

Annual Procurement Strategy

April 2022 – March 2023

East Dunbartonshire Council
March 2022



1. Introduction/Executive Summary

- 1.1. This Annual Procurement Strategy has been prepared to support and promote the policies, processes and procedures of an effective procurement approach as reflected in the changing legislative procurement environment, and aligned to our existing Organisational Local Outcome Improvement Programme and Strategic Improvement Plans.
- 1.2. In recognition of the ongoing effects on day to day working from Corona Virus 2019, a light approach has been taken to the 2022-2023 Strategy review. It is intended that a further review will follow, capturing relevant actions and considerations within the current working environment.
- 1.3. This refreshed strategy sets out the objectives of the Corporate Procurement Team for the period 1st April 2022 to 31st March 2023, as required by the Guidance under the Procurement Reform (Scotland) Act 2014, and in support of national and organisational priorities.
- 1.4. This strategy will support the achievement of the delivery of efficient and effective public services, best value, and aligned to best practice and procurement legislation.
- 1.5. Our aim is to continue to develop and implement an effective procurement approach by:
 - Setting out clear strategic objectives
 - Embedding a continuous improvement approach to procurement
 - Delivering savings and efficiencies
 - Maximising opportunities to collaborate, innovate and deliver efficiencies
 - Increasing opportunities to Supported Businesses, Social Enterprises, local and SME suppliers to access public sector contracts
 - Directing focus on sustainable procurement, including the identification and delivery of community benefits
 - Supporting a sustainable economic environment
 - Working within the Organisational Net Carbon Zero/Climate Action Plan

2. Strategic/Context

- 2.1. This Procurement Strategy has been prepared in the context of the Council's Local Outcome Improvement Plan, Strategic Improvement Plans, Organisational Transformation Agenda, Climate Action Plan and the financial climate of austerity. It directs Procurement practice to maximise impact and benefit to East Dunbartonshire and the Communities it serves, delivering commercial excellence through successful delivery and achievement of a continuous approach to improvement and adding value. The strategy includes priorities, objectives and outcome targets to cover the reporting period through the effective implementation of the Procurement Strategy and Governance Framework.

- 2.2. This strategy delivery will be through building on both internal and external partnerships, with Procurement a key enabler within the Organisational Transformation Programme.
- 2.3. Corporate Procurement sits centrally within the Transformation Programme and this strategy will capture and support continuous improvement, financial savings and wider organisational objectives.
- 2.4. The council currently spends over £160m on supplies, services and works. This sum is governed by the legislative framework which includes:
- Directives
 - Regulations, incl Scottish Procurement Policy Notes
 - Case Law
 - Council Administrative Scheme
 - Council Contract Standing Orders
 - Procurement Guidance Notes
- 2.5. The Procurement Strategy 2013-2016, aligned to Council objectives, delivered an improved Corporate Procurement approach. This resulted in the updated Procurement Strategy for 2015-2018, which has now been replaced with the publication and implementation of the Annual Procurement Strategy in alignment to the Procurement Strategy and Governance approach, aligning to Organisational objectives and in support of Strategic portfolios, with the Procurement Strategy and Governance Framework supporting the delivery of the Corporate Procurement Teams objectives within the wider organisation.
- 2.6. Achieved objectives of the 2015-2018 Strategy included:
- Improved performance in the procurement capability assessment
 - Procurement compliance, visibility and transparency embedded
 - Implementation and adoption of eProcurement system
 - Procurement aligned within the Organisational Transformation Strategic Grouping

3. Strategic Aims, Objectives and Key Priorities

3.1. The council has the following three key strategic Procurement objectives which supports Scottish Governments programme to 'deliver procurement that improves public services for a prosperous, fairer and more sustainable Scotland':

- 1 Governance and Compliance
- 2 Added Value & Best Value
- 3 Support a sustainable economic environment

3.2. These key objectives are explained in further detail below:

Key Objective 1 – Governance & Compliance

- ensure compliance with relevant policies, procedures and legislative requirements;
- contribute to the Council's vision and to provide efficiencies;
- extend collaboration with other public bodies and suppliers
- ensure key procurement staff are regularly updated with new legislation and changes to legislation
- embed a clear, informed, systematic, holistic and well-researched decision framework;

Key Objective 2 – Added Value & Best Value

- support achievement of Organisational savings;
- provide a framework to achieve continuous improvement in procurement activity
- ensure all supplies, services and works are procured in the most effective and efficient way to maximise and deliver best value to the council
- regularly review spend data to ensure compliant contracts are in place for external spend, considering whole life costing where relevant and appropriate to balance cost, quality and sustainability
- improve Contract & Supplier Management approaches to ensure delivery of all benefits
- support Organisational Climate Action Plan objectives within ethical and sustainable procurement processes

