



North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Corporate Procurement Strategy

2017 to 2020

Corporate Procurement Unit

December 2016

(Annual review - December 2018)

Contents

1	Foreword	3
2	Purpose of the Strategy	3
3	Context and Drivers for Change	3
4	Scope	4
5	Our Vision	4
6	Our Strategic Aims and Objectives	4
7	Regulated Procurements	7
8	Continuous Improvement and Measuring Success	7
9	Review and Revision Process	8
	Appendix 1 – Strategy Action Plan	9
	Appendix 2 - Context and Drivers for Change	12
	Appendix 3 - Regulated Procurements - Mandatory Requirements	15
	Appendix 4 – Version Control	20

1 Foreword

The Council is balancing a decreasing budget with increasing demand for services.

Our challenge is to make smarter use of our resources to provide local people with the services they need and deserve, while managing the increased demand for them.

Procurement is an essential part of support services across the Council and as part of this support we need to ensure that Procurement is as streamlined and efficient as possible.

This will be achieved by improving, innovating and transforming how the Council procures to ensure that efficient and effective working practices deliver high quality and value for money services.

2 Purpose of the Strategy

The purpose of this Strategy is to set out how the Council will approach its external spend on goods, services and works over the next three years.

This strategy builds on the Corporate Procurement Strategy 2013/2016 and sets out how Procurement will contribute to the journey from “Good” to Great”.

3 Context and Drivers for Change

Public sector procurement in Scotland is now valued at more than £10 billion per annum. The profile of public sector procurement continues to be raised with a greater understanding of its contribution to delivering best value in terms of cost and quality of service.

Procurement is a significant activity across the Council, during the financial year 2017/2018 there was total influenceable spend of approximately £196m.

Goods, works and services were purchased from over 4,000 suppliers with over 120,000 invoices processed during that period.

Of the influenceable spend approximately £130m (66%) was spent with small and medium sized enterprises (SMEs) and approximately £44.7m (22.7%) spent with local suppliers within the North Ayrshire Council boundary.

The Strategy is heavily influenced by internal and external factors which will require Procurement to continually improve, innovate and transform how we operate. Appendix 2 includes further details on these factors.

4 Scope

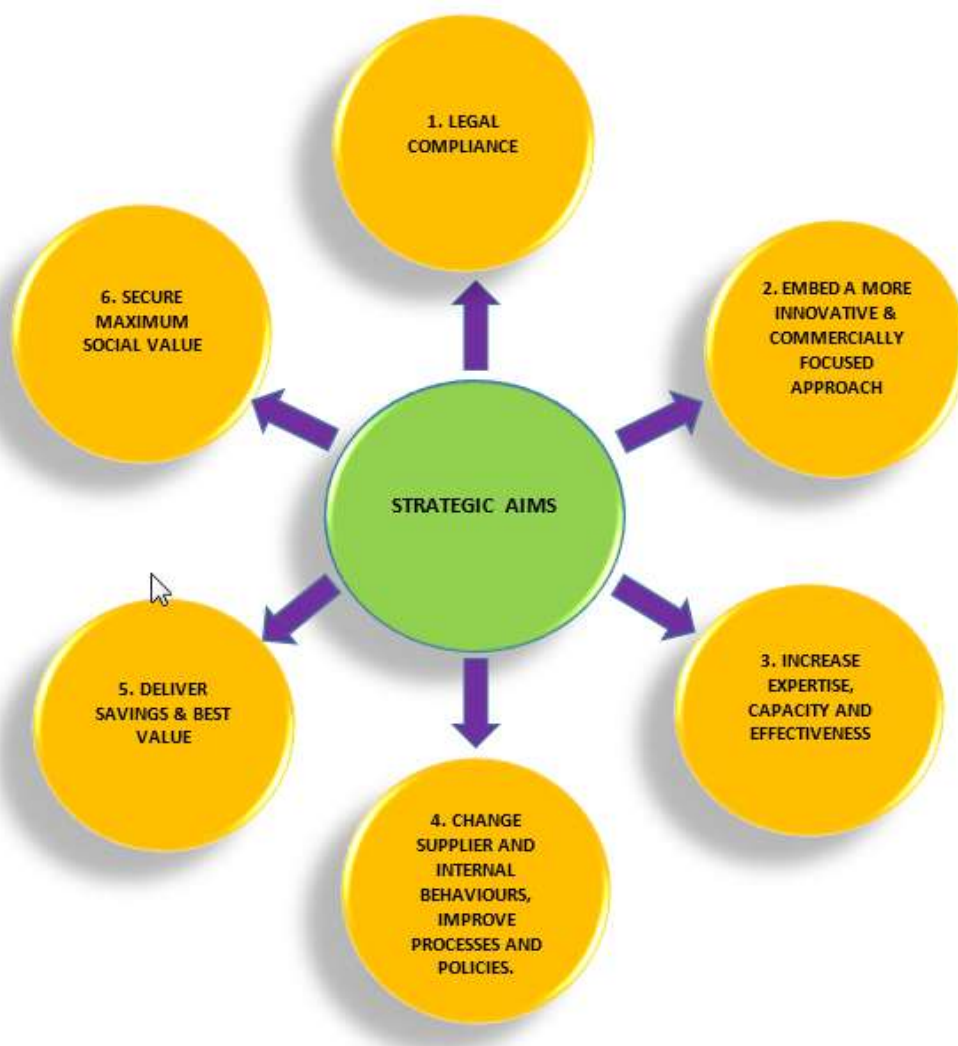
This Strategy applies to all of the Councils external expenditure on goods, services and works.

