering and payment through maximising the implementation of Pecos and Purchasing Cards. The Council has a goal to:

- Maximise spend from electronic purchase orders and on-line approval and payment processes;
- Increase usage of purchase card in appropriate work settings;
- Standardise "purchase to pay" processes through improved processes agreed with suppliers for electronic ordering, invoicing and payment; and
- Consider appropriate use of e-procurement tools, for example e-tendering and e-invoicing.

6. Strategy by Function

Best practice suggests that each Department should have an individual strategy which includes the scope, high level strategy broken down to show the short and long term approaches, any structural and cultural change required, and the approach to contract & supplier management. This strategy includes a procurement strategy for each of the Council's service departments. This departmental approach to procurement strategies will be developed over the next two

WDC Procurement Strategy Draft 2 February 2012
years following the implementation of the new operating model for the Corporate Procurement Team.

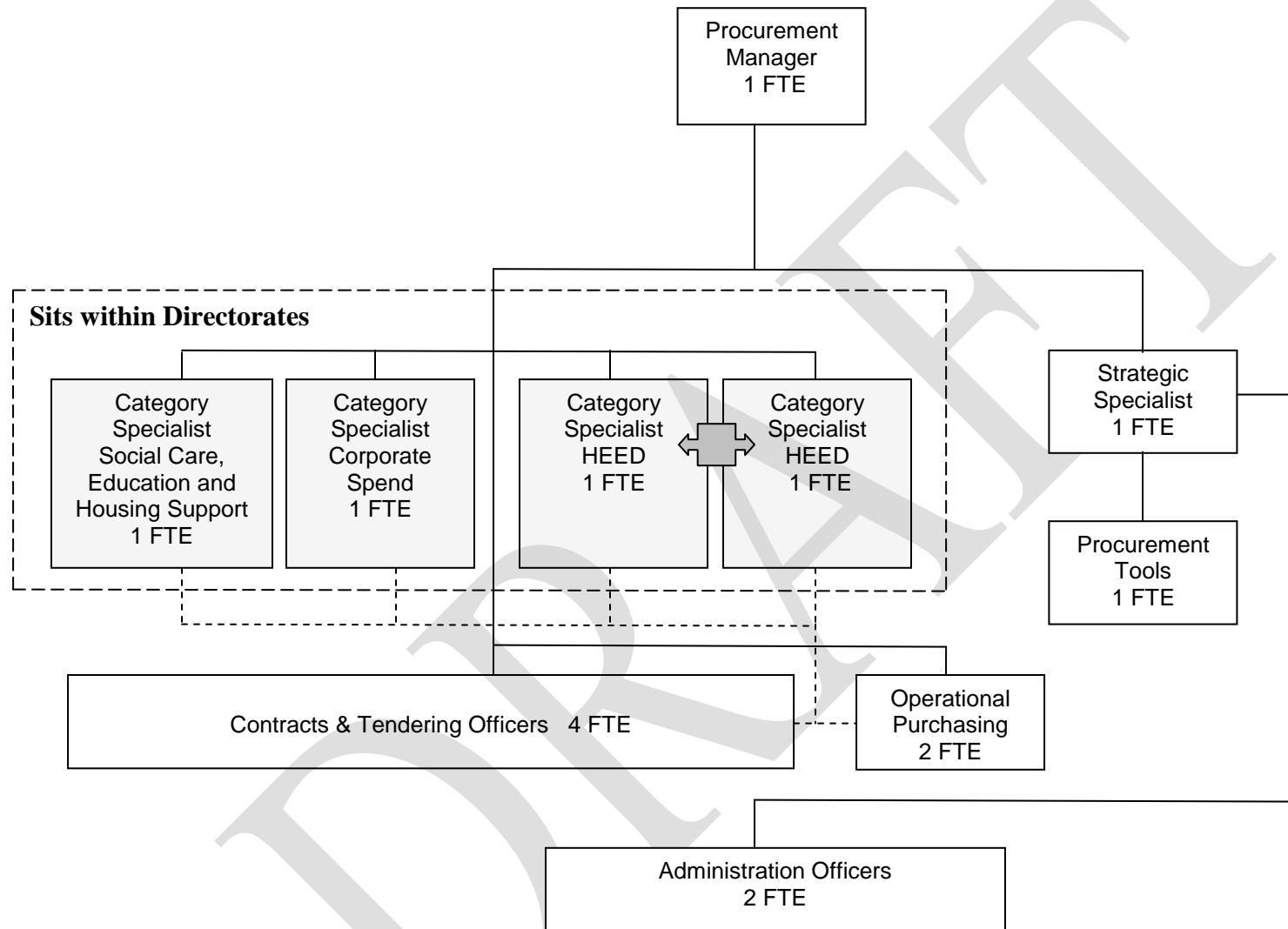
7. Procurement Strategy Implementation Plan