Key Objective 3 – Support a Sustainable Economic Environment

- embed sustainable and socially responsible purchasing to reflect the Scottish Model of Procurement and the Council's Climate Action Plan
- ensure relevant considerations. Processes and reporting requirements are in line with the Public Sector Equality Duty
- ensure as far as reasonably practical that payments to Suppliers and Contractors are made no later than 30 days after a valid invoice is presented
- continue to support and improve access to procurement opportunities for SME's, including local businesses, third sector bodies and Supported Businesses
- align to organisational policies, strategies and plans for Sustainability & Carbon Reduction

- maximise the use of Community Benefits clauses in all appropriate contracts
- simplify and facilitate procurement processes and procedures to support accessibility for all
- support delivery of the Digital Strategy transforming public services using digital technology
- embed sustainability and promotion of ethical working practices as best practice within procurement processes and procedures

The identified aims, objectives and key priorities support the Procurement Strategy and Governance approach through the Annual Strategy Action plan and are in alignment to Organisational objectives.

Each of the three key objectives above, work to support the four outcomes for Scottish public sector procurement-

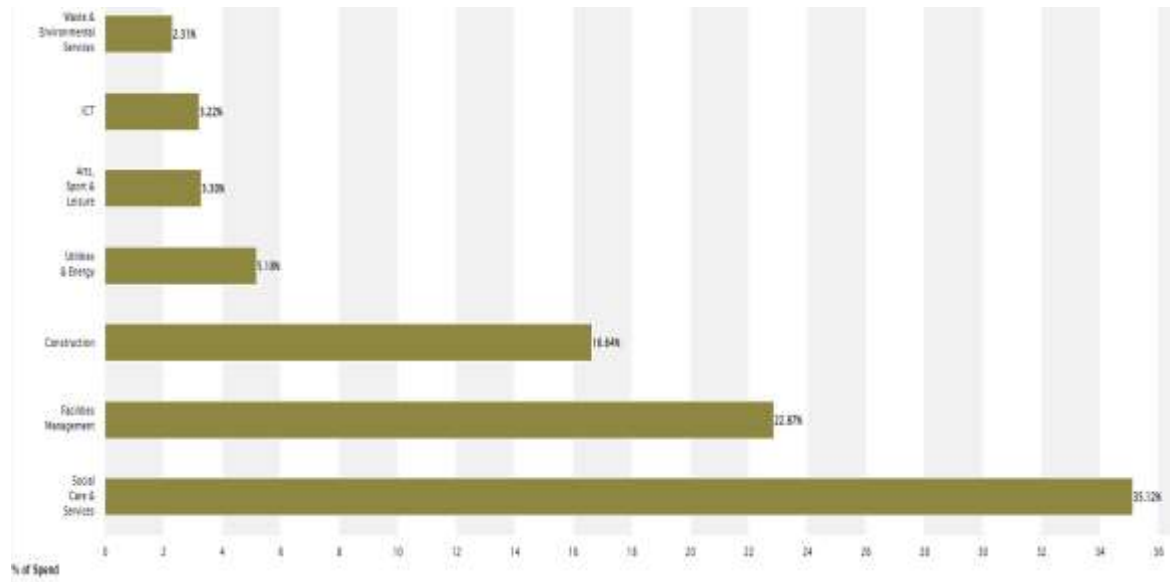
- 1 Good for businesses and their employees
- 2 Good for society
- 3 Good for places and communities
- 4 Open and Connected

The importance of public procurement in driving the objectives above are now even more so as we commence recovery from the COVID-19 pandemic.

4. Spend/Finance

- 4.1. The Council purchases a variety of supplies, services and works across all budget categories. Approximate annual spend to third parties totals £155m, dependent on in year capital projects and programme expenditure.
- 4.2. The Council is committed to paying suppliers within the standard terms, or in alignment to the terms of conditions of contract as relevant to the Supplier/Contractors work package. We also look to promote this throughout the supply chain. The transfer of the Council's Accounts Payable Team to the Corporate Procurement Team has supported achievement of this objective.