5 Our Vision

Our vision is to be recognised by all North Ayrshire stakeholders as a **focussed**, **passionate** and **inspirational** Procurement team that works collaboratively, both internally and externally, to support North Ayrshire communities, SMEs, third sector organisations, social enterprises, Supported Businesses and micro-enterprises whilst delivering value for money for North Ayrshire residents.

6 Our Strategic aims and objectives

The Strategic aims which will improve, innovate and transform how Procurement operates are summarised in the diagram below:



The Strategic aims are as follows:

1. To ensure legal compliance with all relevant EU, UK, Scottish Government and Council rules and regulations to ensure efficient processes are in place whilst maintaining appropriate controls by:

- contributing to all procurement related consultations from the Scottish Government by submitting a Council wide response.
- consulting with Scottish Government, Scotland Excel and other bodies regarding new legislation, changes to legislation and Scottish Procurement Policy Notes.
- utilising the procurement board to cascade new legislation, changes to legislation, Scottish Procurement Policy Notes and best practice across the Council.
- ensuring key procurement staff are regularly updated regarding new legislation, changes to legislation and Scottish Procurement Policy Notes.
- provide training at a senior management level to ensure understanding of legal compliance.
- ensuring that standard procurement templates are regularly reviewed and updated in line with new legislation, changes to legislation, Scottish Procurement Policy Notes and best practice.
- regularly reviewing spend data to ensure compliant contracts are in place for all external spend.

2. Embed a more innovative and commercially focussed approach to procurement across the Council to simplify processes, deliver best value and reduce risk by:

- developing staff through appropriate training and mentoring.
- standardising and simplifying our procurement processes and documentation.
- improving the Councils approach to contract and supplier management to ensure that contracts are delivering value and innovation throughout their life cycle.
- develop category strategies for key commodity areas.
- embed a tender wave plan to ensure efficient allocation of procurement resources to match procurement requirements.
- publishing regular performance and compliance reports and engaging with appropriate stakeholders.
- developing and maintaining a corporate risk register specifically for contracts to reduce risks and identify common areas for improvement.

3. Increase expertise, capacity and effectiveness by:

- developing staff in Corporate Procurement through training, secondments and mentoring.
- developing professional contract and supplier management practices and improving commercial awareness across the Council.
- supporting the implementation of the eProcurement and Accounts Payable modules in the new Financial Management System Integra 2.