Action	Responsible Officer	Due Date
Staffing and Structures		
Implement new structure for Corporate Procurement with Hub and Spoke centralised team	Head of Finance and Resources	31 July 2012
Ensure that appropriate employees who are involved in procurement within the new Corporate Procurement Team are appropriately qualified or working towards the appropriate Chartered Institute of Purchasing and Supply (CIPS) qualification	Manager of Procurement	31 July 2012
Compliance with Best Practice		
In order to ensure compliance with Best Practice, implement a new Employee Procurement Policy which defines employee requirements in relation to procurement procedures	Manager of Procurement	30 September 2012
Revise and circulate Procurement Manual to assist employees in implementing best practice	Manager of Procurement	30 November 2012
Ensure maximum compliance with national and sectoral collaborative procurement frameworks where these represent best value	Manager of Procurement	31 December 2012
Governance		
Report to CMT on Strategy and Policy to obtain leadership commitment to implementing the Strategy and Category Management approach via the new Corporate Procurement Team	Head of Finance and Resources	6 March 2012
Implement the Procurement Board as a body to oversee the implementation of the Strategy	Head of Finance and Resources	30 April 2012
Set up new Category Boards which are essential for establishing senior stakeholder relationships, buy in, and identifying new opportunities	Manager of Procurement	30 September 2012
Standardise approach to Member approval of procurement processes and outcomes	Manager of Procurement	30 September 2012
Review Standing Orders to reflect approval requirements and to reflect the new procurement operating model	Manager of Procurement	30 September 2012
Develop a range of performance indicators against which performance will be monitored	Manager of Procurement	30 September 2012

Procurement Procedures		
Standardise Procurement documentation - format and content of all appropriate procurement documentation	Manager of Procurement	31 March 2013
Standardise a suite of Terms and Conditions to be used in contracts	Manager of Procurement	31 March 2013
Implement approach to Supplier Management commencing with 1. The three highest cost suppliers in each category grouping and 2. Roll-out to all high cost/high risk suppliers / services	Manager of Procurement	1. 31 March 2013 2. 31 March 2014
Develop category-based procurement strategies for each of the Category groupings	Manager of Procurement	31 March 2014
Ensure appropriate contract registers are in place and being maintained as required	Manager of Procurement	30 June 2012
Formalise Communications channels for procurement purposes between the Corporate Procurement Team and officers involved in procurement	Manager of Procurement	30 June 2012
CSR / Sustainable Procurement		
Develop a consistent approach to Corporate Social Responsibility within procurement across the Council- covering issues such as sustainability, community / social / economic benefit, energy and carbon management; equality; ethics (including Fair Trade); etc.	Manager of Procurement	31 March 2013
Embed sustainability at all stages of the procurement process. Implement procurement best practice as reflected in the Scottish Government's Sustainable Procurement Action Plan and any actions arising from the Sustainable Procurement Bill	Manager of Procurement	31 March 2013
Local Procurement		
Review Local Procurement Policy and Action Plan to ensure progress in local supplier development is maintained satisfactorily	Manager of Procurement	30 September 2012
Processes and Systems Improvement		
Develop a purchase to pay strategy to determine how e procurement and purchasing cards will be developed in future	Manager of Procurement	31 March 2013
Review all Purchase to Payment processes to identify system "waste" and inefficiency	Manager of Procurement	31 March 2013
Implement improved and standardised processes for Purchase to Payment	Manager of Procurement	31 March 2013

