

Appendix 2 – Procurement Service Improvement Action Plan 2021 to 2022

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.
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Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
1.1 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.	Consideration of sustainability built into individual commodity strategy as evidence.	Development of a commodity strategy for each individual procurement as included in the reviewed CSOs approved in June 2016. Complete in Central Procurement Unit (CPU), roll out to other services in progress, where appropriate.	March 2018.	Complete.
1.2. Implementation of the Scottish Government 10 steps to Sustainable Procurement to assist sustainability and other responsible procurement themes.	Sustainable Procurement Policy 2017 to 2018 in place. Part of the new suite of legislation effective from June 2016. Ensure all proforma documentation is updated accordingly.	Sustainability clause in all Invitation to Quote and Invitation to Tender documentation issued by the CPU. Incorporated into all documentation when appropriate.	March 2018.	Complete.
1.3. To engage with the local supplier base to develop Community Benefit Clauses to	Consultation event for spring / summer 2017 on Sustainable	Consultation complete and final Strategy published March 2018.	September 2018.	Complete.

Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
maximise the potential of the local economy to compete for Council business for the economic benefit and sustainability of Orkney.	Procurement Policy update 2017 to 2018.			
1.4. To implement the use of Community Benefit Clauses in contracts as appropriate.	Update CSOs and procurement proformas for the Commodity strategy and the contract award recommendation report updated to ensure compliance with the new requirement to consider the inclusion of a community benefit clause for all procurement with a value over £4 million.	CSOs revised and updated 2018, proformas being updated accordingly.	March 2018.	Complete.
		Sustainability training to be developed for network of procurement officers with delegated authority.	March 2023.	TBC.

Indicators: 1. Sustainability	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).
	2016 to 2017.	2017 to 2018.	2018 to 2019.	2019 to 2020.	2020 to 2021.	2021 to 2022.
Percentage of relevant Procurements where Community Benefit Clauses have been	5% (100%).	10% (100%).	N / A.	N / A.	N / A.	

Indicators: 1. Sustainability	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).
	2016 to 2017.	2017 to 2018.	2018 to 2019.	2019 to 2020.	2020 to 2021.	2021 to 2022.
included in the award criteria. This indicator was replaced by the one below in 2018 / 2019.						
Number of Procurements where Community Benefit Clauses have been included in the award criteria.	3.	4.	6 (5).	8 (5).	10 (5).	10 (33).
Percentage of overall spend with the third sector and supported businesses.	7% (5.52%).	8% (10.65%).	11% (11.91%).	12% (10%).	13% (15%).	15% (3.66%).
Percentage of contract spend with local supplier base in Orkney.	50% (43%).	52% (41%).	55% (47%).	56% (41%).	57% (35%).	50% (41%).

2. Working with Suppliers.	The Council recognises that there is a popular view amongst suppliers and contractors, and particularly amongst SMEs, that Councils are difficult to do business with and that communications are often poor.
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Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
2.1 At all times adopt a professional approach in all of its business	Recording of evaluation decisions integrated to procurement process.	Feedback provided as required by law and within the 15-day mandatory timescale. European Social Fund /	June 2017.	Complete.

Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
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.		Scottish Government audit report recommendation to keep all individual evaluations on record incorporated into the procurement manual update.		
2.2. To ensure that the procurement process is appropriate to the value and complexity of the goods, services and 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.	Documentation prepared that is proportionate to the value and complexity of the procurement.	Documentation and method of advertising considered as per CSOs in a proportionate and accessible manner, utilising Quick Quote wherever possible and contacting suppliers prior to release of advert or QQ.	April 2019.	Complete.
		How to Tender workshops run by Business Gateway on a regular basis.	April 2019.	Complete.

Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
2.3. To engage with the local supplier sustainability of Orkney.	Reviewed on an ongoing basis.	Standard method statements in place for low value procurements and evaluation of submissions. Minimal documentation in place.	April 2019.	Complete.
2.4. Use outcome based tender specifications wherever possible – to allow businesses to propose innovative and alternative solutions to the Council's needs.	Method statements adopted.	Consider outcome-based specification training for delegated authority officers.	March 2023.	TBC.

Indicators: 2. Working with Suppliers.	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).	Target. (Actual)	Target (Actual)
	2016 to 2017.	2017 to 2018.	2018 to 2019.	2019 to 2020.	2020 to 2021.	2021 to 2022.
Percentage of local supply base registered with the Supplier Development Programme. This indicator was replaced by the one below in 2018 / 2019.	8% (no systems in place to record this data).	12% (no systems in place to record this data).	N / A.	N / A.	N / A.	N / A.
Number of local suppliers registered with the Supplier Development Programme.	N / A	36.	40 (36).	45 (51).	50 (53).	55 (61).

