

ORKNEY
ISLANDS COUNCIL

Procurement Strategy

2016 to 2018

Version 3.0

Version Control

Version.	Updated by.	Date.	Details of Change.
1.0.		November 2013.	Approved by General Meeting of the Council on 10 December 2013.
2.0.	Rosemary Colsell.	29 November 2016.	Draft revised strategy prepared for public consultation to include the provisions of the Procurement Reform (Scotland) Act 2014 and the Procurement Scotland Regulations 2016.
3.0.	Rosemary Colsell	20 December 2016.	Published by the Executive of Corporate Services in line with Delegated Authority granted and approved by the Council on 13 December 2016.

Contents

1. Forward	4
2. Introduction.....	4
3. Background	4
4. Themes and Priorities.....	8
6. Ethical Standards.....	9
7. Sustainable Procurement Duty	10
8. Consultation and Engagement	10
9. Payment of Living Wage.....	10
10. Health and Safety at Work, etc. Act 1974	11
11. Fairly and Ethically Traded Goods and Services	11
13. Aims of the Procurement Strategy.....	12
14. Spend Profile in Orkney.....	13
15. Payment Policy.....	13
16. Implementation, Monitoring, Reviewing and Reporting.....	14
17. Policies, Tools and Procedures	14
18. Strategic priorities	15

1. Forward

This is the second Council procurement strategy. It provides the basis for further improvement and the embedding of procurement across all Council services in a manner which proportionate to the scale and the complexity of the procurement undertaken by the Council.

It seeks to create, through a series of Council commitments, a firm foundation upon which the Council can continue to build and deliver improved procurement performance.

The Council is committed to sustainable economic development in Orkney and it is conscious that procurement decisions must take account of the social, economic and environmental impact they have on the people and communities of Orkney.

2. Introduction

This procurement strategy has been prepared in response to the changing procurement agenda and the current financial climate.

The strategy sets out the priorities of Orkney Islands Council (the Council) in the form of a number of Council commitments. These commitments reflect both national policies and local priorities and are considered to be proportionate to the scale and complexity of the procurement activity undertaken by the Council. Each of the stated commitments is considered to be achievable within the timeframe of this strategy.

3. Background

3.1. Procurement Strategy 2016 to 2018

Orkney Islands Council is committed to good procurement practice. This document is a revised and updated version of the Council's Procurement Strategy 2010 to 2014. This revised Strategy builds on the progress to meet the needs of the Council and the business community in Orkney and outwith Orkney. This Strategy sets new objectives to meet the Council's statutory requirement to ensure compliance with the requirements of the Procurement Reform (Scotland) Act 2014 and all relevant legislation and achieve financial savings.

3.2. Scope of public procurement

Public Procurement can be defined as the acquisition, whether under formal contract or otherwise, of goods, services and works from third parties by contracting authorities. The scope of public procurement ranges from the purchase of routine supplies or services, to the formal tendering and placing contracts for large infrastructure projects by a wide range of contracting authorities.

The procurement process does not end at the contract award stage, but spans the life cycle of the contract from the inception and design through to contract management.

3.3. Procurement activity

The Council spends approximately £44 million per annum of goods, services and works. Of this £44 million approximately 48% is spent with Orkney businesses of with companies that have a presence in Orkney (but with no head office in Orkney).

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

3.4. Council priorities and values

Procurement cuts across all Council services and forms an integral part of the Council's ability to achieve the Council's declared seven priorities as detailed below.

Priority One: Care and support for those who need it.

Priority Two: Promote successful, thriving communities.

Priority Three: Housing to meet the needs of Orkney's people.

Priority Four: A low carbon Orkney – renewables, energy and opportunity.

Priority Five: Orkney's economic development.

Priority Six: Orkney's transport networks.

Priority Seven: What we need to do (planning for changes in the law).

Whilst procurement is a key enabler, priorities two, four and five are those where a direct impact can be made.

The Council's values guide the way in which it procures supplies, services and works.

- Promoting survival.
- Promoting sustainability.
- Promoting equality and fairness.
- Working together.
- Working with communities.
- Working to provide better services.

The Council's Delivery Plan is due to be reviewed in 2018 and the Council Procurement Strategy will be reviewed in line with this and updated to reflect procurement developments at that time.

3.5. Procurement Reform (Scotland) Act 2014

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.