Review the usage of Purchasing Cards to ensure used appropriately with a view to maximising the use on appropriate commodities	Manager of Procurement	31 March 2013
Identify all systems used for Procurement purposes and develop options for rationalisation to minimise input and maximise the use of the core financial systems	Manager of Procurement and Manager of Finance	31 March 2013
Identify options for use of e-tendering and e auctions as a means of improving procurement practices	Manager of Procurement	31 March 2013
As part of contract management aim to maximise the use of e-Invoicing	Manager of Procurement	31 March 2013
Maximise the use of PECOS as the core e-Procurement system	Manager of Procurement	31 March 2013
Develop appropriate processes in order to track procurement benefits (both cashable and non-cashable)	Manager of Procurement	31 March 2013

Appendix A: New Corporate Procurement Team Structure



Appendix B: National Procurement Best Practice Indicators

	Key Performance Areas	Best Practice Indicators	Performance Indicators
Core Deliverables	<ul style="list-style-type: none"> • To provide a value-for-money service that delivers financial savings • To provide quality advice and contracts which deliver quality products and services • To procure goods and services in a lawful and ethical manner which encourages participation and sustainable economic growth 	<ol style="list-style-type: none"> 1. Total savings achieved year-on-year 2. Composite Score from Customer satisfaction questionnaire 3. Composite score from supplier satisfaction questionnaire 	<p>Will be monitored nationally by automatically generated financial indices:</p> <ul style="list-style-type: none"> • % private sector suppliers with a formal contracted agreement • % third sector suppliers with a formal contracted agreement • % spend with SMEs
Key Processes	<ul style="list-style-type: none"> • Working effectively across public procurement sectors and organisations • Ensuring effective contract and supplier management • Communicating effectively and ensuring productive stakeholder and customer relations • Ensure compliance with good procurement practice • Continuously improving performance and innovation 	<ul style="list-style-type: none"> • Supplier Satisfaction Questionnaire (Specific question on procurement function's engagement with suppliers during the life of a contract) • Customer Satisfaction Questionnaire (Specific question on visibility and helpfulness of procurement team/guidance) 	<ol style="list-style-type: none"> 4. % of annual procurement spend that is channeled through a collaborative contract with other publicly funded bodies 5. Compliance (to identify 'maverick' spend): <ul style="list-style-type: none"> • 5(a) % procurement spend with contracted suppliers • 5(b) % procurement spend with contracted suppliers on contract (will be implemented in future) 6. % of Scorecard BPIs that show improvement since previous report

Organisational Capacity	<ul style="list-style-type: none"> • Ensure effective governance and accountability of procurement • Ensuring the procurement process is resourced by skilled staff appropriate to spend and commodity • Adopting and end-to-end e-procurement service 		<p>7(a) % of procurement officers who hold the professional procurement qualification, Member of Chartered Institute of Purchasing and Supply (MCIPS)</p> <p>7(b) % of procurement officers with an appropriate procurement qualification</p> <p>7(c) % of procurement spend actively influenced by procurement professionals</p> <p>8. % procurement officers (FTE) who are undertaking any formal training towards a procurement qualification. Supported by the financial indices:</p> <ul style="list-style-type: none"> • Number of Procurement Staff (FTE) (Financial Index) • Procurement Department Cost per £ of Spend (Financial Index) • Procurement Department Spend per professionally qualified procurement officer <p>9. The following measures will be recorded individually, and automatically combined into an overall e-procurement maturity level for each organisation:</p> <ol style="list-style-type: none"> % electronic contract notice % electronic award notice % contracts through e-sourcing (e.g. electronic tendering systems) % total transactions that are e-

			<p>transactions (through an e-procurement system)</p> <p>e. % payments processed via e-payment system (i.e. through e-invoicing, e-consolidated billing/self billing, and first time automated match from purchase order to invoice)</p>
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Appendix C – Local Procurement Action Plan

1. Introduction

It is important to highlight what procurers **can** do within the regulatory framework to ensure local suppliers are able to access procurement opportunities and this action plan details specific actions that will help the Council to meet its commitments to assist the local economy through its procurement activities.