Indicators: 2. Working with Suppliers.	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).	Target. (Actual)	Target (Actual)
	2016 to 2017.	2017 to 2018.	2018 to 2019.	2019 to 2020.	2020 to 2021.	2021 to 2022.
Number of local supply base registered on the PCS Advertising Portal.	N / A	N / A	89 (83).	95 (84).	100 (86).	100 (88).
Percentage of outcome-based specifications in place.	2% (no systems in place to record this data).	5% (no systems in place to record this data).	N / A.	N / A.	N / A.	N / A.
Percentage of Council spend attributed to SMEs.	50% (75%).	52% (63%).	65% (67%).	66% (65%).	67% (61%).	68% (62).
Number of Local Suppliers (Local suppliers providing goods, services or works to the Council).	250 (225)	265 (228).	230 (238).	235 (249).	240.(217).	240 (294).

3. Value for money.	<p>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.</p> <p>Best Value is continuous improvement in the performance of the Council's functions. In accordance with Best Value principles all proposed and current services arrangements shall be subject to review and option appraisal.</p>
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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.	Action.	Progress to Date.	Completion date.	Status.
3.1 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 and not just lowest price.	Procurement advice and CSOs.	New Regulations June 2016 mandate regulated procurement and over to utilise Most Economically Advantageous Tender (MEAT) in all tender – CSOs reviewed in June 2016 include this requirement. Procurement Manual updated to include this.	June 2017.	Complete.
3.2. 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 Community Benefits.	Sustainable Procurement Policy.	Example clause and link referring to Sustainable Procurement Policy included in all Invitation to Quote (ITQ) and Invitation to Tender (ITT) documentation issued by the CPU.	December 2017.	Complete.
		Procurement Bulletin distributed to Officers with Delegated Procurement featured new Sustainable Procurement Policy.	April 2019.	Complete.

Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
3.3. To raise awareness internally of potential framework savings and make recommendations to ensure a more consistent approach across all Council services.	Awareness training and improve visibility of available framework agreements to service areas.	Awareness training provided to Corporate Admin Group.	March 2018.	Complete.
		Contract information on the staff portal reviewed and updated.	March 2018.	Complete.

Indicators: 3. Value for money.	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).
	2016 to 2017.	2017 to 2018.	2018 to 2019.	2019 to 2020.	2020 to 2021.	2021 to 2022
Percentage savings target secured through increase on-contract spend.	1% (no systems in place to record this data).	2.5% (no systems in place to record this data).	N / A.	N / A.	N / A.	N / A.
Percentage of procurement spend covered by a contract.	55% (66%).	60% (78%).	80% (77%).	85% (91%).	88% (99%).	99% (83%).
Savings targets for frequently purchased items.	£50,000 (systems under development to record this).	£103,000 (systems under development to record this).	£97,000 (systems under development to record this).	TBC.	TBC.	TBC.

<p>4. Collaboration and partnering.</p>	<p>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 maximise the value of procurement whether it be through aggregation of demand or through the sharing of resources to reduce administration.</p>
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Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
<p>4.1 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) and Scotland Excel (the local government centre of procurement expertise).</p>	<p>Increase the use of framework agreements.</p>	<p>Use of frameworks the default position where no local market identified. Category C contracts only put in place where no local market or framework available that demonstrates best value.</p>	<p>June 2016.</p>	<p>Complete.</p>
		<p>New CSOs include section for framework agreements.</p>	<p>June 2016.</p>	<p>Complete.</p>

Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
4.2. 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.	Ensure all service areas are aware of collaborative contracts available and arrangement for purchasing goods and services.	Change programme review in progress to identify where use of framework agreements could be maximised. Now business as usual.	March 2018.	Complete.
		Procurement Bulletin distributed to Officers with Delegated Procurement featured new Sustainable Procurement Policy.	April 2019.	Complete.
4.3. 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.	All procurement exercises considered on this basis on a case by case basis. Procurement Manual to incorporate this approach.	Procurement Manual updated to incorporate this where contracting opportunity is below the threshold for regulated procurements.	April 2019.	Complete.
4.4. To collaborate wherever possible with the various Centres of Expertise and Procurement Expertise to maximise the value of strategic procurement.	Links with Scotland Excel strengthened, and regular commercial User Intelligence Group held with area representative.	Increase in use of framework agreements and an increase in the range of framework providers utilised.	April 2019.	Complete.