Council Spend Top Commodities 2020-2021 (Table 1)



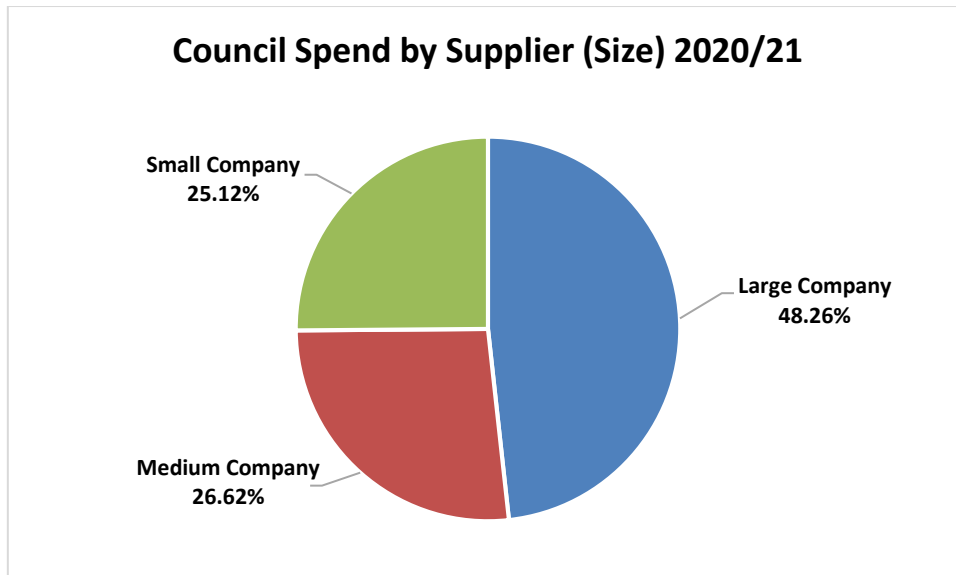
Council Spend by Directorate 2020-2021 (Table 2)

Directorate Description	Total Spend	Total Value (%)	Suppliers	Transactions
Health & Social Care Partnership	£55,847,297.51	35.91%	354	7217
Place Neighbourhood & Corporate Assets	£38,599,043.38	24.82%	616	21271
Education Capital Parent	£16,011,301.81	10.30%	74	469
Education People & Business	£15,601,040.27	10.03%	767	13101
Housing Revenue Capital Parent	£8,722,354.41	5.61%	51	322
Roads & Transportation Capital Parent	£3,949,574.00	2.54%	58	351
Housing & Community Capital Parent	£3,598,729.02	2.31%	3	17
Miscellaneous Holding & Control Accounts	£3,554,241.10	2.29%	7	72
Assets & Property Capital Parent	£3,503,858.45	2.25%	60	429
Miscellaneous Services	£1,896,270.47	1.22%	60	1772
HRA - Central Costs	£1,091,589.80	0.70%	95	1769
Finance & ICT Capital Parent	£967,414.75	0.62%	17	52
Development Capital Parent	£777,116.95	0.50%	34	77
Finance & Audit	£480,572.89	0.31%	21	162
Health & Social Care Partnership Reserves	£443,884.00	0.29%	1	1
Chief Executive	£350,682.00	0.23%	3	5
Insurance Holding Accounts	£37,381.51	0.02%	1	4
Leisure & Culture Capital Parent	£28,200.96	0.02%	4	5
Corporate Services Capital Parent	£23,596.55	0.02%	4	4
Infrastructure Capital Parent	£15,175.50	0.01%	1	3
Payroll Control Accounts	£986.10	0.00%	1	9
Collections Holding Accounts	£677.42	0.00%	2	4
Sundry Debtors a-c's	£22.79	0.00%	1	1
Total	£155,501,011.64			

Council Spend by Department 2020-2021 (Table 3)

Department	Total Spend	Total Value (%)	Total Suppliers
Community Care - Services to Adults	£44,204,087.64	28.43%	265
Unknown Department	£38,066,420.02	24.48%	315
Assets & Facilities	£22,816,303.63	14.67%	214
Education	£10,703,699.51	6.88%	602
Neighbourhood Services	£7,669,775.85	4.93%	152
Children & Families	£7,038,749.07	4.53%	112
Corporate Housing New Build	£6,679,984.45	4.30%	15
Social Work Resources	£4,561,297.84	2.93%	51
Leisure & Culture	£3,876,731.00	2.49%	2
Roads & Transportation	£3,022,830.34	1.94%	156
Customer & Digital Services	£2,589,702.21	1.67%	89
Housing	£1,186,605.19	0.76%	56
Organisational Transformation	£669,149.75	0.43%	36
Place & Community Planning	£610,341.86	0.39%	169
Housing Cap - Corporate	£466,416.51	0.30%	10
Legal & Democratic Services	£451,883.61	0.29%	43
Revenues & Benefits	£449,262.78	0.29%	11
Land Planning & Development	£420,800.50	0.27%	26
Benefit Payments	£9,838.00	0.01%	2
Finance & Audit	£7,131.88	0.00%	6
Total	£155,501,011.64		

