

**CORPORATE  
PROCUREMENT  
STRATEGY:  
2017/18 - 2020/21**



# **West Dunbartonshire Council's Corporate Procurement Strategy:**

**2017/18 – 2020/21**

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# **West Dunbartonshire Council's Corporate Procurement Strategy:**

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## **1. Introduction**

### **1.1 About West Dunbartonshire**

Connecting the shores of Loch Lomond with Glasgow, West Dunbartonshire provides access to the rugged beauty of the west coast highlands and a network of busy towns and villages. Gateway to Scotland's National Park and home to Inchmurrin Island and Dumbarton Castle, the region has a rich cultural heritage forever shaped by its worldwide reputation for shipbuilding and textiles.

West Dunbartonshire is a natural location for water sports, golf, walking and fishing while hosting many of the harbours and marinas that line the Clyde coast. From the drama of Dumbarton Rock and Clydebank's Titan Crane, to the long-established bonded whisky warehouses with their famous guardian geese, West Dunbartonshire seamlessly combines waterfront locations, urban and rural lifestyles, less than 30 minutes from Glasgow city centre.

### **1.2 Procurement Profile**

As the largest employer within the region with approximately 4,485 full time employees' and serving some 89,590 residents, West Dunbartonshire Council (the Council) has an annual third party spend in the region of £165m.

This spend is made up of both service delivery costs, such as Council housing repair, education, health and social care, environmental health, culture and communities, parks and greenspace, as well as operational costs such as the council estate maintenance, ICT, office materials and utilities.

Every member of the community expects the Council to provide an efficient and cost effective public service. Procurement is increasingly recognised, at a local and national level, as an integral function of public service delivery. Effective procurement across the whole organisation is essential if we are to achieve better value and demonstrate continual improvement.

Procurement is about the purchase of goods, services and works needed to enable the Council to deliver services to the people in the region. This can range from health and social care services, office supplies, educational text books to motor vehicles, food supplies and major construction projects, thus demonstrating the diverse and often complex, range of activity undertaken by the Council. These requirements will be sourced from a variety of local and regional suppliers as appropriate.

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## 2. Procurement Vision

The vision of West Dunbartonshire Council is of:

***“A prosperous West Dunbartonshire recognised as a dynamic area within a successful Scotland”.***

The Corporate Procurement Unit (CPU) aims to deliver that vision through efficient and effective procurement, use of best practice methods of sourcing, ensuring fairness, openness, transparency and proportionality and by ensuring that businesses within the community are engaged and encouraged to participate in our contracts.

Through that, we will be able to deliver best value to the population of West Dunbartonshire by spending our resources both where they add value and by getting the best outcome for the public pound.

## 3. Strategic Content & Aims

A great deal of work has been done in recent years to ensure that the Council has a CPU that is both tactical and strategic. We have moved from a devolved procurement structure to a centralised category management procurement model. Staffing capacity and capability has been expanded to develop a more professional procurement service, better equipped to guide and assist services to deliver best value. The Council's *Corporate Procurement Strategy: 2017/18 to 2020/21* sets out the key objectives and actions for the next stage of this development journey.

The Corporate Procurement Strategy has been closely aligned with the Council's Strategic Plan. The Strategic Plan identified key priorities for the Council, which in turn reflect the Scottish Model of Procurement and the National Outcomes as set by the Scottish Government.

The Council recognises the importance of its CPU and the role that this function can play in helping the Council to meet these challenges. The overriding goal of the CPU is to seek best value for money on all goods, works and services bought by the Council and to continuously improve the procurement process.

All of our procurement projects are designed to be open, transparent and accountable by complying with the EU Consolidated Public Procurement Directive, Procurement (Scotland) Regulations 2016 and the Council's Financial Regulations, Standing Orders as well as procurement best practice. The procedures are designed to ensure that all companies interested in the Council's contract opportunities are treated in a fair, open and transparent manner.

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The Council's procurement leadership and governance, tender development, contract management and the purchasing processes are assessed by Scotland Excel as part of the Procurement & Commercial Improvement Programme (PCIP). The PCIP focuses on policies and procedures that drive procurement performance. The PCIP is assessed on the following basis: Level 1, Level 2, Level 3 and Level 4. The Council needs to have the requirements for Level 1 before they can be assessed at Level 2, all the requirements of Level 2 before they can be assessed at Level 3 and so on.