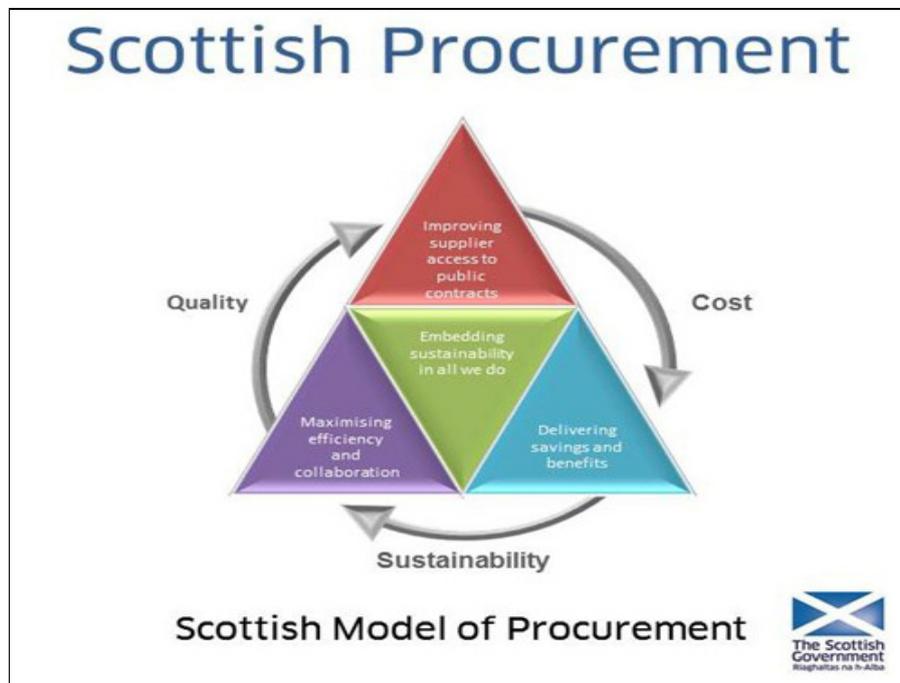
Where an organisation has an existing procurement strategy, there will be no requirement for it to prepare a completely new procurement strategy each year. An organisation must, however, review its procurement strategy annually and make such revisions as it considers appropriate for the purposes of the Act.

The first procurement strategy will need to be published by the organisation by 31 December 2016, covering:

- The remainder of financial year in which 31 December 2016 occurs.
- The first financial year starting commencing 1 April 2017.

An organisation must publish its procurement strategy, including any revisions, on the internet and by any other appropriate means. The organisation must notify Scottish Ministers of the publication of its procurement strategy.