Council Spend by Supplier (Size) 2020/2021 (Table 4)



5. Considerations and Future Developments

Considerations

Key Purchasing Processes & Systems

Ongoing use of Oracle Iprocurement continues to improve P2P efficiency and effectiveness. The system captures management information in relation to spend, allowing for transparency, off-contract controls and a robust supplier and contract monitoring information source.

Further opportunities will be utilised via the PCS Tender website for Contract and Supplier Management, and Spikes Cavell Observatory to maximise efficient processes and systems. The 2019 Service Review within the Organisational Transformation Service established key roles and responsibilities to invest in an Organisational approach to Contract & Supplier Management, this will be a key focus of the Procurement Strategy throughout 2022-2023.

The ongoing implementation of the Scottish Government's e-invoicing solution will further support the Organisations approach to Channel shift whilst delivering an efficient and effective service to our SME's, Suppliers & Contractors, supporting sustainable economic growth, whilst supporting prompt payment supply chains.

Organisational Transformation

Procurement sits within the Organisational Transformation Service portfolio, and supports a flexible, responsive and adaptive approach to business transformation.

The remit of Procurement within the Organisation has the following objectives-

- to align resources in a cross-functional approach to identification of improvements with effective and efficient outcomes for the council
- support the Council's Transformation programme to identify opportunities and realise benefits
- review existing Procurement Team to support resource allocation to offer greatest opportunity for commercial improvement
- to maximise the automation of transactional P2P activities
- meet the obligations on electronic invoicing in public procurement
- support the Council's Climate Action Plan, incorporating Circular Economy, Carbon Management plan, Supplier Development and Local Heating & Energy Strategies

Resources, processes and procedures will be continually reviewed to ensure delivery of best value whilst maximising opportunities for commercial benefit.

Future Developments

Key Purchasing Processes & Systems

Implementation of Oracle I-procurement continues to improve P2P efficiency and effectiveness and will be supported by the continued roll out of e-invoicing. Further opportunities will be utilised via the PCS Tender system for Contract and Supplier management approaches in alignment to the reviewed resource allocation and Organisational approach. The completion of a consolidated systems approach is critical in the progression of the action plan, whilst compliance within legislation will support the channel shift and economic agenda.

Community Benefits

The establishment of a cross organisational Community Benefits approach within relevant contracts, the Procurement Team have identified the opportunity to expand the work currently underway to raise awareness and opportunity across our Place approach.

The Community Benefits approach will further support the work of the procurement team and Services to ensure achievement of objectives and legislative requirements.

Work will continue in support of a Community Wish List approach, this is being progressed within the Glasgow City Region Procurement Support group to establish a consistent and supportive system/process to support our Community Partners, SME's, Third Sector and Local Community Groups.

Contract & Supplier Management

Contract & Supplier Management is the responsibility of Services leading the contract, monitoring will be responsibility of the Contract Management Lead role. The revised approach will assist with identification and management of cashable and non-cashable savings opportunities, whilst working with the Services and applying commercial awareness of contracts. Procurement will manage a contract register, identifying key suppliers and supporting Services in appraisal, monitoring and escalation of requirements.

The PCS-T system will be further utilised to support the lifecycle process approach for use across the council

The Contract & Supplier Management approach will clearly define roles and responsibilities, ensuring a consistent, managed approach across the council, delivering best value from new and existing contracts.

Climate Action Planning

The council's Climate Action Plan (CAP) covers four key action areas:

- Firstly, setting a zero direct emissions target date for the Council along with interim targets to progressively reduce our emissions, and setting out the actions necessary to achieve the necessary reductions – this affects emissions including gas heating and fleet;
- Secondly, identifying opportunities to reduce indirect emissions – this includes all other emissions from Council operations and activities
- Thirdly, working with partners across the area to determine a realistic target date when net zero emissions can be achieved across East Dunbartonshire as a whole, and identifying the main actions necessary to support achievement of the target
- Fourthly, setting out a local strategy to ensure that the Council and wider community are well adapted to cope with a changing climate and are resilient to the future impacts of climate change.