### **4. Objectives, Milestones and Outcomes**

This Corporate Procurement Strategy has set out 5 clear procurement objectives for 2017/18 - 2020/21 which will help us to meet the operational and strategic needs of the Council. In this section, we will set out the specific actions and which will enable us to meet our strategic objectives:

- a) Develop and implement a procurement plan to deliver community benefits through procurement processes;
- b) Develop procurement leadership, governance and controls across the Council;
- c) Develop and implement new ways of working in procurement activity;
- d) Develop supplier relationship management across the Council; and
- e) Implement actions arising from the PCIP assessment.

Please see *Appendix 1: Procurement Strategy Action Plan* for more detail.

### **5. Spend and Finance**

The Council procures a diverse range of goods, services and works, ranging from individual stationery products to health and social care services to major capital works.

The Council's total spend with third party suppliers in 2016/17 was £165m of which 79.39% was spent via tendered contracts and frameworks agreements. The overall Capital and Revenue procurement savings achieved for financial year 2016/17 was £2.14 million.

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### a. Category Management

In the financial year 16/17, the top 10 commodity spend on the three category areas – Place, People and Corporate Indirect, are:

Commodity	Category	Aggregate Spend
Facilities & Management Services	Place / Corporate Indirects	£57.15m
Social Community Care	People	£32.43m
Construction	Place	£21.4m
Environmental Services	Place / Corporate Indirects	£6.98m
Utilities	Corporate Indirects	£5.3m
Construction Materials	Place	£4.95m
ICT	Corporate Indirects	£4.94m
Education	Corporate Indirects	£4.23m
Housing Management	Place / People	£3.96m
Financial Services	Corporate Indirects	£3.39m

### b. Suppliers

In financial year 16/17, the top 25 suppliers to the Council account for 58.28% of the Council's total spend.

Supplier	Aggregate Spend
HUB West Scotland Limited	£41.17m
West Dunbartonshire Schools Ltd	£11.1m
Barr Environmental	£3.65m
Morgan Sindall Plc	£3.49m
Cornerstone Community Care	£3.25m
Hill View Nursing Home	£3.01m
Key Housing Association	£2.83m
EDF Energy	£2.65m
Strathclyde Passenger Transport	£2.49m
W H Kirkwood Ltd	£2.19m
Turner Facilities Management Limited	£2.05m
HC-One Limited	£1.99m
GHI Contracts Ltd	£1.83m
Four Seasons Healthcare	£1.73m
Quarriers	£1.42m
The Richmond Fellowship Scotland	£1.41m
AON UK Limited	£1.41m
GO-Wright Ltd	£1.34m
Greenlight Environmental Ltd	£1.26m
City Technical Services UK Ltd	£1.24m
Balquhider House	£1.07m
Scottish Fuels	£1m
Kibble Education and Care Centre	£0.9m
Share Scotland	£0.89m

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Luddon Construction	£0.89m
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20% of suppliers amount to 91% of the Council's total procurement spend.

### c. Small and Medium Enterprises

Within the existing legal and regulatory framework, the Council aims to use its procurement activity to support the development of both local and national companies, with a particular focus on small and medium enterprises (SMEs). The spend in 2016/17 from SME's is highlighted below:

Medium Suppliers: £42.07m

Small Suppliers: £21.82m

### d. e-Procurement

The Council has two initiatives to drive e-Procurement, e-Sourcing and Purchase to Pay (P2P).

e-Sourcing is the drive to use PCS-T (Public Contracts Scotland – Tenders) and PCS (Public Contracts Scotland) as the tools to execute tenders and contract awards. PCS-T is fully compliant with the ESPD (European Single Procurement Document) and current regulation. This requires both the Council and supplier to work in a controlled and electronic environment in the issue, clarification, receipt and evaluation of tenders and mini-competitions. In addition, the Council during this strategy period will undertake a trial of the e-Auction functionality. This is a strategic sourcing mechanism to establish best value where the market is price competitive.

The Council has a dedicated Purchase to Pay (P2P) Transformation project headed up by the CPU's Developments Team.