3.6. Scottish Model of Procurement



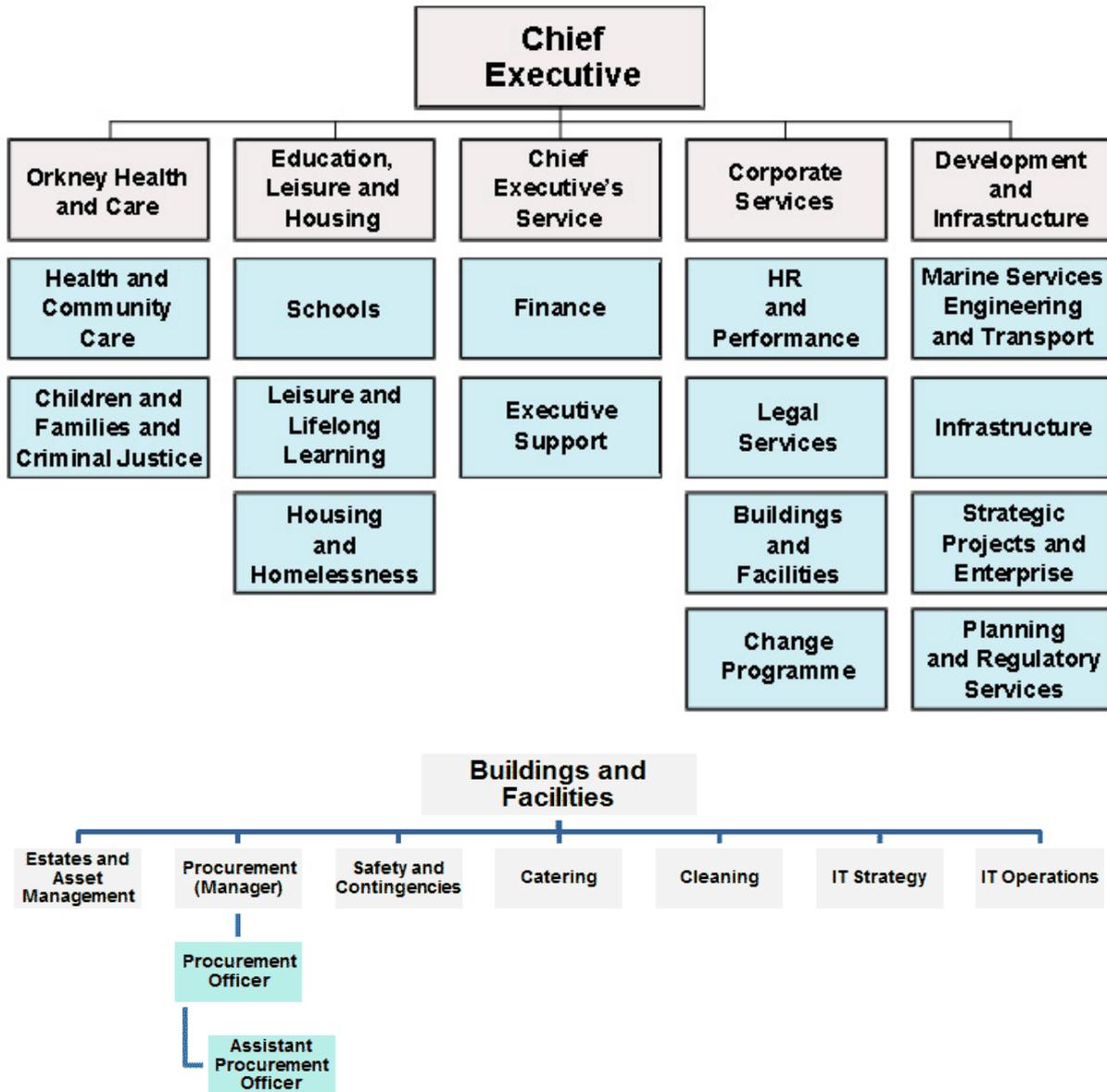
The Scottish Model of Procurement puts procurement at the heart of Scotland's economic recovery. It sees procurement as an integral part of policy development and service delivery.

Like all good ideas, it's a simple concept - business friendly and socially responsible. Looking at outcomes not outputs, it uses the power of public spend to deliver genuine public value beyond simply cost and /or quality in purchasing.

Government led, it benefits from strong political leadership including three successive Cabinet Secretaries. It is also owned by all of the Scottish public sector. Working together to develop strategic relationships with key business, Third Sector organisations and, a project level partnership with them to agree solutions to specific problems.

The Value for Money triangle sums up the Scottish Model of Procurement; it is not just about cost and quality, but about the best balance of cost, quality and sustainability.

3.7. Council Structure and Procurement Organisational Structure



The Council structure as noted above illustrates the reporting structure for the Procurement Team which sits within Corporate Services and the Buildings and Facilities Team. The Procurement Services Team consists of three full-time equivalent staff; a Procurement Manager, a Procurement Officer and an Assistant Procurement Officer. The Procurement Manager's responsibilities include development of a network of trained and experienced Officers across the Council who are assigned delegated responsibility for procurement for supplies, services and works.

The Procurement Member Officer Working Group consists of six Elected Members and five officers at Executive Director and senior management level, meets quarterly and has the following objectives:

- To consider the strategic direction of Procurement across OIC.
- To discuss priorities for the Procurement programme of work.
- To identify opportunities for efficiencies across OIC.
- To ensure readiness for compliance with the requirements of the Procurement Reform (Scotland) Act 2014.
- To ensure the Contract Standing Orders are up to date and implemented across OIC.
- To support Supplier Development and associated activity.

4. Themes and Priorities

There are eleven themes identified in the Procurement Strategy for the period ending 2018 as follows:

- Sustainability.
- Working with suppliers.
- Value for money.
- Collaboration and partnering.
- Governance.
- Contract management.
- Communication.
- E-Procurement.
- Monitoring and measurement.
- Guidance.
- Training.