The Climate Change Plan update and Public Sector Leadership Guidance sets out a range of priority areas for the public sector to focus upon to drive down emissions. These include:

- Decarbonisation of public sector procurement
- Emissions reductions from energy efficiency in buildings and from low carbon heat
- Low carbon transport and active travel
- Investment in green energy and support for green jobs, training and skills
- A just transition to a resilient net zero economy

Procurement are key stakeholders in the above organisational approach, and will support ongoing targets.

6. Implementation, Monitoring, Reviewing and Reporting on the Strategy

- 6.1. The aims, objectives and key priorities of this annual strategy, detailed within the Procurement Action plan (Appendix 4), will be subject to monitoring on an ongoing basis.
- 6.2. The ongoing review of the Strategy and Procurement Action Plan will ensure delivery against targets.
- 6.3. Leadership commitment to delivering improvements through effective and efficient procurement is in place. Core principles for Procurement Leadership and Guidance are to:--
 - Maintain a clear corporate strategic leadership that covers all procurement activity;
 - Ensure objectives reflect and support Council core values, aims and objectives;
 - Clearly defined processes/procedures and delegation of authority for procurement are embedded in Council Standing orders for Contracts and financial regulations;
 - Implement and monitor the Council's Procurement Strategy and Action Plan within the Governance Framework approach and Business Improvement Plans;
 - Ensure procurement procedures reflect developments in legislation and provide a robust framework to support the probity of Council spending;
 - Protect the council from challenge by determining officer accountabilities and responsibilities in procurement activity, then monitoring and enforcing compliance.
- 6.4. In addition to internal reporting procedures, we will participate in the external assessment process facilitated by Scotland Excel, the Procurement and Commercial Improvement Programme (PCIP).

7. Strategy Ownership & Contact Details

- 7.1. Please contact the following in relation to the contents of this Annual Procurement Strategy

Kirsty Chisholm, MCIPS
Corporate Procurement Manager
0300 1234510
Kirsty.chisholm@eastdunbarton.gov.uk

8. Policies, Tools & Procedures

8.1. Procurement Strategy and Governance

Council Standing Orders (<https://www.eastdunbarton.gov.uk/business/procurement/procurement-regulatory-framework>) apply to all contracts put in place on behalf of the Council for supplies, services and works. Council standing orders take into consideration the provisions of the UK, and Scottish legislation relating to the procurement process. The delivery of the Annual Procurement strategy will ensure the delivery of the Council's regulated procurements in accordance with the mandatory requirements set out in the Procurement Reform (Scotland) Act 2014. The following legislative suite of documents is in support of this:

- Council Contract Standing Orders
- Council Procurement Guidance Notes
- Financial Regulations
- Scheme of Delegation
- Procurement Strategy and Governance Framework

8.2. Council Policies & Procedures

The Procurement Strategy and Governance approach embeds national and local policies and strategies in support of organisational performance management.

The Council's Governance Framework and Policies capture the required actions from this Strategy. Procedure and documentation reviews will support the achievement of legislative requirements whilst securing best value. The following documentation supports delivery of this:

- Procurement Strategy And Governance Framework
- Organisational Transformation Business & Improvement Plan 2022-23
- Digital Strategy 2019-2024
- Procurement Authority Levels
- Sourcing Strategy Template
- Web & Hub Guidance
- Training

8.3. **National Policies, Tools & Legislation**

Key to the Council's Policies and procedures are the following, these support and direct internal actions and are central to supporting the Action Plan within the strategy.

- [Scottish Model of Procurement](#)
- [Procurement Reform \(Scotland\) Act 2014](#)
- [Suppliers Charter](#)
- [Procurement Journey](#)
- [PCIP](#)
- [Public Contracts Scotland](#)
- [Public Contracts Scotland – Tender](#)
- [Information Hub](#)

Our web pages detail all relevant information in relation to Suppliers/Contractors engaging with East Dunbartonshire Council, full information is available on the Procurement pages.

9. **Appendices**

9.1. **Appendix 1 Key Procurement Activity**

Key Strategic procurement areas over the period of the strategy focus on delivery of Operational Objectives and Capital/Transformational projects.

Work to support the capital programme is in place, the following link provides access to the Council's Contract Register–

<https://www.eastdunbarton.gov.uk/business/procurement/current-contract-opportunities>

This link enables access to our abbreviated contract register and current tender opportunities via a link to the Public Contracts Scotland portal.

9.2. **Appendix 2 Supporting Procurement Documentation**

<https://www.eastdunbarton.gov.uk/residents/business/procurement/corporate-procurement>

9.3. Appendix 3 Regulated Procurements/Mandatory Requirements

The Procurement Reform (Scotland) Act 2014 requires a Procurement Strategy to be in place for Regulated Procurements.