The need to invest in and transform the Council's P2P systems, processes and procedures is supported by a previous independent review conducted by the Scottish Government and by the recent PCIP, both of which highlighted inefficiencies, insufficient controls and inconsistent information management.

The procurement and implementation of a P2P System has been identified as a catalyst in ensuring further improvements, efficiencies and revenue generation within the Council.

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The purpose of the project is to deliver increased control of ordering in line with Council procedures, increase the efficiency and effectiveness of the ordering and invoice process and to maximise rebates and savings available to the Council using spend leverage and strategic initiatives to generate funds through spending (i.e. purchase card).

### 6. Performance, Performance Indicators, Monitoring, Reporting and Development

The procurement objectives and the targeted outcomes of this Corporate Procurement Strategy will be monitored via a procurement strategy action plan which takes account of the PCIP assessment and the Council's 5 year Strategic Plan. The performance against this procurement strategy action plan will be reported to and monitored by the Council's Strategic Director Transformation and Public Sector Reform and the Senior Leadership Team. See Appendix 1: Procurement Strategy Action Plan.

The table below highlights the PCIP scores in October 2016 with the Local Authority average scores and targets the PCIP scores in 2018:

	WDC Scores - 2016	Local Authority Average Scores - 2016	Target WDC Scores - 2018
Leadership & Governance	72.5%	72.5%	78.8%
Development & Tender	62.5%	59%	72.9%
Contract	37.5%	52%	50%
Purchasing Processes	83.3%	73.2%	83.3%
<b>Total</b>	<b>64%</b>	<b>65%</b>	<b>73%</b>

The table below highlights the Performance Indicators financial year 2016 with and targets the PCIP scores in 2018:

	Financial Year - 2016	Targets for Financial Year - 2017
RES/PRO/003: Percentage of P2P savings target achieved.	-	100%
RES/PRO/004: Percentage of all contracts delivering community benefits.	-	20%
RES/PRO/005: The increased percentage of	-	75%

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spend on contract.		
RES/PRO/006: The percentage of all contracts that have at least one supplier management meeting each year.	-	40%
SEON04: Percentage of procurement spent on local small / medium enterprises.	9.44%	12%

The actions and objectives are managed through the Council's Covalent System and are reviewed regularly by the CPU management team.

### 7. Policies, Tools and Procedures

#### a. Policy Summaries:

##### Ensuring Equalities in Procurement:

The Council is committed to the promotion of equal opportunities in all its policies and services. The Council's duties in line with Public Sector Equality Duty (PSED) extend to its purchase of goods, services and works from external providers.

##### Local Procurement Policy and Sustainable Procurement Policy

The Council recognises the important role that SMEs and social economy enterprises play in sustaining the local economy and highlights the need for the Council to work together with a newly developed local business forum to develop an integrated action plan.

Sustainable procurement is about the procurement of goods, works and services in ways that take into account the social, economic and environmental impact that such purchasing has on people and communities.

We will be fully compliant with the Procurement Reform (Scotland) Act 2014 and general and other duties contained therein, including the Sustainable Procurement Duty.

There is an action in place to merge the Local Procurement and Sustainable Procurement policies into a single policy.

##### Supplier Relationship Management Policy:

The purpose of Supplier Relationship Management is to:

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- Ensure any contract is successfully executed;
- Provide a formalised system of monitoring supplier performance against the contract requirements;
- Ensure there is clarity of the roles and responsibilities by all parties relating to Supplier Relationship management;
- Monitor overall compliance by all parties to the terms of the agreement and contract key performance indicators and service level agreements;
- Facilitate the identification and management of relationships with key supplier representatives;
- Identify potential additional savings due to proactive supplier relationship management including added value performance measures, demand, cost, supply chain, efficiencies and effectiveness management;
- Realise estimated savings due to continuous monitoring of spend information;
- Co-ordination of the supply chain and intervention points;
- Provide a focus for development of initiatives and innovation; and
- Deliver learning and knowledge.

There is an action to revise and re-issue this policy.

### **b. Tools:**

The Council has embedded various tools within the strategic procurement process to assist and ensure best value. Utilisation of the tools also supports compliance with the Sustainable Procurement Duty. The key tools utilised by the CPU are as follows:

#### National Tools:

- Procurement Journey;
- Procurement and Commercial Improvement Programme;
- Scottish Model of Procurement; and
- National Outcomes.