The six key priority areas where targets have been identified and are attributable for the Procurement Strategy reporting period ending 31 March 2018 are as follows:

- Sustainability.
- Working with suppliers.
- Value for money.
- Collaboration and partnering.
- Contract management.
- E-Procurement

5. The Council's Contract Standing Orders

The purpose of the Council's Contract Standing Orders (CSOs) is to set clear rules for the procurement of supplies, services and works for the Council. Following the rules should ensure that the Council is fair and accountable in its dealings with

contractors and in the award of contracts. CSOs are intended to ensure that the Council obtains value for money for the council taxpayer. Value for money is defined as the optimum combination of whole life cost and quality (or fitness for purpose) to meet the end users' requirements.

<http://www.orkney.gov.uk/Council/C/Contract-Standing-Orders.htm>

The Council's Contract Standing Orders are compiled in accordance with the Procurement Reform (Scotland) Act 2014, Public Contracts (Scotland) Regulations 2015, the Procurement (Scotland) Regulations 2016, the Concession Contracts (Scotland) Regulations 2016, the Utilities Contracts (Scotland) Regulations 2016 and the Public Contracts (Scotland) Amendment Regulations 2016.

The Contract Standing Orders are to be read in conjunction with the Procurement Reform (Scotland) Act 2014 statutory guidance in recognition of the duty of Public Authorities to have regard to the Guidance as detailed below:

Selection of Tenderers and Award of Contracts; The Sustainable Procurement Duty; and Community Benefit Requirements in Procurement:

<http://www.gov.scot/publications/2016/03/8410>

Addressing Fair Work Practices, including the Living Wage, in Procurement:

<http://www.gov.scot/Publications/2015/10/2086/0>

Procurement of Health and Social Care Services:

<http://www.gov.scot/publications/2016/03/8410>

Scottish Procurement Policy Note (SPPN) 07/2016 Update to Guidance on the Procurement of Care and Support Services (Best Practice):

<http://www.gov.scot/Topics/Government/Procurement/policy/SPPNSSPANS/policy-notes/SPPN2016/CareSupportServicesBestPractice>

All Contracts that are awarded by the Council, regardless of value, are subject to an obligation to seek best value and to demonstrate transparency, equal treatment, non-discrimination and proportionality.

Contracts awarded by the Council must comply with the CSOs.

Officers are required to comply with the CSOs, the Scheme of Delegation to officers, the Scheme of Administration and the Council's Financial Regulations.

6. Ethical Standards

In all dealings with contractors, the Chief Executive, Executive Directors, and all officers must preserve the highest standards of honesty, integrity, impartiality and objectivity. In particular, officers engaged in procurement matters must:

6.1. Be fair, efficient, firm and courteous.

- 6.2. Maintain the highest possible standard of integrity in all business relationships.
- 6.3. Acquire and maintain current technical knowledge.
- 6.4. Achieve appropriate professional standards in the management of contracts.
- 6.5. Foster appropriate standards of professional competence amongst those for whom they are responsible.
- 6.6. Comply with the law, guidance on professional practice and contractual obligations.
- 6.7. Declare any personal interest which may affect or be seen by other to affect impartiality.
- 6.8. Respect the confidentiality of information received in the course of duty and ensure that information given in the course of duty is honest and clear.
- 6.9. Respond promptly, courteously and efficiently to suggestions or enquiries, including Freedom of Information request obligations according to Council policies.

7. Sustainable Procurement Duty

7.1. Before undertaking a tendering exercise the Chief Executive, Executive Directors or Chief Officer take into account the social, economic and environmental impacts of the proposed contract and whether the contract will contribute to the achievement of sustainable development in accordance with the Sustainable Procurement Duty and the Council's Sustainable Procurement Policy.
<http://www.orkney.gov.uk/Service-Directory/P/sustainable-procurement.htm>

7.2. For any procurement equal to or greater than £4,000,000, the Council must consider whether to impose community benefit requirements as part of the procurement.

7.3. The Chief Executive, Executive Directors or Chief Officer will only consider factors that are relevant and proportionate to the proposed Contract.

8. Consultation and Engagement

Prior to commencement of all procurement activities where the public may be affected by the Council's procurements, consideration is given to the consultation and engagement process as appropriate. For example, this is particularly relevant in the provision of Social Care Services which provides for good practice examples of inclusion of service users and / or their representatives contributing to the development of service specifications and evaluation criteria.