The actions are grouped into headings and detail who is responsible for implementation. These will be incorporated into a new version of the procurement manual which will be issued to all devolved procurers for immediate implementation

2. Actions

Action ref.	Description	Responsible Officer(s)	Due Date
Communication			
2.1	In partnership with WDC economic development section and bodies such as the Supplier Development Programme and the Dunbartonshire Chamber of Commerce, run regular Supplier roadshows and other Meet the Buyer events in the West Dunbartonshire area	Manager of Procurement	First event by 30 June 2012 and thereafter on a regular basis.
2.2	Produce published guidance for small and medium sized enterprises to be distributed at supplier events and available on WDC website	Manager of Procurement	30 June 2012
2.3	Publicise details of single point of contact for supplier Procurement enquiries	Manager of Procurement	30 June 2012
Improving access to contract opportunities			
2.4	Route all contract notices and sub £50K requirements through Public Contracts Scotland advertising portal	Manager of Procurement and all devolved procurers	30 June 2012
2.5	Advise current and prospective suppliers to register with Public Contracts Scotland (free to register) so they are automatically notified of all contracting and lower value opportunities (not just WDC). This will be done at supplier events, on the website and through the press.	Manager of Procurement and all devolved procurers	30 June 2012
Assistance with tendering process			
2.6	Adopt Scottish Standard Pre Qualification Questionnaire when available. Suppliers' complete standard information once only	Manager of Procurement and devolved procurers	As soon as SPPQ database is made

	and this can be downloaded from a central site for individual contracts.		available (estd Spring 2012)
2.7	Provide suppliers with details of "Supplier Journey" tool from Scottish Government. This provides information and templates to help suppliers through a typical public sector tendering process	Manager of Procurement and devolved procurers	30 June 2012
2.8	Encourage maximum uptake among local suppliers of Supplier Development Programme material and training in tender preparation techniques	Manager of Procurement, Economic Development staff and devolved procurers	30 June 2012
2.9	As part of the supplier roadshows, (see 2.1 above) run workshops on WDC tendering processes for interested suppliers	Manager of Procurement	30 June 2012
Community Benefits			
2.10	Engage with devolved procurers and Members to incorporate community benefits into procurement projects. This will include targeted recruitment and training, skills development, supply chain initiatives, community consultation, considerate contractor schemes, contribution to curriculum activities, promotion of social enterprises and resources for community initiatives.	Manager of Procurement and devolved procurers	30 September 2012
Contract Development			
2.11	Introduce more strategic approach to contract development through Category Management structure and ensure that impact of every contract on local supplier community is considered at strategy formation stage	Manager of Procurement , Category managers and devolved procurers	30 September 2012
2.12	Ensure framework contracts are always considered as an option at contract development stage. These can be broken into smaller lots with single or multiple suppliers awarded against each lot.	Manager of Procurement and devolved procurers	30 June 2012 and ongoing
2.13	Always ensure selection and award criteria within contracts and frameworks are carefully considered by all procurers. In certain circumstances, local criteria can be included but only where economic benefit can be clearly quantified.	Manager of Procurement and devolved procurers	30 June 2012 and ongoing
2.14	Organise training for devolved procurers on ways of incorporating local criteria into	Manager of Procurement	31 st October 2012

	contracts without breaching EC rules.		
2.15	Embed guidance into Procurement Manual for access by all Council procurers	Manager of Procurement	30 June 2012
2.16	Ensure tender questionnaires are proportionate to the scope of the requirement and manageable by smaller suppliers	Manager of Procurement and devolved procurers	30 June 2012 and ongoing
2.17	Make greater use of output / outcome specifications to allow innovative solutions to be offered in response to requirements.	Manager of Procurement and devolved procurers	30 June 2012 and ongoing
Governance			
2.18	Where possible, provide more information about strategy / route to market in Committee Reports to allow Members to make an informed decision in advance of commencement of project	Manager of Procurement and devolved procurers	31 st July 2012 and ongoing
Collaborative Procurement and Procurement Reform Programme			
2.19	Advise local businesses to feed any issues or concerns through the Public Procurement Advisory Group whose members include FSB, Scottish Chambers of Commerce, STUC, SCDI, CBI Scotland, CCPS, GCVS and Social Firms Scotland and which is chaired by Alex Neill, Cabinet Secretary for Infrastructure and Capital Investment	Manager of Procurement	30 th June 2012
2.20	Advise local businesses of other relevant Procurement reform activities such as the Supplier Engagement Working Group, the Single Point of Enquiry and the award of the Developing Markets for Third Sector Providers contract	Manager of Procurement	30 June 2012
2.21	Provide information to local businesses on procedures and timescales for bidding for collaborative contracts	Manager of Procurement	30 June 2012