4. Change supplier and internal behaviours, improve processes and policies by:

- creating a procurement board to provide support and promote understanding at a senior management level in the Council and to oversee implementation of this Strategy and any changes to procurement rules and regulations.
- regular reporting of procurement performance and compliance.
- improving contract and supplier relationship management across the Council to ensure that the Council is obtaining the most value and innovation from our contractual relationships.
- reviewing and improving our Purchase to Pay processes to strengthen controls, increase efficiency and provide useful and up-to-date management information.
- ensuring that there are standard templates in place for all procurement and contracting documentation and ensure that these are regularly reviewed in line with new legislation and best practice.
- embedding the consideration of social, environmental and economic wellbeing in procurement as business as usual and incorporating community benefits in all appropriate contracts.
- supporting local businesses, SMEs, Third Sector Organisations, Social Enterprises and Micro Enterprises through closer working with Economy & Communities and by making our processes more streamlined and accessible.

5. Deliver savings and Best Value by:

- working together to identify opportunities and continuing to challenge the status quo.
- ensuring that all opportunities are thoroughly considered and all implications of change in service areas are fully appraised.
- increasing our collaboration with other organisations.
- developing a coordinated wave plan of future procurement projects to improve our services and provide better quality data to inform decision making and identify priorities.
- making better use of market research and benchmarking.
- engaging early with suppliers and the people who use public services to help develop contract specifications that more accurately reflect service users requirements.
- incorporating social value requirements in appropriate contracts.
- embedding a corporate approach to measuring the benefits achieved through procurement and producing regular reports of what has been achieved – in cash and non-financial terms.

6. To secure maximum social value from the Councils considerable spend with suppliers by embedding the consideration of social, environmental and economic wellbeing in procurement as “business as usual” by:

- thinking innovatively and strategically about the Council’s needs and the range of options for delivery.
- early engagement with key stakeholders to seek input.
- maximising the use of Community Benefit clauses in all appropriate contracts
- capturing data which allows such benefits to be reported.
- supporting local businesses, SMEs, Third Sector Organisations, Social Enterprises and Supported Business’s by encouraging them to participate in our contracts.
- making the Council processes more streamlined and accessible to suppliers of all sizes.
- Considering fair and ethical trading principles in all appropriate procurement activities

To ensure delivery of these aims and objectives a strategic plan has been developed and is included in Appendix 1.

7 Regulated Procurements

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

Regulated Procurements are defined as Supplies & Services* with a total contract value of £50k to the OJEU threshold and Works with a total contract value of £2m to the OJEU threshold. The link below provides current EU thresholds

[OJEU Thresholds](#)

** nb Health & Social Care Partnership Services are defined as Regulated Procurements where the total contract value is from £50k to the OJEU “light-touch” threshold.*

This Strategy applies to both Regulated and non-Regulated procurements.

Appendix 3 details how this Procurement Strategy will deliver the requirements for Regulated procurements and will be reviewed and updated on an annual basis then reported back to the Scottish Government as part of the Annual Report on the delivery of Regulated Procurements.

8 Continuous Improvement and Measuring Success

To ensure continuous improvement in our procurement practices the Council will be assessed through the Procurement and Commercial Improvement Plan (PCIP).

North Ayrshire Council have now undertaken two PCIP assessments showing an improvement from 68% to 77%. The last PCIP was carried out by Scotland Excel in December 2018 and an improvement plan will be updated accordingly.

The measure of success of the Procurement Strategy will be:

- increased delivery of procurement related savings and efficiency targets
- increased compliance in the use of Contracts
- increased delivery of Community Benefits in terms of job opportunities and education/community engagement
- increased contracting opportunities for SMEs, Third Sector Organisations and micro-enterprises.
- increased customer satisfaction; and
- increased Procurement and Commercial Improvement Plan (PCIP) scores against initial 2017 PCIP score.

The delivery of the above will be reported to Cabinet within the Procurement Update Report on an annual basis.

9 Review and Revision Process

The strategy will be reviewed and updated on an annual basis.