9. Payment of Living Wage

The Council will consider its approach to all procurements involving the payment of a Living Wage to persons involved in producing, providing or constructing the subject

matter of procurements and will require contractors to comply with legislation as required by the Scottish Government as referred to in the guidance as below:

Addressing Fair Work Practices, including the Living Wage, in Procurement:

<http://www.gov.scot/Publications/2015/10/2086/0>

10. Health and Safety at Work, etc. Act 1974

All Contractors and sub-contractors will be required to evidence their compliance with the Health and Safety at Work, etc. Act 1974 and any provision made under that Act, wherever this is relevant to the subject matter of the contract.

11. Fairly and Ethically Traded Goods and Services

In 2010, Orkney Islands Council passed a Fairtrade Resolution which says:

“Orkney Islands Council aims to be recognised as supporting and promoting the principles of Fairtrade through demonstrating a commitment to supporting fair and sustainable development”.

As detailed in the Council's Sustainable Procurement Policy, the Council will, where practicable and where it is sustainable, purchase fair trade options as a means of helping excluded and disadvantaged producers, including independent small farmers, to access international markets and receive a fair price for their products.

12. Procurements involving the Provision of Food

The Council will require contractors to provide evidence of how its approach to the sourcing/provision of food can improve the health, wellbeing and education of communities and appropriate food standards certification or equivalent including animal welfare requirements and/or welfare inspections which can promote the highest standards of animal welfare.

As detailed in the Council's Sustainable Procurement Strategy:

- We will, where practicable and where it is sustainable, specify fresh, seasonal and nutritious food.
- We will not knowingly purchase genetically modified food or food with genetically modified ingredients.
- We will specify Protected Geographical Indication and Protected Designation of Origin standards where they are justified by menu requirements.
- We will consider animal welfare when making procurement decisions.
- We will not purchase goods which have been developed using animal testing.

Consideration will be given to the following publications for all procurements involving the provision of food as appropriate:

Good Food Nation: a Land of Food and Drink.

<http://www.gov.scot/Topics/Business-Industry/Food-Industry/national-strategy/good-food-nation>

Catering for Change: Buying food sustainably in the public sector.

<http://www.gov.scot/Publications/2011/01/12154555/0>

13. Aims of the Procurement Strategy

13.1. The aims of this strategy are to:

- A.** Ensure that the procurement strategy is aligned with the Council's corporate priorities.
- B.** Ensure a clear pathway for identifying and acting on improvements by maintaining and improving on the measure of "conformance" performance as measured by the PCIP.
- C.** Ensure compliance with all relevant legislation and achieve financial savings.
- D.** Ensure that best value/value for money is being obtained consistently when goods and services are purchased.
- E.** Ensure that steps are taken to facilitate Supported Businesses in Orkney to be involved in regulated procurement opportunities.
- F.** Ensure that all suppliers have access to supplier development support.
- G.** Ensure that the Sustainable Procurement Duty is complied with.
- H.** Ensure that community benefit requirements are imposed as part of a regulated procurement where appropriate.
- I.** Ensure that suppliers are able to access information regarding future potential contract opportunities up to two years in advance.
- J.** Ensure that a Procurement Annual Report is prepared to report on the progress made for meeting the Aims of the Procurement Strategy.

13.2. Outcomes of the Procurement Strategy

- A.** Better contracts resulting in better services and facilities for the people of Orkney.
- B.** Increased savings, freeing up money to protect the Councils front line services.
- C.** Standardisation of Council processes to protect the Council from risk.
- D.** Improved contract and supplier management.
- E.** A publicly available summary of the regulated procurements that have been completed.

F. An annual review of whether those procurements complied with the organisation's procurement strategy.

G. An annual review of the extent to which any regulated procurements did not comply, and a statement detailing how the organisation will ensure that future regulated procurements do comply.

H. A summary of community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report.

I. A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the report period.

J. A summary of regulated procurements expected to commence in the next two financial years.

14. Spend Profile in Orkney

The Council's spend in 2015/2016 for goods, services and works (including construction) was £44 million; 48% of the £44 million was spent on local businesses. Small to Medium Business Enterprises (SME's) benefitted from 70% of the £44 million.

The Council's spend in 2014/2015 for goods, services and works (including construction) was £42.5 million; Council spending on contracts with local suppliers increased by 7%, from 48% in 2015/16 compared to 41% 2014/2015.

The number of local suppliers increased by 14 over the same period, from 221 to 235, which demonstrates the Council's success in promoting opportunities for the local economy.