Indicators: 4. Collaboration and partnering.	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).
	2016 to 2017.	2017 to 2018.	2018 to 2019.	2019 to 2020.	2020 to 2021.	2021 to 2022.
Percentages of contract spend utilising Collaborative Contracts.	15% (21.09%).	20% (19.78%).	22% (17.11%).	23% (14.47%).	25% (15.45%)	25% (13.82).
Percentage of locally based contractors participating in Collaborative / Framework Contract Opportunities.	0% (0%).	1% (0%)	1% (0%).	1% (0%).	1% (0%).	1% (0%).
Percentage of contract opportunities where local supply base has had the opportunity to submit bids.	N / A.	N / A.	10%. (systems under development to record this data).	15%. (system established for 2020 / 21 contract register).	20%. (reporting system remains to be fully implemented)	25%. (reporting system remains to be fully implemented)
Percentage of contract spend with local supplier base in Orkney.	50% (43%).	52% (41%).	50% (47%).	50% (41%).	50% (38%).	47% (41%).

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.
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Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
5.1 The Council's Procurement Member Officer Working Group (PMOWG) will consider the strategic direction of Procurement.	PMOWG re-established and terms of reference reviewed.	PMOWG Terms of Reference agreed.	April 2019.	Complete.
		PMOWG meets as needed throughout the year and has been amended to be a Consultative Group.	April 2019.	Complete.
5.2. The Council will introduce an embedded procurement officer network (a network of staff who are formally authorised to undertake procurement activities on behalf of the Council).	A network of lead procurement officers across service areas has been established. Delegated authority forms and guidance reviewed in consultation with Heads of Service.	Delegated authority forms reviewed and completed by relevant Directors.	April 2019.	Complete.
5.3. 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.	Confirm the position with colleagues in Finance.	This will be instigated when Purchase to Pay (P2P) has been established.	March 2020.	Correspondence sent to inform suppliers of new P2P system.
5.4. That no member of Council staff may award a contract or purchase order without written delegated authority.	CSOs and financial standing orders reviewed in 2014. (Reviewed again in 2016).	Register of Officers with delegated approval for procurement and purchase orders in place.	April 2019.	Complete.

Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
5.5. The key roles of budget holder and procurer will not be performed by the same member of staff.	CSOs reviewed.	Highlighted to relevant service areas via discussions with key Managers Procurement Manual and CSOs reviewed.	April 2019.	Complete.
5.6. The Council will ensure there are no potential conflicts of interest in the procurement process.	Officers with delegated authority to carry out procurement to be made aware of the requirement to declare any potential conflict of interest.	Proforma form developed and in use by staff who are involved in the evaluation of tenders.	July 2017.	Complete.
5.7. The Council will comply with the Scottish Procurement Policy Handbook .	Scottish Government Routes 1, 2 and 3 are integral to the CSOs and the Procurement Manual.	CSOs and Procurement Manual are reviewed regularly (latest review carried out and completed in March 2018 for the CSOs and in April 2019 for the Procurement Manual). Future reviews scheduled for 2020, or when there are legislative changes.	July 2018 / April 2019.	Complete.
5.8. The Council will comply with the Contract Standing Orders .	CSOs updated to reflect new legislation. iLearn	Updated CSOs available on the Council Website and Staff Portal.	July 2017.	Complete.

Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
	Procurement Awareness iLearn module developed.	iLearn training module under development.	March 2023.	TBC.

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.
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Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
6.1 To strengthen contract management procedures by holding regular meetings with major contractors to review performance and improve levels of contract compliance.	Contract management clause written into all relevant ITTs documentation.	Contract manager and administrator roles in place for Schools Investment Programme and high value / high risk projects.	March 2018.	Complete.
6.2. To roll out contract management arrangements to all high value high risk contractors.	Contract management clause written into all relevant ITTs. Segmentation approach to be embedded in proforma	Service areas responsible for contract management for works and part of the Joint Contracts Tribunal (JCT) / New Engineering Contracts (NEC). Services operate effective contract management in consultation with CPU.	March 2018.	Complete.

Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
	documentation as appropriate.	Formal contract management proforma to be developed for service contracts. Enhanced section is now included in the Procurement Manual	April 2019.	Complete.
		Documentation to be updated to reflect segmentation and identification of high risk / high cost projects as appropriate. Included in the Procurement Manual update.	April 2019.	Complete.
6.3. Exit strategy to be considered and documented for all contracts where appropriate.	Exit strategy to be considered as an integral part of contract management.	Procurement manual to be updated to reflect the importance of exit strategies in contract management processes where appropriate to the subject matter of the contract.	April 2019.	Complete.

Indicators: 6. Contract management.	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).
	2016 to 2017.	2017 to 2018.	2018 to 2019.	2019 to 2020.	2020 to 2021.	2021 to 2022.
Percentage of contracts Classified as high value / high risk with an appropriate contract management plan in place.	25% (26.99%).	30% (53.85%).	60% (52.5%).	65% (57.98%).	70% (43.22%).	70% (61%).
Percentage of contracts with an exit plan in place where appropriate.	N / A.	N / A.	60% (no systems in place to record this data).	65% (system established for reporting in the 2020 / 21 contract register).	70%. (reporting system remains to be fully implemented)	70% . (reporting system remains to be fully implemented)
Percentage value of savings negotiated during the annualised contract period where there is a contract in place.	1% (no data available).	2% (no data available).	N / A.	N / A.	N / A.	N / A.
Percentage of contracts where improvements have been agreed and implemented.	1% (no data available).	2% (no data available).	N / A.	N / A.	N / A.	N / A.

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.
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Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
7.1 To inform and advise its stakeholders by means of: Increasing the use of the Public Contracts Scotland website .	Promote the use of the PCS portal.	Significant increase in usage of PCS – Paper copies of tenders are now available on an exception basis only.	March 2020.	Complete.
7.2. Increasing the use of the procurement page on the Council's intranet (portal).	Increase awareness amongst council staff via bulletins and briefing notes to Senior Management Team (SMT) / Corporate Management Team (CMT).	Awareness raising ongoing amongst CPU staff and the network of procurement officers with delegated authority to carry out procurement is ongoing.	March 2018.	Complete.
7.3. Increasing the use of the procurement section of the Council's website.	Website information regularly updated.	Awareness raising via How to Tender workshops and Meet the Buyer Event.	August 2016.	Complete.
		Contracts register link on website and promoted via news item on the Council website.	August 2016.	Complete.
7.4. 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.	Organise a Council wide Meet the Buyer event and consider joining the Supplier Development Requirement for Inclusion of Community Benefit clause now mandatory for all	Meet the Buyer events took place in August 2016, October 2017 and October 2018. Membership of the Supplier Development Programme. Continuing membership under review. Fourth Meet the Buyer Event held 9 October 2019. No event	August 2016.	Complete.

Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
	contracts with a value of over £4m.	planned for 2020 / 21 given the pandemic.		
7.5. Encourage suppliers to the Council to access support available to business, via Business Gateway Orkney and the Supplier Development Programme.	Construction was one of the main focus areas for the Meet the Buyer Event (MTBE) on 25 August 2016.	MTBE 2018 October event planning commencing May 2018, a different focus planned for each next event, possibly Transport to be confirmed.	October 2018.	Complete.

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.
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Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
8.1. To implement an e-Procurement system by December 2017.	PCS portal is used for all tender opportunities with a value of over £50,000 for goods and services and works providing an effective	PCS portal use is mandated across the Council. Contract award reminders sent out monthly to all service areas.	January 2018.	Complete.

Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
	and secure e-procurement system.			
8.2. To consider (as appropriate) use of e-procurement tools (e.g. e tendering and e European Standard Procurement Document (ESPD) (i.e. PCS-Tender)).	Training of staff needed prior to authorised usage of PCS-Tender.	Training has been completed for PCS-Tender which took place in January 2018. Electronic-ESPD now available for PCS which is in use by a number of Procurement Officers.	December 2017	Complete.
8.3. To maximise the use of the PCS 'QQ' facility for low value / low risk procurements.	Briefing note distributed to all staff. Alternative methods of information dissemination iLearn modules under consideration.	QQ usage significantly increased – paper tenders only used on an exceptional basis only.	March 2018.	Complete.
		iLearn module under development.	March 2023.	TBC.

Indicators: 8. E-Procurement.	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).
	2016 to 2017.	2017 to 2018.	2018 to 2019.	2019 to 2020.	2020 to 2021.	2021 to 2022.
Percentage of invoices paid within 30 days.	80%.	90% (81%).	81% (81%).	77% (71%).	90% (84%).	85% (83%).