#### Scottish Government Sustainable Tools:

- Sustainability Test; and
- Flexible Framework.

#### Contract Management Tools:

- PCS-T;
- PECOS and such other tools; and
- Contracts Database.

#### e-Learning

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- e-Procurement training modules; and
- Procurement Fundamentals.

### **c. Processes:**

The Council's Standing Orders and Financial Regulations apply to all contracts made by or on behalf of the Council for the execution of works, services and the supply of goods.

The Standing Orders and Financial Regulations are subject to the over-riding provisions of European Union (EU), United Kingdom and Scottish legislation. They are also subject to any EU Commission, UK Government and Scottish Government guidance on public procurement that may be issued from time to time.

The Standing Orders shall not apply to any contracts made on behalf of the Council by Scottish Procurement, Scotland Excel or any other central purchasing body with whom the Council has made arrangements for the award of works, supplies or services contracts on its behalf.

### **8. Strategy Ownership & Contact Details**

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### Appendix 1: Procurement Strategy Action Plan

This Corporate Procurement Strategy is for 3 years with year 1 specifically defined in the Procurement Strategy Action Plan with years 2 and 3 to be refined at the next refresh in a year's time.

Procurement Objectives	Milestones	Target Date	Progress
a) Develop and implement a procurement plan to deliver community benefits through procurement processes	Develop the Community Benefits procedure.	Dec 2017	Not yet started.
	Develop a standard matrix of planned community benefits.	March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> <li>(RES/PRO/004): A Performance Indicator exists for contracts delivering community benefits. CPU expect to achieve this target.</li> </ul>
b) Develop procurement leadership, governance and controls across the Council	Revise and reissue the sub £50,000 procurement guidance.	Sept 2017	<u>Progressing:</u> <ul style="list-style-type: none"> <li>Developing the sub £50,000 procurement guidance in-conjunction with the QuickQuote training - see Procurement Objectives c, Milestone 4.</li> </ul>
	Produce an updated Procurement Strategy.	Sept 2017	<u>Progressing:</u> <ul style="list-style-type: none"> <li>Going to the August 2017 Corporate Services Committee.</li> </ul>
	Produce the procurement Annual Report.	March 2018	Not yet started.
	Continue to review and revise the Procurement Procedures including the development of a Procurement Manual.	Dec 2017	<u>Progressing:</u> <ul style="list-style-type: none"> <li>Produced the Procurement Request Form which is to be completed by the Service Area prior to a procurement exercise being initiated.</li> <li>Produced a Contract Strategy Lite document to make the process leaner and more efficient.</li> </ul>

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	Revise and reissue the Local Procurement Policy and the Sustainability Policy as one document.	March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• <u>(SEON04):</u> A Performance Indicator exists for procurement spent on local small/medium enterprises. The CPU expect to achieve this target.</li> </ul>
	Continued update of participants in the Inspiring Leaders programme.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• 3 CPU staff members are on the programme. 1 CPU staff member joining the programme and more will follow.</li> </ul>
	Facilitate more CPU integration into service areas.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• CPU are beginning to make progress in this area but this has been limited as the CPU are finding out about projects after they have started.</li> <li>• Plan to develop a Projects Milestone Plan, formally the Pipeline Plan, to manage.</li> </ul>
c) Develop and implement new ways of working in procurement activity	Integrate the Milestone Plan and the Pipeline Plan into a single master document – <i>Projects Milestone Plan</i> .	Aug 2017	Not yet started.
	Implement more flexible working model in preparation for moving office to the new offices.	Dec 2017	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• The CPU staff are working from home fairly well but need to locate to other relevant buildings too - including external buildings not part of WDC property assets.</li> </ul>
	Project management of Projects Milestone Plan across Place, People and Corporate In-directs categories	Nov 2017	Not yet started.