Regulated Procurements include Supplies & Services with a total contract value of £50k to the legislative threshold (currently £213,477 incl of VAT) and Works with a total contract value of £2m to the legislative threshold (currently £5,336,937 incl of VAT).

This appendix includes the mandatory requirements for Regulated Procurements and details how this Procurement Strategy will deliver these requirements.

How does the Council intend to ensure that its regulated procurements will:	Council Strategy
Contribute to the carrying out of its functions & the achievement of its purposes?	<p>The Council has clear strategic priorities and a strong focus on monitoring and reporting performance. These priorities are embedded and supported in the Local Plans. Each Service has a Directorate Plan that is reported on a quarterly basis.</p> <p>The delivery of this Annual Procurement Strategy will ensure procurement is delivered in a compliant, effective and efficient manner, provide for improvement and contribute to wider council objectives and directorate priorities.</p> <p>By ensuring early engagement and clear communication channels with Service Departments we will assist in achieving best value for the Council</p>
Deliver value for money?	<p>The successful delivery of the Annual Procurement Strategy, the application of procurement best practice and undertaking key strategic procurement activities:</p> <ul style="list-style-type: none"> • By including appropriate Lots to promote SME/Third party & Supported Business participation • Maximising the impact of each pound spent by including Community Benefit Clauses • Evaluating on most economic and advantageous criteria • Robust contract management (future development opportunity) • Application of effective commercial evaluation models

<p>Be carried out in compliance with its duty to treat relevant economic operators equally and without discrimination?</p>	<p>The Council's Standing Orders Relating to Contracts and Corporate Procurement Strategy & Governance Framework apply to all contracts made by or on behalf of the Council for the execution of works, for the supply of goods and materials, or for the provision of services.</p> <p>All procurement activity undertaken must comply with the above process and procedures which secures compliance with the Act and Statutory Guidance.</p>
<p>Be undertaken in compliance with its duty to act in a transparent and proportionate manner?</p>	<p>As above.</p>
<p>Comply with the sustainable procurement duty?</p>	<p>In adherence with Council policies and in light of the Procurement Reform (Scotland) Act 2014, the council has/will;</p> <ul style="list-style-type: none"> • update Council Standard Orders to reflect the new procurement rules • incorporate sustainable tools within procurement processes
<p>Include a statement on the Council's general policy on:</p>	
<p>The use of Community Benefit requirements.</p>	<p>The Council's Community Benefits in Procurement approach was implemented in line with the requirements of the Act. Procedures have already been updated to capture requirements of the Act</p>
<p>Consulting and engaging with those affected by its procurements.</p>	<p>The Council engages with both internal and external stakeholders.</p> <p>Procurement will support Locality Partnerships by providing procurement advice to community partners and delivering Community Benefits that are aligned to support Local Area initiatives. This is facilitated via the Council's Community Benefit Forum and its stakeholder forums such as the Community Learning & Development Planning Group.</p>
<p>Payment of a living wage - to persons involved in producing, providing or constructing the subject matter of regulated procurements, and required actions in line with the Public Sector Equality Duty</p>	<p>The Council will continue to promote the Accredited Living Wage Provider success.</p> <p>Fair Working Practices (including reference to the living wage) are included as evaluation criteria in all relative contacts.</p> <p>Relevant processes and reporting to ensure alignment to the Duty in relevant and appropriate Procurement actions</p>