Indicators: 8. E-Procurement.	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).	Target (Actual).
	2016 to 2017.	2017 to 2018.	2018 to 2019.	2019 to 2020.	2020 to 2021.	2021 to 2022.
Percentage of invoices using e procurement / purchase to pay system.	4% (systems not in place yet).	25% (systems not in place yet).	60% (17%).	60% (32%).	60% (tbc)	100%.
Percentage of procurement undertaken using e tendering system i.e. PCS-Tender or ESPD Module.	N / A.	N / A.	10% (12%, applicable contracts 76%).	50% (36%, applicable contracts 90%).	100% (46.2% of applicable contracts).	100%.

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.
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Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
9.1. The Council will implement as standard, the Best Practice Indicators (BPIs) that were	BPIs uploaded to the procurement hub.	Key Performance Indicators (KPIs) reported on via corporate performance reporting system.	July 2017.	Complete.

Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
recommended by the Public Procurement Reform Board as a means of measuring the effectiveness and efficiency of the procurement function.		Not all BPIs reported on directly, Performance Capability Assessment / PCIP pick up these in an alternative format.		
9.2. The PCIP performance reporting framework to be considered for incorporation and adoption of additional BPIs as appropriate.	Participation in the PCIP planned for July 2017.	Outcomes and recommendations from 2017 assessment incorporated into Procurement Improvement Plan.	March 2018. (Participation ongoing).	Complete.

10. Guidance.	An important aspect of the role of the procurement function is to provide guidance and advice to both Council services and to all stakeholders.
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Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
10.1. The Council will continue to develop procedural guidance as follows: The introduction of standard procurement guidance.	Update procurement manual in line with 2016 legislation and to incorporate new Strategic commitments.	Procurement Manual updated.	July 2018.	Complete.

Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
10.2 Provide training in the use of standard procurement guidance.	Training to be developed and accessible for existing and new staff members.	Training accessed via Scottish Government and disseminated to new staff prior to taking up delegated procurement officer duties. Basic operational training under development for roll out as an iLearn module.	December 2021.	On track.
10.3 To develop a purchasing guide for those involved in the ordering of supplies and services.	Procurement manual in place.	Procurement manual under reviewed to match updated CSOs. Liaise with finance / review of relevant procurement sections.	July 2018.	Complete.
		Purchase to pay procedures to be developed in conjunction with the Integra Project Team.	March 2020.	Complete.
10.4. To review and publish standard selection questionnaire (ESPD), tender documentation and standard letters.	Standard documentation developed and in place.	ESPD (which replaces the Pre-Qualification Questionnaire) Standard documentation is in place for supplies and services. JCT and NEC contracts utilised for engineering and works contracts. New CSOs provide for the adoption of the ESPD and use of Routes 1, 2 and 3 of the procurement journey ensuring that the most up to date documentation is used.	March 2019.	Complete.

Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
10.5. One suite of terms and conditions for all Council Requirements.	Standard terms and conditions under review.	Reviewed terms and conditions published on staff portal and Council website by end of 2017. New General Data Protection Regulations legislation incorporated and published on the Council's website.	May 2018	Complete.

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 McClelland Review and the ongoing Procurement Capability Assessments.
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Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
11.1. Develop training to ensure that procurement activities are compliant with legislation and obtaining value for money.	Training materials to be developed or accessed via Scottish Government or Scotland Excel training courses.	Training to ensure a wide range of officers both operational and at a strategic level were aware of the implications of the new legislation was undertaken in March 2016.	March 2016.	Complete.
		Suite of iLearn training modules under development.	March 2023.	TBC.

Council Commitment.	Action.	Progress to Date.	Completion date.	Status.
11.2. Develop a training plan to meet the training needs of the Network of Procurement Officers with Delegated Authority to carry out procurement activities. Ensure that Procurement Officers with Delegated Authority receive training in relevant legislation when changes take place.	Procurement awareness iLearn and fraud awareness under development. Resources for sustainable procurement and contract management iLearn modules or similar to be identified.	Draft training plan to include a suite of iLearn modules under development to include, procurement awareness, contract management, sustainable procurement and procurement fraud awareness. Consideration of potential e learning modules in progress. Still under development.	March 2023.	TBC.
			March 2023.	TBC.
11.3. To maintain a lessons learned log to ensure that organisational learning is captured and available for continuous improvement.	Distribute lessons learned log to network of Procurement Officers with delegated authority and share materials from training events attended by senior officers where relevant.	Lessons learned log updated on a regular basis, located on the staff portal and referred to in a briefing note to SMT / CMT.	November 2017.	Completed.