Appendix 1 – Strategy Action Plan

Abbreviations have been used to populate the action plan and the list is detailed below:

PM	-	Procurement Manager/Service Design Manager
CM	-	Category Managers/Team Manager
P2P	-	Purchase to Pay Manager
PO	-	Procurement Officers/Service Design & Proc Officers
SR	-	Service Representative(s)
TL	-	Team Leader (Policies & Procedures)

Strategic Aim	Action	Owner	Timescale	Progress
	Strategy			
1,2,3,4,5 & 6	Develop a PCIP improvement plan	PM/CM/TL	31 st March 2019	A revised development plan will be agreed by the Procurement Board plan.
1,2,3,4,5 & 6	Review and update the Council's Procurement Manual.	PM/TL	31 st March 2017 and annually thereafter.	Completed for 2017 and 2018 and now business as usual.
1,3,5 & 6	Ensure all relevant information, including changes to procurement legislation, is communicated effectively across the organisation.	PM/TL	On going	Business as usual
5	Review and, where appropriate, simplify tender documentation to encourage SMEs and Local Companies to bid for work.	CM/TL/PO	30 th June 2017	Initial review complete now business as usual
1,3,4,5 & 6	Develop individual contract strategies for all purchases over £50k (goods and services) and over £100k (works) ensuring the needs of the Services are met in the most efficient manner ensuring increased focus on market research and Sustainability.	CM/PO	On going	Business as usual
6	Communicate all Scottish Procurement Policy Notices (SPPNs) to relevant staff and action these policy notes accordingly.	CM/TL	On going	Business as usual
1 & 4	Ensure collaborative procurement is considered for all procurement activity.	CM/PO	On going	Business as usual
1,3 & 4	Ensure savings are recorded and reported to finance monthly.	PM/CM	On going	Business as usual
1,2 & 3	Develop a robust Contract & Supplier Management process and pilot it	PM/TL	31 st December 2019	Date rescheduled due to other competing priorities
1	Develop a Corporate Risk Register	TL/CM	30 th September 2017	Completed and updated bi-annually – Business as usual
	Processes and Systems			
2	To continue the roll out Integra-2 to all Services across the Council	TL/P2P	May 17 to Dec 18	Completed
1,2 & 3	To continue to roll out procurement cards across the Council	TL/P2P	On going	Business as usual
1,2 & 3	Explore the option of an embedded	TL/P2P	1st April	Review complete –

	procurement card in Integra 2 by April 2017		2018	not possible
3	To use Public Contracts Scotland Tender (PCS-t) for all Council tenders	CM/PO	On going	Business as usual
3	Evaluate all suitable tenders on PCS-tender	CM/PO	30 th June 2018	Business as usual
1,3 & 4	Implement PCS-t Contract & Supplier Management functionality.	CM/PO	Apr 18 to Apr 20	Delayed start due to competing priorities
2 & 6	Implement e-invoicing	TL/P2P	On going	E-invoicing project underway – Project Manager in place from April 2018
People and Organisation				
1,2 & 4	Develop a resource plan linked to the tender wave plan.	PM/CM/TL	31 st March 2017 and annually thereafter	Completed now business as usual
1 & 2	Adopt the 2016 Scottish Procurement Competency Framework for Corporate Procurement Staff	PM/CM/TL	30 th March 2017	Completed - Business as usual
1 & 2	Encourage achievement of a professional procurement qualification (MCIPS) and the PDA Commissioning, Procurement and Contracting of Care qualification.	PM	on going	5 team members studying CIPS 1 member studying for PDA
1 & 6	All procurement staff to attend annual training on EU procurement legislation.	PM / CM / PO/TL	On going	Business as usual
1 & 6	Training events to be delivered to Services and Members for the implementation of new legislation and/or policies.	PM/CM/TL	On going	Completed – Business as usual
Sustainable Procurement				
5 & 6	Review and update the Council's Sustainability considerations to include: <ul style="list-style-type: none"> the Scottish Government Procurement Prioritisation Tool the Sustainability test into Contract Strategies Life cycle Impact Mapping the Scottish Governments Flexible Framework the procurement of fairly and ethically traded goods and services. 	PM / TL	On going	Business as usual
5 & 6	Consider sustainability when agreeing tender evaluation criteria.	CM/ PO	On going	Business as usual
3,5 & 6	Provide a regular forum for the third sector to improve communication and innovation.	PM/SR	On going	Procurement representative sits on Social Enterprise Board
3,5 & 6	Identify future opportunities for third sector collaboration and service design.	PM/SR	On going	Regular Provider Forums for Health & Social Care providers
3,5 & 6	Develop an approach to increase capacity within the third sector.	PM/SR	30 th June 2017	Procurement representative sits on Social Enterprise Board