<p>Promoting compliance with health and safety at work, including how a supplier/sub-contractor demonstrates compliance.</p>	<p>Health & Safety criteria form part of the evaluation for all relevant and appropriate contracts. This element is scored on a pass / fail basis.</p>
<p>The procurement of fairly and ethically traded goods and services</p>	<p>The Council has an Economic and Sustainability Strategy, which includes environmental issues, life cycle costs and quick wins and require that sustainability must be considered when developing specifications and tender evaluation criteria to help reduce the council's carbon footprint.</p> <p>The Sustainable Procurement approach will ensure it meets current legislative requirements and that it is reviewed accordingly, including reference to the procurement of fairly and ethically traded goods and services. This work is discussed within the East Dunbartonshire Fair Trade Group, Corporate Procurement have a dedicated Champion supporting the work of this group.</p>
<p>How the Council intends its approach to regulated procurements involving the provision of food to:</p> <p>Improve the health ,wellbeing and education of communities in the authorities area, and</p> <p>Promote the highest standards of animal welfare</p>	<p>The development of the Councils Community Benefits approach, which will apply to all relevant contracts, will reflect the delivery of Community Benefits which:</p> <ul style="list-style-type: none"> • improve the health • improve the wellbeing; and • contribute to the education <p>The Council will also ensure where applicable that specifications include the requirement for appropriate food standards certification or equivalent</p>
<p>How the Council intends to ensure so far as is reasonably practical:</p>	
<p>Payment of invoices no later than 30 days after receipt of invoice by the:</p> <ul style="list-style-type: none"> • Council to a supplier • supplier to sub-contractor, • sub-contractor to a sub-contractor 	<p>The Council monitors payments on time (within 28 days) to suppliers on a monthly basis. Payment processes will be reviewed on an on-going basis to ensure payment targets are met.</p> <p>Payment clauses requiring a 28 day payment term are embedded within the Council terms and conditions. All terms and conditions shall be reviewed, and amended if required, to ensure all sub-contractors in the supply chain are paid in the same timescales.</p>

9.4. Appendix 4 Action Plan 1 April 2022 to 31 March 2023

Key Objective 1 - Governance & Compliance	
To adopt and implement the Procurement Reform (Scotland) Act 2014 and new Procurement Regulations	
Performance Indicator	No Legal Challenge
Action	Target Date
1.1 ensure compliance with relevant policies, procedures and legislative requirements	2022/23
1.2 contribute to the Council's vision and to provide efficiencies	2022/23
1.3 extend collaboration with other public bodies and suppliers	2022/23
1.4 ensure Procurement Governance principles are provided to key stakeholders, and delegated procurement approach is monitored and reported	2022/23
1.5 embed a clear, informed , systematic, holistic reporting framework to ensure information on Procurement activity is clearly conveyed and managed	2022/23

Key Objective 2 - Added Value & Best Value	
To support the council in achieving benefits and delivering value added procurement	
Performance Indicator	Benefits realisation
Action	Target Date
2.1 support achievement of Organisational savings	31/3/23
2.2 provide a Governance Framework to achieve continuous improvement ion procurement activity	2022/23
2.3 ensure all supplies, services and works are procured in the most effective and efficient way to maximise and deliver best value to the council	2022/23
2.4 regularly review spend data to ensure compliant contracts are in place for external spend, considering whole life costing where relevant and appropriate to balance cost, quality and sustainability	2022/23
2.5 improve Contract & Supplier Management approaches to ensure delivery of all benefits	2022/23

Key Objective 3 – Support a Sustainable, Economic Environment	
To support the benefits of a sustainable procurement approach, securing added value to both the council and the community we serve	
Performance Indicator	Benefits realisation
Action	Target Date
3.1 continue to ensure an embedded sustainable and socially responsible procurement to reflect the Scottish Model of Procurement	2022/23
3.2 ensure as far as reasonably practical that payments to Suppliers and Contractors are made no later than 30 days after a valid invoice is presented	2022/23
3.3 continue to support and improve access to procurement opportunities for SME's including local businesses, third sector bodies and supported businesses	2022/23
3.4 support a cross-organisational approach to community benefits, working towards a Community Wish-list process in alignment with the City Region work-plan	2022/23
3.5 maximise the use of community benefit clauses in all appropriate contracts	2022/23
3.6 simplify and facilitate procurement processes and procedures to support accessibility for all	2022/23
3.7 align to organisational policies, strategies and plans for Sustainability & Carbon Reduction, including Climate Action Plan, Circular Economy Strategy, Carbon Management Plan & Local Housing Energy Efficiency Strategy, etc	2022/23
3.8 embed sustainability and promotion of ethical working practices as best practice within procurement processes and procedures	2022/23
3.9 work in alignment to Scottish Procurement Policy Notes to support Fair Work First, Prompt Payments, Equality Duty, etc	2022/23