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	Introduce defined and robust controls in approaches to procurement.	Dec 2017	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• Produced the Procurement Request Form which is to be completed by the Service Area prior to a procurement exercise being initiated.</li> <li>• Produced a Contract Strategy Lite document to make the process leaner and more efficient.</li> <li>• To develop and roll out of Quick Quote training starting in September 2017.</li> <li>• To develop and roll out of Procurement Awareness training starting in September 2017.</li> <li>• To develop and roll out a one page Tender Summary report to replace the cumbersome Tender Completion Report. This will allow for the new reporting requirements of the Tendering Committee.</li> <li>• To develop PAMG report to grant the use of strategic / business consultancy.</li> </ul>
	Trial the use of e-auction within 2017/2018.	March 2018	Not yet started.
	Continue with the P2P Project - Phase 2.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• (RES/PRO/003): A Performance Indicator exists for percentage of P2P savings. The CPU expect to achieve this target.</li> <li>• P2P Project - Phase 1 has been implemented.</li> <li>• <i>P2P Project - Phase 2 Implementation</i> is going to Corporate Services Committee in August 2017.</li> </ul>
d) Develop supplier relationship management across the Council	Host a meet the buyer event called "Open for Business".	Aug 2017	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• Venue booked.</li> <li>• The opening speakers confirmed.</li> <li>• The service areas and major third party suppliers' stalls booked.</li> <li>• Pamphlets &amp; pop-up stands are ordered.</li> </ul>

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			<ul style="list-style-type: none"> <li>• Tea &amp; coffee ordered.</li> <li>• Advertised on social media and Public Contract Scotland.</li> </ul>
	Conclude pilot of Public Contract Scotland – Tender (PCS-T) contract and supplier management module.	March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• Two pilots for IHMS and Waste are being moved forward and this is being supported by the service areas. Further work is being undertaken to reach the KPI implementation stage.</li> </ul>
	Revise and reissue the Supplier Relationship Management policy.	Dec 2017	Not yet started.
e) Implement actions arising from the Procurement and Commercial Improvement Programme assessment	Procurement Representation: Procurement plays a leadership role both within the Council and out-with it in order to deliver objectives.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• Currently at Level 3.5 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 3.5 for the 2018 PCIP.</li> </ul>
	Procurement Influence: Procurement is heavily involved in all high value or high risk procurement activity.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to go to Level 3.5 for the 2018 PCIP.</li> </ul>
	Procurement Strategy: The Procurement strategy is delivering continuous improvement and outcomes referenced within the corporate annual report.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to go to Level 3.5 for the 2018 PCIP.</li> </ul>
	Resource & Skills: The Council maximises resource through collaboration or innovative approaches.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 3 for the 2018 PCIP.</li> </ul>
	Capability: The Council works across public sector to develop pool of professional talent, collaborating with others and supporting the National strategy.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to go to Level 3.5 for the 2018 PCIP.</li> </ul>

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	<p>Internal Control Systems: Audits of procurement have highlighted only minor (lowest level) risks or issues in the past 3 years. Compliance to policies and procedures is robust and actions addressed.</p>	<p>Beyond March 2018</p>	<p><u>Progressing:</u></p> <ul style="list-style-type: none"> <li>• Currently at Level 2.5 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 2.5 for the 2018 PCIP.</li> </ul>
	<p>Risk Management: A risk management process is embedded totally within the procurement process across the Council.</p>	<p>Beyond March 2018</p>	<p><u>Progressing:</u></p> <ul style="list-style-type: none"> <li>• Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 3 for the 2018 PCIP.</li> </ul>
	<p>Fraud Awareness &amp; Prevention: The Council can evidence that they actively investigate opportunities, on an on-going basis, of financial fraud and takes appropriate action.</p>	<p>Beyond March 2018</p>	<p><u>Progressing:</u></p> <ul style="list-style-type: none"> <li>• Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 3 for the 2018 PCIP.</li> </ul>
	<p>Commercial Acumen: Risk reduction and benefits are delivered through improved commercial acumen within the Council and all those involved in commercial decisions are aware of how commercial decisions affect Council priorities.</p>	<p>Beyond March 2018</p>	<p><u>Progressing:</u></p> <ul style="list-style-type: none"> <li>• Currently at Level 2 out of 4 for October 2016 PCIP. The CPU expect to go to Level 3 for the 2018 PCIP.</li> </ul>
	<p>Continuous Improvement of Procurement Activity: Best practice and improvements are recognised externally to the Council. The Council actively facilitates and promotes improved</p>	<p>Beyond March 2018</p>	<p><u>Progressing:</u></p> <ul style="list-style-type: none"> <li>• Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 3 for the 2018 PCIP.</li> </ul>