3,5 & 6	Continue the 'ten point plan' to help SMEs and local businesses; communicate the plan across the Council.	CM/ PO	Superseded by other initiatives	Complete
5 & 6	The Community Benefits in Procurement Policy will be amended to include the delivery of Community Benefits which improve the health, wellbeing and education of communities in North Ayrshire.	TL	31 st March 2017	Completed 2017
6	Consider fair and ethical trading principles in all appropriate procurement activities	TL	30 th July 2017	Completed July 2017
All Services				
1,4 & 6	Continue to support quick quote/mini-competition and tender exercises.	CM/PO/TL	On going	
1,3 & 4	Implement supplier management meetings for medium and high risk contracts.	CM/PO/SR	31 st December 2019	This link in to development and roll out of CSM
1,2 & 6	Create tender wave plans from 2017 to 2021.	CM/PO/SR	31 st March 2017	Completed and updated monthly
Finance & Corporate Support				
2	Support implementation of Integra 2	TL/P2P	Sep'16 – Apr'18	Completed
Education & Youth Employment				
1 & 4	Continue to liaise with Scotland Excel on the portfolio of Education and Youth Employment contracts.	CM/PO	On going	Business as usual
6	Provide procurement awareness training for Education and Youth Employment staff.	CM	30 th June 2018	Completed
Health & Social Care Partnership				
1,4 & 6	Continue to support the Health & Social Care Partnership tender programme.	CM/PO	No longer relevant all one team	Business as usual
1,2 & 6	Share best practice between the CPU and the Health & Social Care Partnership Procurement Team.	PM/CM/TL	On going	Health & Social Care procurement team now merged with Corporate Procurement Team
Place				
1 & 4	Continue to liaise with Scotland Excel on the portfolio of Place contracts.	CM/PO	On going	Business as usual
Democratic Services				
6	Continue regular dialogue with Legal Services on procurement litigation matters.	PM/CM	On going	Business as usual
Economy & Communities				
1,3,5 & 6	Support local businesses and the third sector in developing expertise to submit bids for tendered contracts.	CM/PO	On going	Business as usual
Chief Executive				
1,2,3,4 & 6	See "All Services".	CM/PO	On going	Business as usual

Appendix 2 – Context and Drivers for Change

Local context

Financial pressures

The Council is balancing a decreasing budget with increasing demand for services.

Good to Great

The Council's transformation to become a great Council is well underway.

The Council will become a great Council by continuing to improve, innovate and transform what it does. This ambition is well within our reach and the Council can reach it with shared focus, passion and inspiration.

Transforming North Ayrshire

The Transformation Programme aims to

- identify areas for change
- provide resource, investment and guidance for implementing change
- focus on key priorities such as educational attainment, social care and regeneration
- enhance the customer experience by delivering more joined up services and a prompt response to requests
- utilise assets such as property, transport and technology more efficiently to reduce operating costs and minimise our carbon footprint
- increase staff productivity through smarter, more effective ways of working
- provide opportunities for skills and career development
- create a flexible, proactive workforce with a 'can do' approach

The aim is to transform North Ayrshire Council into a more efficient and flexible organisation, equipped to meet the needs of our communities. This transformational programme will assist in progressing our 'Good to Great' journey.

Directorate Plans

The following Directorate Plans set out what Council Directorates aim to deliver in the next 3 years, for example deliver high quality, cost effective, appropriate services to local people. Directorate Plans demonstrate the part each Directorate will play in achieving the outcomes and priorities in the Single Outcome Agreement and Council Plan:

- North Ayrshire Health and Social Care Partnership Strategic Plan
- Democratic Services – Directorate Plan
- Education & Youth Employment – Directorate Plan
- Finance & Corporate Support – Directorate Plan
- Place – Directorate Plan
- Economy & Communities – Directorate Plan

North Ayrshire Social Enterprise Strategy (2016-2019)

This commits the Council and other public bodies to engage with social enterprises and community organisations to better engage and understand this provider community.