	Total Spend	Core Trade Spend	SME Suppliers	Total Suppliers	Average Spend per Supplier	Local Suppliers	SME Spend	Local Spend
2014/2015	£42,556,447	£38,352,963	641	2216 (2183)	£19,204	221	61%	41%
2015/2016	£44,002,015	£39,228,692	761	2221	£20,156	235	70%	48%

The procurement team have carried out a total of 119 procurement exercises in the last 12 months; an increase of 30 (34%) over the previous 12 month period; the total includes call-offs from framework agreements both UK-wide and national.

15. Payment Policy

Once certified, payment vouchers should be passed without delay to the Payments Section for processing. Prior to payment the Payments Section will examine payment vouchers and are entitled to make enquiries and to receive information and explanations as required.

All payments must be made on time, to comply with the requirements of the Late Payment of Commercial Debts (Interest) Act 1998.

The Council is committed to ensure that where invoices are submitted accurately, these will be paid within 30 days of the invoice date.

Where there are contractual arrangements in place between a contractor and the Council and payments are due by a contractor to a sub-contractor(s), or payments due by a sub-contractor to sub-contractor, consideration to be given to the recommendation of the Construction Review Group as to suitability of the introduction of Project Bank Accounts as detailed in the recent SPPN issued by the Scottish Government, where this is appropriate.

16. Implementation, Monitoring, Reviewing and Reporting

The Council already has a number of performance indicators on procurement and any outcomes and targets from the Procurement Strategy not already included in these indicators will be added for monitoring.

Progress towards the targets detailed in this Procurement Strategy will be summarised in the Procurement Strategy Annual Report and additionally overall reporting on the eleven themes noted at section 4 of this Strategy will be reported upon via the Procurement Member Officer Working Group and Council Committee reporting process.

17. Policies, Tools and Procedures

17.1. Local Policies and Procedures

- Council Plan.
- Key Stakeholder Map / internal / external customers.
- Risk Management.
- Gifts, hospitality and other inducements.
- Conflicts of interest / anti-competitive behaviour / fraud awareness.
- Suppliers charter.
- Financial Regulations.
- Contract Standing Orders.
- Sustainability Prioritisation Tool.
- Flexible Framework.
- National competency Framework.

Examples of National Policies, Tools and Legislation can be found by clicking the following links:

- [Legislation](#)
- [Legislation Guidance](#)
- [Scottish Model of Procurement](#)

- [Changes to European Directives](#)
- [Public Procurement Reform Programme](#)
- [Suppliers Charter](#)
- [EU Procurement Thresholds](#)
- [Procurement Journey](#)
- [Supplier Journey](#)
- [Construction Manual](#)
- [PCIP](#)
- [Public Contracts Scotland](#)
- [Public Contracts Scotland – Tender](#)
- [Information Hub \(Spikes Cavell\)](#)
- [Catalogue Content Management System \(CCM\)](#)
- [Supplier Development Programme](#)
- [Business Gateway Orkney](#)

18. Strategic priorities

The Council will strive at all times to achieve value for money through procurement within an environment of transparency and non-discrimination. The Council must achieve efficiencies and cash savings through procurement whilst taking into account its responsibilities for the environmental impact of any procurement decisions made in terms of sustainability, equality, diversity and other social implications.

The Council's priorities for 2016 to 2018 in relation to procurement are set out as follows:

18.1. Sustainability

The Council is conscious that its procurement decisions must take account of the social, economic and environmental impact it has on the people and communities of Orkney and elsewhere.

Council commitment:

- To embed sustainability into the procurement process where it is relevant to the subject matter of the contract and to comply with the Council's Sustainability Duty.
- Implementation of the Scottish Government 10 steps to Sustainable Procurement to assist sustainability and other responsible procurement themes
- To engage with the local supplier base to develop Community Benefit Clauses to maximise the potential of the local economy to compete for Council business for the economic benefit and sustainability of Orkney.
- To implement the use of Community Benefit Clauses in contracts as appropriate.

Indicator	Actual	Target	
	2015/2016	2016/2017	2017/2018
Percentage of relevant Procurements where Community Benefit Clauses have been included in the award criteria.	0	5%	10%
Percentage of overall spend with the third sector and supported businesses.	6%	7%	8%
Percentage of contract spend with local supplier base in Orkney	48%	50%	52%

18.2. Working with suppliers

The Council recognises that there is a popular view amongst suppliers and contractors, and particularly amongst Small and Medium Sized Enterprises (SMEs), that Councils are difficult to deal with and that communications are often poor.