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	procurement performance across other organisations.		
	Spend Analysis: Implementation of a category management approach.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• Currently at Level 3.5 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 3.5 for the 2018 PCIP.</li> </ul>
	Strategy Development: Expertise on specific categories exists in the Council and has resulted in market leading / innovative solutions.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 3 for the 2018 PCIP.</li> </ul>
	Specification: The Council has proactive market engagement and has influenced the supply market to drive innovation.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• Currently at Level 2.5 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 2.5 for the 2018 PCIP.</li> </ul>
	Implementation & Exit Strategies: The Council learns from previous procurement exercises and shares them with peers.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• Currently at Level 2 out of 4 for October 2016 PCIP. The CPU expect to go to Level 3 for the 2018 PCIP.</li> </ul>
	Evaluation Criteria: The Council can demonstrate achieving outcomes through sophisticated modelling.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• Currently at Level 2 out of 4 for October 2016 PCIP. The CPU expect to go to Level 2.5 for the 2018 PCIP.</li> </ul>
	Sustainability: The Council is delivering and tracking community, local economic and environmental benefits and can convert to a value to the Council.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• Currently at Level 2 out of 4 for October 2016 PCIP. The CPU expect to go to Level 3 for the 2018 PCIP.</li> </ul>
	Contract & Supplier Management: A continuous improvement approach to CSM is in place and shared/benchmarked with other	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 3 for the 2018 PCIP.</li> </ul>

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	organisations.		
	Contractual Obligations & Additional Benefits: Suppliers are motivated to improve performance.	Beyond March 2018	<p><u>Progressing:</u></p> <ul style="list-style-type: none"> <li>• Currently at Level 1.5 out of 4 for October 2016 PCIP. The CPU expect to go to Level 2.5 for the 2018 PCIP.</li> <li>• Continue to progress with supplier relationship management - a Performance Indicator exists for percentage of all contracts that have at least one supplier management meeting each year (<u>RES/PRO/006</u>). The CPU expect to achieve this target.</li> <li>• Continual to improve the supplier relationship management initiatives such as the buyer event called "Open for Business".</li> </ul>
	Contract Compliance: IT Systems in place to flag and control maverick spend.	Beyond March 2018	<p><u>Progressing:</u></p> <ul style="list-style-type: none"> <li>• Currently at Level 1 out of 4 for October 2016 PCIP. The CPU expect to go to Level 2 for the 2018 PCIP.</li> <li>• Develop within the contracts database, a spend analysis tool to monitor "on contract" spend more closely.</li> <li>• Increase the per cent of spend on contract - a Performance Indicator exists for increased percentage of spend on contract (<u>RES/PRO/005</u>). The CPU expect to exceed this target.</li> <li>• On-going through the Projects Milestone Plan, formally the Pipeline Plan, to manage.</li> <li>•</li> </ul>
	Demand Management: Demand management is considered throughout the supply chain and reported at a senior (i.e. SMT) level.	Beyond March 2018	<p><u>Progressing:</u></p> <ul style="list-style-type: none"> <li>• Currently at Level 2 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 2 for the 2018 PCIP.</li> </ul>
	Lessons Learned: Lessons learned shared and sought out-	Beyond March	<p><u>Progressing:</u></p> <ul style="list-style-type: none"> <li>• Currently at Level 1 out of 4 for October 2016 PCIP. The</li> </ul>

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	with the Council, where appropriate.	2018	CPU expect to go to Level 2 for the 2018 PCIP.
	Goods Receipt and Payment Process: Fully integrated end to end system in place with MI generated to support management of performance and commercial decisions	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 3 for the 2018 PCIP.</li> </ul>
	Stock Management: Suppliers fully embedded into logistics planning and processes.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• Currently at Level 2 but recorded as a Level 4 to balance up with logistics questions in other sectors in the October 2016 PCIP. The CPU expect to remain at Level 2 (Level 4) for the 2018 PCIP.</li> </ul>
	Procurement Process Automation: The Council's ICT strategy is continuously benchmarked against the ICT markets capability and developments.	Beyond March 2018	<u>Progressing:</u> <ul style="list-style-type: none"> <li>• Currently at Level 3 out of 4 for October 2016 PCIP. The CPU expect to remain at Level 3 for the 2018 PCIP.</li> </ul>