North Ayrshire Community Planning Partnership

The Community Planning Partnership work in partnership with communities, the private and third sector to plan and deliver better services.

National context

Public Procurement Regulations (Scotland) 2015

The new Regulations simplify and speed-up public procurement processes.

Procurement Reform Act (Scotland) 2014

The new Act aims to deliver social and economic benefits to the Scottish economy by introducing a new sustainable procurement duty as well as other duties. For example, publishing the Council's contract register and a forward plan of forthcoming contracts.

Procurement Scotland Regulations (Scotland) 2016

These regulations ensure the rules applying to lower value contracts regulated by the Procurement Reform Act 2014 are comparable with the equivalent rules for higher value contracts which will be regulated by the Public Procurement Regulations (Scotland) 2015. This is intended to ensure consistency and clarity, and is in keeping with the views of those who responded to the public consultation on the changes to procurement legislation in 2015.

The Scottish Government's reform agenda - McClelland Phase 2 Transforming Procurement: Accelerating Delivery

Phase 2 of the reform agenda contains four key priorities which are efficiency & collaboration, delivering real cash savings, improving access to Council contracts for SMEs and making sustainable procurement business as usual.

The Procurement and Commercial Improvement Plan (PCIP)

A new assessment process used by the Scottish Government's reform programme to help drive best practice, deliver savings and improve the procurement capability of organisations.

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 OJEU threshold and Works with a total contract value of £2m to the OJEU threshold. The link below provides current OJEU thresholds

[OJEU Thresholds](#)

** nb Health & Social Care Partnership Services are defined as Regulated Procurements where the total contract value is from £50k to the OJEU “light-touch” threshold*

The Council has the option of including non-Regulated and Regulated procurements in the same Procurement Strategy.

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

On an annual basis this Appendix of the Procurement Strategy will be reviewed and reported back to the Scottish Government as part of the Annual Report on the delivery of Regulated Procurements.

How does the Council intend to ensure that its regulated procurements will:	Council Strategy
<p>Contribute to the carrying out of its functions & the achievement of its purposes?</p>	<p>The Council has clear strategic priorities and a strong focus on monitoring and reporting performance. These priorities are embedded and supported in the Single Outcome Agreement and Council Plans. Each Service has a Directorate Plan which is reported on an annual basis.</p> <p>The delivery of this Corporate Procurement Strategy will ensure procurement is delivered in a compliant, effective and efficient manner, provide a clear action plan 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>

<p>Deliver value for money?</p>	<p>The successful delivery of the Corporate Procurement Strategy, the application of procurement best practice and undertaking key strategic procurement activities:</p> <ul style="list-style-type: none"> • Early market engagement • 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 • Utilisation of output specification • Robust contract management • 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 Manual 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>The Standing Orders Relating to Contracts have been updated to reflect the new procurement rules.</p> <p>In addition to the above, the Council engages fully with the Supplier Development Programme, The Federation of Small Businesses (FSB), Ready for Business and The Ayrshire Community Trust (TACT) in order to understand their organisational needs, and share the Council's procurement work plan where applicable.</p>
<p>Be undertaken in compliance with its duty to act in a transparent and proportionate</p>	<p>As above.</p>

manner?	
Comply with the sustainable procurement duty?	<p>In adherence with Council policies and in light of the Procurement Reform (Scotland) Act 2014, the council has</p> <ul style="list-style-type: none"> • incorporated Sustainable Procurement objectives within the Corporate Procurement Strategy • updated Council Standard Orders to reflect the new procurement rules • embedded the Scottish Government sustainable tools within procurement processes. This includes use of Sustainability Tests in all tenders over 50K with the result of the Scottish Procurement Prioritisation Tool for each category of spend imported into the individual Sustainability Tests.
Include a statement on the Council's general policy on:	
The use of Community Benefit requirements.	The Council's existing Community Benefits in Procurement Policy exceeds the requirements of the Act.
Consulting and engaging with those affected by its procurements.	<p>The Council engages with stakeholders in a number of ways including Comments, Compliments and Complaints initiative, Household Surveys and Public Consultations. The new Participatory Budget process will further enable communities to engage with the council and participate in the decision making process.</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.</p>
Payment of a living wage - to persons involved in producing, providing or constructing the subject matter of regulated procurements.	<p>The Council is an Accredited Living Wage Provider (October 2016).</p> <p>Fair Working Practices (referencing the living wage) are included as evaluation</p>