Council Commitment:

- At all times adopt a professional approach in all of its business undertakings with suppliers and contractors. Where decisions are made every effort will be made, within the confines of the law and commercial confidentiality, to provide a full explanation of the reasoning behind the procurement decision making process.
- To ensure that the procurement process is appropriate to the value and complexity of the goods, services or works that are being acquired and to keep bidding costs to the minimum necessary and remove barriers to participation by, for example small firms, the self-employed and the third sector without discriminating against others.
- To review contract award procedure – to ensure that they place the minimum possible burden of suppliers.
- Use outcome based tender specifications wherever possible – to allow businesses to propose innovative and alternative solutions to the Council's needs.
- To consider the use of lots as appropriate in contract opportunities to enable small firms, the self-employed and the third sector to bid for contracts.

Indicator	Actual	Target	
	2015/2016	2016/2017	2017/2018
Percentage of local supply base registered with the Supplier Development Programme.	NA	8%	12%
Percentage of outcome based specifications in place.	No data available	2%	5%

Percentage of contracts where lots are available for contractors to bid for.	No data available	2%	5%
Percentage of Council spend attributed to SMEs	48%	50%	52%
Number of Local Suppliers*	235	250	265

* Local suppliers providing goods, services or works to the Council

18.3. Value for money

Section 1, Local Government in Scotland Act 2003 places a statutory duty on the Council to secure best value. Procurement activities which deliver value for money will contribute to the achievement of value for money.

Best Value is continuous improvement in the performance of the Council's functions. In accordance with Best Value principles all proposed and current service arrangements shall be subject to review and option appraisal.

The aim of Council procurement must be the achievement of value for money (the optimum combination of whole life cost and quality) for the Council.

Council commitment:

- To further develop tender evaluation procedures in order that contracts awarded represent value for money (or Most Economically Advantageous Tender where the full provisions of the Procurement Regulations apply) taking quality and price into consideration in all instances.
- As part of value for money considerations the Council will take account of other relevant Council policies in relation to corporate social responsibility, sustainability and the use of Community Benefits.
- To raise awareness internally of potential framework savings and make recommendations to ensure a more consistent approach across all Council services.

Indicator	Actual	Target	
	2015/2016	2016/2017	2017/2018
Percentage savings target secured through increase on-contract spend.	NA	1	2.5
Percentage of procurement spend covered by a contract.	52.14%	55%	60%
Savings targets for frequently purchased items.	NA	£50K	£103K

18.4. Collaboration and partnering

Greater efficiencies can be achieved by improved collaboration between different organisations within the public sector with similar requirements, whether within the local government sector or in other areas of the public sector, such as the Scottish Government, the Crown Commercial Service, Non Departmental Public Bodies and the NHS. Collaboration maximises the value of procurement whether it be through aggregation of demand or through the sharing of resources to reduce administration.

Council commitment:

- Where collaborative arrangements provide a benefit to the Council there will be a strong presumption towards the use of contracts that have been established by Procurement Scotland (the national centre of procurement expertise), Scotland Excel (the local government centre of procurement expertise) and the Crown Commercial Service.
- Where it is demonstrated that collaborative contracts represent value for money to the Council the use of such contracts should be mandatory across the Council to reduce off-contract buying.
- Where there is a known local supply base as well as collaborative contracts available for the Council to use, a twin track approach should be used to ensure best value is achieved and the local market has the opportunity to respond to contract opportunities.
- To collaborate wherever possible with the various Centres of Expertise Procurement Expertise to maximise the value of strategic procurement.

Indicator	Actual	Target	
	2015/2016	2016/2017	2017/2018
Percentages of contract spend utilising Collaborative Contracts.	13.17%	15%	20%
Percentage of locally based contractors participating in Collaborative Contract Opportunities.	0	0	1%
Percentage of contract spend with local supplier base in Orkney	48%	50%	52%

18.5. Governance

The Council currently has a highly devolved procurement structure with the majority of services still carrying out a sizeable procurement role. The culture of compliance with the Councils governance arrangements is difficult to manage. The Council expects that all possible attention is given to the issue of accountability and governance in the area of procurement.

