



# **Zero Waste Scotland Procurement Strategy 2022 – 2024**

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## **Introduction**

Zero Waste Scotland has procurement expenditure of circa £10m per annum and is required to prepare and publish a procurement strategy in accordance with the Procurement Reform (Scotland) Act 2014 (“the Act”).

The procurement strategy, as well as providing a strategic focus for Zero Waste Scotland procurement activities, is required in accordance with the Act to set the context to ensure that Zero Waste Scotland procurement delivers not only value for money but also demonstrates how Zero Waste Scotland ensures it has considered the wider social, economic and environmental aims of procurement in a consistent manner in compliance with the sustainable procurement duty and the goals and objectives of Zero Waste Scotland.



## **1. Strategy Purpose**

The purpose of the procurement strategy is to link the strategic aims and vision of Zero Waste Scotland with the day to day management of procurement ensuring compliance with all relevant legislation, demonstrating best value, and encouraging best practice across the organisation and across the wider procurement community. The Procurement Strategy reflects the aims of the Zero Waste Scotland corporate plan and the Scottish Government National Performance Framework.

The key procurement drivers are as follows:

- Promote social, economic, and environmental outcomes
- Embed sustainable procurement practices
- Deliver best value and savings for Zero Waste Scotland
- Encourage Small to Medium Enterprise (SME) participation in contracts
- Inspire development and innovation
- Seek to Collaborate with other Public Bodies
- Ensure compliance with procurement legislation and governance



## 2. Strategic Aims and Objectives

The aim of Zero Waste Scotland's procurement strategy is to deliver a transparent, effective and legally compliant procurement service that offers best value, follows best practice and is aligned with the Zero Waste Scotland corporate plan and the Scottish Government National Performance Framework.

The strategy will be achieved by working with internal customers and external suppliers, collaborating across the public sector, and ensuring Zero Waste Scotland has a professional and capable procurement team.

A strategic approach to procurement encourages an integrated procurement process and flow of information that encourages all parties to work together to develop and deliver contracts that offer a holistic approach to Zero Waste Scotland. The goal is to consider how the outputs of the contract can deliver the best result that is directly tied to the strategic aims of Zero Waste Scotland through collaborative working.

The tangible outputs from this process will demonstrate a sustainable model of ethical procurement that delivers best value while promoting and developing relationships across Zero Waste Scotland and its supply chain.

Zero Waste Scotland will strive to continuously improve and measure its progress by monitoring results from internal Key Performance Indicators (KPI) and working towards the objectives of the Scottish Government's Procurement and Commercial Improvement Programme (PCIP).



### 3. Procurement Policies, Tools and Procedures

Key to a strategic approach to procurement are a number of specific tasks carried out during the life cycle of a contract. The management of these key tasks helps to deliver an embedded approach to procurement that can easily be understood, followed and delivered by the organisation. The majority of these tasks are driven directly from The Procurement (Scotland) Regulations 2016 including the requirement to create, publish and review this strategy document.

The key tasks in carrying out compliant strategic procurement include:

- Use of the [Scottish Government](#) Procurement Journey model of procurement activity
- Project Executive Team / Stakeholder consultation and engagement
- Appropriate market engagement and early supplier involvement
- Transparent and proportionate procurement using quotations or tenders
- Justification of single source suppliers
- Collaborative procurement exercises
- Electronic procurement
- Contract and supplier management
- Delivering value for money through effective evaluation criteria
- Sustainability, [Living Wage](#), and community benefits considerations
- Contract recording and publication using Public Contracts Scotland
- Timely payment of suppliers
- Encouraging SME Participation
- Procurement review and improvement
- Training and staff development

Further guidance including step by step instructions where appropriate can be found in the Zero Waste Scotland policy and procedural documents in place to help deliver this strategy.



#### **4. Implementation, Monitoring, Reviewing and Reporting**

a. Contract Strategy

Key strategic contracts above £50,000 in value will be covered by a contract strategy decision document that will investigate the potential options in relation to contract value, budget approval, market analysis, collaboration opportunities, option appraisal, route to market, tender structure, and timescales. Much of this information will come from the information gathered and presented as part of the Project Initiation Document (PID) process, including senior management approval, and the discussions arising from this process.

b. Key Performance Indicators (KPIs)

Ongoing procurement performance will be measured using the following Key Performance Indicators:

- % of spend recorded against contract or grant
- % of contracts let with Sustainable and Fair Work criteria included

As well as the departmental KPIs, contract performance will be monitored using specific KPIs proportionate and relevant to the procurement activity.

c. Action Plan

The ongoing work required to deliver this strategy as well as the wider aims of the procurement team will be recorded in a Procurement Strategy Action Plan. This document will sit alongside the strategy document with the ability to record and close off actions as progress is made towards targets.

d. Procurement and Commercial Improvement Programme (PCIP)

The Scottish Government Procurement and Commercial Improvement Programme (PCIP) is an assessment that takes place every two years to determine the performance level of procurement activity taking place in a public sector body. The assessment takes the form of pre-submitted evidence and a full day external assessment of the organisation.

The main aim of the assessment is to determine how policy and procedure within Zero Waste Scotland reflects the Scottish Government procurement regulations and policy as well as industry best practice.

Although Zero Waste Scotland does not currently take part in the PCIP, the organisation will aim to work within the framework of activity of PCIP as this represents best practice within the sector.

e. Publication

The Procurement Strategy will be published on the Zero Waste Scotland section of the Public Contracts Scotland portal (PCS) in support of increased transparency and accountability in its procurement activities in line with the Procurement (Scotland) Regulations 2016.



f. Procurement Report

Zero Waste Scotland will prepare an annual Procurement Report as required by the Procurement (Scotland) Regulations 2016. This report will include the following items as a minimum:

- A summary of the regulated procurements that have been completed during the period of the report.
- A review of whether those procurements complied with this strategy.
- A statement explaining how any non-compliant procurement will be addressed and eliminated.
- A summary of Community Benefits delivered by regulated procurements during the report period.
- A summary of steps taken to facilitate the involvement of supported businesses in regulated procurements for the period of the report.
- A summary of the regulated procurement activity expected in the next two years.
- A statement on the sustainable procurement activity carried out during the period of the report.
- A summary of the key areas of focus in the next two years.

The Procurement Report is published annually and is available on the Zero Waste Scotland section of the Public Contracts Scotland portal (PCS).



## **5. Review and Approval**

This document will be submitted for review and approval by the Zero Waste Scotland Finance Director annually in line with the requirements of the Procurement (Scotland) Regulations 2016.





## VERSION CONTROL

<b>Title:</b>	Procurement Strategy
<b>Project Number:</b>	N/A
<b>Version:</b>	1.0
<b>Date Created:</b>	23/09/21
<b>Review Date:</b>	23/09/22
<b>Description:</b>	This document explains the strategy for procurement within Zero Waste Scotland
<b>Source:</b>	This document was written to comply with the following: The Procurement (Scotland) Regulations 2016
<b>Status:</b>	Draft
<b>Coverage:</b>	Organisation Wide
<b>Update Procedure:</b>	Reviewed annually by the Procurement function.
<b>Number of Pages:</b>	9
<b>Last Updated by:</b>	Steven Menzies
<b>Date of Last Update:</b>	23/09/21
<b>Updates Made:</b>	Initial draft approved
<b>Authorised By:</b>	Claire Lithgow
<b>Position:</b>	Finance Director
<b>Date:</b>	