	<p>criteria in all appropriate contacts over the value of £100k for Works and 50K for supplies and services.</p> <p>The North Ayrshire Health and Social Care Partnership is currently reviewing the Ethical Care Charter.</p>
<p>Promoting compliance with health and safety at work, including how a supplier/sub-contractor demonstrates compliance.</p>	<p>Health & Safety criteria forms part of the selection criteria 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 Environmental Sustainability & Climate Change Strategy and sustainability considerations are embedded in the Corporate Procurement Strategy which includes considering sustainability when developing specifications and tender evaluation criteria</p> <p>Where relevant and appropriate to the contract/framework agreement's subject matter, NAC includes conditions relating to the performance of the contract to ensure that the economic operator complies with environmental, social and employment law, and may disqualify a Tenderer for previous violation of such laws.</p> <p>NAC ensures that procurement requirements relating to fairly and ethically traded goods and services are applied in a relevant, proportionate and legally compliant manner.</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 Councils existing Community Benefits in Procurement Policy, which applies to all contracts, was amended in July 2018 to include 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>of communities in North Ayrshire.</p>

	<p>The Council shall comply with the sustainable procurement of food or catering services guidance contained within “Catering for Change: Buying food sustainably in the public sector”.</p> <p>The Council shall also ensure that animal related food suppliers comply with all relevant legislation (e.g. Animal Health and Welfare (Scotland) Act 2006 , The Welfare of Animals at the Time of Killing (Scotland) Regulations 2012, The Welfare of Animals (Transport) (Scotland) Regulations 2006) and amendments to ensure the highest standards of animal welfare.</p> <p>The Council will also ensure where applicable that specifications include the requirement for:</p> <ul style="list-style-type: none"> • appropriate food standards certification or equivalent • careful sourcing of Halal and Kosher meat • careful sourcing of eggs and consideration of the different types of system • organic certification; and • Royal Society for the Protection of Birds freedom foods.
<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 30 days) to suppliers on a monthly basis. Payment processes will be reviewed on an ongoing basis to ensure payment targets are met.</p> <p>Payment clauses requiring a 30 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> <p>Supplier to sub-contractor and sub-contractor to a sub-contractor payment</p>

	<p>performance for any Regulated contracts will be monitored through the requirement for suppliers to provide supply chain payment performance figures on a quarterly basis.</p> <p>The Council proactively encourages payment by Corporate Procurement Card where appropriate.</p>
--	---

Appendix 4 – Version Control

Date	Versions	Page/Paragraph/Section	Revision Type	Revision Details
31 st December 2016	V1	N/A		
31 st March 2017	V2	Page 5 Section3, Page 7 section 7 and Appendix 3 Page 15	Amendment Amendment	Updated to include HSCP as part of CPU, Provided links to threshold instead of quoting thresholds
31 st July 2018	V3	Appendix 3 Appendix 3	Amendment Amendment	Fair Working practice scoring considerations, Updated Community Benefit Policy to include delivery of benefits to improve the health and wellbeing and contribute to the education of communities

		Page 7 Section 6 and Appendix 3	Addition	Made reference to fair and ethically traded goods
		Page 9, Appendix 1	Amendment	Amended persons responsible for actions in strategy action plan and
8 th January 19	V4	Page 3 Section 3	Amendment	Amended spend for financial year and local and SME spend
		Page 7 section 8	Amendment	PCIP has now been completed for 2018
		Page 9 appendix 1	Amendment	Updated to reflect current situation
		Page 19 Appendix 3	Amendment	Updated to reflect Health & Safety as selection criteria