Council commitment:

- The Council's Procurement Member Officer Working Group will consider the strategic direction of Procurement.
- The Council will develop the embedded procurement officer network (a network of staff who are formally authorised to undertake procurement activities on behalf of the Council).
- Suppliers will be given notice that goods, services and works should only be provided to the Council on the award of a contract or purchase order.
- That no member of Council staff may award a contract or purchase order without written delegated authority.
- The key roles of budget holder and procurer will not be performed by the same member of staff.
- The Council will endeavour to comply with the Scottish Procurement Policy Handbook <http://www.gov.scot/Publications/2008/12/23151017/0>
- The Council will comply with the Contract Standing Orders <http://www.orkney.gov.uk/Council/C/Contract-Standing-Orders.htm>

18.6. Contract management

Active contract management is increasing across the Council with segmentation used to identify high value / high risk contracts to ensure targeting of staff resources to develop and apply a contract management plan at the implementation stage following contract award.

Council commitment:

- To strengthen contract management procedures by holding regular meetings with major contractors to review performance and improve levels of contract compliance.
- Roll out contract management arrangements to all high value high risk contracts.

Indicator	Actual	Target	
	2015/2016	2016/2017	2017/2018
Percentage of contracts with an appropriate contract management plan in place.	No data currently available	25%	30%
% Value of savings negotiated during the annualised contract period where there is a contract in place.	No data currently available	1%	2%
% of contracts where improvements have been agreed and implemented.	No data currently available	1%	2%

18.7. Communication

It is recognised that, key to the successful implementation of any new procurement processes or policy, there has to be an understanding amongst all stakeholders of the reasons behind such actions.

Council commitment:

To inform and advise its stakeholders by means of:

- Increasing the use of the Public Contracts Scotland website at www.publiccontractsscotland.gov.uk
- Increasing the use of the procurement page on the Council's intranet (portal).
- Increasing the use of the procurement section of the Council's website.
- Increase attendance at "meet the buyer" or equivalent events to cover areas of concern, engage with local suppliers and advice on how to become a supplier to the Council. Encourage main contractors to engage with SMEs through the inclusion of Community Benefit clauses.
- Encourage suppliers to the Council to access support available to business, via Business Gateway Orkney and the Supplier Development Programme.

18.8. E-Procurement

The Council has yet to implement a process for the replacement of all paper based purchase ordering systems with a modern e-Procurement system and where appropriate with corporate purchasing cards.

Council commitment:

- To implement an e-Procurement system by December 2017.
- To consider (as appropriate) use of e-procurement tools (e.g. e-tendering and e-ESPD i.e. PCS - Tender).
- To maximise the use of the Public Contracts Scotland "Quick Quote" facility for low value/low risk procurements.

Indicator	Actual	Target	
	2015/2016	2016/2017	2017/2018
Percentage of invoices paid within 30 days.	79.21%	80%	90%
Percentage of invoices using e procurement/purchase to pay system.	NA	4%	25%

Percentage of procurement undertaken using e-tendering system ie PCS - Tender	NA	NA	10%
---	----	----	-----

18.9. Monitoring and measurement

Performance measurement within the Council has developed significantly in recent years. In order to measure improvement in effectiveness and efficiency it is important that an agreed set of standard indicators are adopted. The methods of monitoring and measuring procurement performance are required to be proportionate to the scale and complexity of the Council's procurement activities.

Council Commitment:

- The Council will implement as standard, the Best Practice Indicators that were recommended by the Public Procurement Reform Board as a means of measuring the effectiveness and efficiency of the procurement function.
- The PCIP performance reporting framework to be considered for incorporation and adoption of additional Best Practice indicators as appropriate.

18.10. Guidance

An important aspect of the role of the procurement function is to provide guidance and advice to Council services and to all stakeholders.

Council commitment:

The Council will continue to develop procedural guidance as follows:

- The introduction of standard procurement guidance.
- Provide training in the use of standard procurement guidance.
- To develop a purchasing guide for those involved in the ordering of supplies and services.
- To introduce and publish the European Standard Procurement Document (ESPD), standard tender documentation and standard letters.
- One suite of terms and conditions for all Council Requirements.

18.11. Training

The Council recognises that training and development are essential to an effective procurement function and that this is a key element of the ongoing Procurement Capability Improvement Programme.

- Develop training to ensure that procurement activities are compliant with legislation and obtaining value for money.