10. Glossary Of terms

<p>Agreement</p> <ul style="list-style-type: none"> • Another word for “Contract”. The legally binding contract terms and conditions between the parties.
<p>Category Management</p> <ul style="list-style-type: none"> • An approach to procurement within the Council that places projects of a particular type (e.g. construction, IT) with staff that are expert in procurements of that type.
<p>CMT</p> <ul style="list-style-type: none"> • Corporate Management Team
<p>Collaboration</p> <ul style="list-style-type: none"> • In this context, public sector organisations that engage in a joint procurement for works, services or supplies with the intention of obtaining better value for money through economies of scale and reduced tendering costs.
<p>Commissioning</p> <ul style="list-style-type: none"> • The process of specifying, securing and monitoring services to meet people’s needs at a strategic level. It applies to all services, whether they are provided by the local authority, NHS, other public agencies, or by the private and voluntary sectors
<p>Competitive Tendering</p> <ul style="list-style-type: none"> • Awarding contracts following a process to obtain competing tenders.
<p>Contract</p> <ul style="list-style-type: none"> • A binding agreement between two or more parties that is enforceable in law.
<p>Contract Officer</p> <ul style="list-style-type: none"> • An officer of the Council who has been nominated to manage the contract.
<p>Contractor</p> <ul style="list-style-type: none"> • A firm or person who has entered into a contract with the Council to supply works, goods or services.
<p>SPD</p> <ul style="list-style-type: none"> • Single Procurement Document allow businesses to complete one document containing their basic selection and exclusion information and use this in competitions, building on the progress made in Scotland through the development of the standard pre-qualification questionnaire. Only used for those Procurements in excess of legislative thresholds
<p>Evaluation</p> <ul style="list-style-type: none"> • A detailed assessment and comparison by the Council of offers made in response to a request for quotations or tenders in accordance with published criteria.
<p>Framework Agreement</p> <ul style="list-style-type: none"> • An agreement with suppliers that sets out the terms and conditions (including maximum prices) under which specific orders can be made throughout the term of the agreement.
<p>Invitation to Tender</p> <ul style="list-style-type: none"> • A formal document inviting an organisation to tender to provide a service, supply goods or to carry out works for the Council. It will include the instructions for submitting a tender, the specification for the requirement, the criteria against which the tender will be assessed, the proposed terms and conditions for the contract and, sometimes, a business questionnaire.
<p>ITT</p> <ul style="list-style-type: none"> • Invitation to Tender.
<p>KPI</p> <ul style="list-style-type: none"> • Key Performance Indicator. KPIs are placed against certain elements of a contract or service level agreement and indicate the items that are to be measured to see if the contractor has achieved the required contract standard.
<p>Life cycle costing</p> <ul style="list-style-type: none"> • The systematic consideration of all relevant costs and revenues associated with the acquisition and ownership of an asset.
<p>Local Suppliers or Suppliers local to East Dunbartonshire</p> <ul style="list-style-type: none"> • Defined on a case by case basis to reflect the type of procurement and the maturity of the supplier market within the County, sub-region, region.
<p>MEAT</p> <ul style="list-style-type: none"> • Most Economically Advantageous Tender

<p>Method Statement</p> <ul style="list-style-type: none"> • A document used in the invitation to quote or to tender which sets out specific questions for the bidder to answer to explain to the Council how a service is to be delivered/works to be carried out. The answers will be evaluated and form a part of the contract.
<p>Most Economically Advantageous Quotation/Tender</p> <ul style="list-style-type: none"> • The quotation or tender offering the Council the greatest benefit in terms of cost and quality.
<p>P2P</p> <ul style="list-style-type: none"> • Purchase to Pay System, Oracle Iprocurement
<p>PQQ</p> <ul style="list-style-type: none"> • Pre-Qualification Questionnaire. A document asking the tenderer to provide information about their business and experience. Used below legislative level procurements.
<p>Procurement</p> <ul style="list-style-type: none"> • The process of the acquisition by the Council of the goods, services and works that it needs to deliver its services.
<p>PCS</p> <ul style="list-style-type: none"> • Public Contracts Scotland. The Scottish Government advertising portal which local authorities are required to use for the publication of information about contract opportunities worth £50,000 or over.
<p>Quotation</p> <ul style="list-style-type: none"> • An offer by a supplier to supply goods or services or to carry out works requested either orally or in writing.
<p>Regulations</p> <ul style="list-style-type: none"> • The Procurement Reform (Scotland) Act 2014 • Public Contracts (Scotland) Regulations 2015 • Procurement (Scotland) Regulations 2016 • Concessions Contracts (Scotland) 2016
<p>SME</p> <ul style="list-style-type: none"> • In this context, Small and Medium businesses.
<p>Specification/Statement of Requirements</p> <ul style="list-style-type: none"> • A description of the requirements for the service, supply or works to be provided.
<p>Supplier/Service Provider</p> <ul style="list-style-type: none"> • Other words for “Contractor”.
<p>Tender</p> <ul style="list-style-type: none"> • The offer submitted by the tenderer in response to the Invitation to Tender.
<p>VFM</p> <ul style="list-style-type: none"> • Value for Money