

Dumfries
and Galloway



Procurement Strategy

Financial Years 2026/27–2027/28



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Introduction

This strategy sets out the vision and key objectives for procurement activity over the next two financial years for Dumfries and Galloway Council. This has been developed to ensure delivery of effective procurement, providing best use of public money, whilst taking account of Dumfries and Galloway Council's ("the Council") legal obligations, and delivery of local and national priorities across Dumfries and Galloway ("the region").

The Council's vision for good procurement, ensures continued compliance whilst delivering greatest value through commercial thinking at all stages of procurement and contract delivery. The key objectives reflect both national and local policies and priorities, in particular local economic growth, fair work practices, community benefit delivery and securing procurement savings.

The Council currently spends in the region of £320 million per annum on buying goods, services and works. This gives procurement a vital role to play in helping to support the development and positive impacts on our communities, while also ensuring our contracts are efficient and deliver value for money.

By ensuring effective procurement activity, appropriate behaviours and compliance throughout the Council, we will:

- Provide clear leadership, governance arrangements and influence for procurement, with developing procurement and commercial capabilities.
- Deliver financially sustainable contracts, through competitive market conditions, contract management and reviews of requirements, specification and delivery models.
- Ensure a clear, fair and equal process is available for access to public contract opportunities which maximises the opportunities for local businesses;
- Develop our approach towards Community Wealth Building (CWB) procurement pillar;
- Maximise efficiencies and collaboration;
- Deliver procurement activity that aligns to Council priorities;
- Embeds sustainable procurement to contribute to the transition towards net zero, and
- Measure procurement performance.

This Procurement Strategy covers the next two financial years 2026/27 and 2027/28 (1 April 2026 – 31 March 2028).

Procurement Vision and Mission Statement



The Council's vision is to be a successful region, with a growing economy based on fairness, opportunity and quality public services where all citizens prosper. Working in partnership, with connected, healthy and sustainable communities.

The following procurement mission statement and vision have been established to ensure procurement play a role in supporting delivery of the Council's vision:

Procurement Mission Statement:

"To provide strong leadership in the procurement process through knowledge, teamwork and communication with the aim of improving efficiencies, delivering cost savings, ensuring value for money, promoting innovation, creating opportunity for community wealth, embedding sustainability principles and ensuring transparency and fairness of Council business for the supplier community."

Procurement Vision:

"Procurement is considered a strategic service within the Council who provide innovative solutions to meet the Council's priorities and ongoing financial pressures who work with partners across the region to achieve the best value solution to deliver the services to the citizens of Dumfries and Galloway."

This vision and mission statement will enable us to demonstrate that our money is spent wisely. The Corporate Procurement Team will work closely with economic development partners and service areas throughout the Council to promote Council Procurement activity as a mechanism to support growth of the local economy and to maximise community benefits and the impact of the procurement spend.



Procurement Strategy Rationale and Context



The Council's procurement activity is governed by a legislative framework which sets out how we buy goods, services and works and general duties which we must observe. The Procurement Reform (Scotland) Act 2014 provides direction to public bodies and sets out procurement responsibilities and accountabilities. Specific obligations are also set out under the Public Contracts (Scotland) Regulations 2015, the Procurement (Scotland) Regulations 2016 and the Concessions Contracts (Scotland) Regulations 2016.

This legislative framework is supported with guidance and best practice from the Scottish Government on areas such as prompt payments in the supply chain and fair working practices alongside the wider Procurement Journey handbook. To support a healthy and sustainable supply chain, all contractors engaged by the Council must ensure that they and their subcontractors are paid within 30 days of receiving a valid invoice.

Dumfries and Galloway Council meets its statutory responsibilities through implementation of the Council's Procurement Standing Orders, Sustainable Procurement Policy and Contract & Supplier Management Policy alongside the guidance and best practice considerations issued by Scottish Government. The Council is committed to conducting all procurement activities in a manner that upholds the highest standards of integrity, fairness, and social responsibility. We expect all suppliers, contractors, and partners to demonstrate ethical behaviour throughout the delivery of goods, services, and works on behalf of the Council.

Ethical procurement means ensuring that all supply chains operate in a way that respects human rights, promotes fair working conditions, and prevents exploitation, discrimination, and modern slavery. Suppliers must comply with all relevant legislation, including (but not limited to) the Modern Slavery Act 2015, equality and anti-discrimination laws, and labour standards. The Council also expects transparency in business practices, responsible sourcing of materials, and avoidance of corruption, bribery, or conflicts of interest.

The Council is also committed to procuring food and catering services in a manner that promotes sustainability, supports local economies, and ensures high standards of animal welfare. All food procured by the Council, or on its behalf, must meet relevant legal standards for safety, quality, and traceability, and suppliers must provide evidence of compliance upon request.

The legislative framework has and continues to influence both how the Council procures and how it accounts for and engages with the public on procurement matters and provides many opportunities to support delivery of the Council's corporate aims and objectives, including supporting economic growth with greater transparency and improved access to contracts.

The Council's Procurement Team will continue to lead on the development of procurement and commercial skills and capabilities across the Council, also ensuring that any officers responsible for undertaking activity under any delegated procurement authority are appropriately skilled and informed of the relevant legislative and Council's Procurement Standing Order

Procurement Strategy Rationale and Context (cont'd)



obligations and to ensure the procurement activity undertaken is aligned with the strategic direction for the Council. Monitoring arrangements are established, and activity can be overseen by the corporate procurement team who will provide professional advice and recommendations to continually improve all procurement activities.

This procurement strategy provides a clear strategic plan and focus for the Council's procurement activities within the context in which the Council works, which ensures value for money and sets out how use of our procurement spend can directly contribute to the broader aims and objectives of the Council and our community partners. In doing this, the strategy sets out how the Council will carry out its regulated procurements for the current and next financial year and aims to promote efficient procurement across all areas of the Council. As the Council continue to operate in an increasingly complex and challenging environment, whereby we have increasing and changing demands and continuing pressure on the funding we have available, procurement spend needs to contribute to the Council's vision and generate cashable savings and lead and support on the delivery of transformational change projects which will protect the delivery of front-line services that meet the needs of our communities.

Health and Safety Statement for Suppliers

The Council is committed to ensuring that all works, services, and supplies are delivered in a manner that protects the health,

safety, and wellbeing of employees, service users, and the wider public. All suppliers, contractors, and subcontractors engaged by the Council are required to comply fully with the Health and Safety at Work etc. Act 1974 and all associated regulations, approved codes of practice, and relevant industry standards.

Suppliers must maintain robust health and safety management systems, carry out suitable and sufficient risk assessments, provide appropriate training and equipment to their employees, and take all reasonably practicable steps to prevent accidents, injuries, or harm while undertaking work on behalf of the Council. The Council reserves the right to monitor, audit, and request evidence of compliance at any stage of the contract.

Failure to meet these requirements may result in corrective action, suspension of work, or termination of contract.

Community Wealth Building (CWB)

The Community Wealth Building (Scotland) Act was passed by the Scottish Parliament in 2026. The CWB (Scotland) Act introduces a new statutory framework requiring the Scottish Government, local authorities, and certain public bodies to take coordinated action (including their procurement activity) to ensure that wealth is generated, circulated, and retained within local communities. This strategy sets out prioritising of local economic benefit, fair work, inclusive ownership and increased local spend. As part of the Community Wealth Building (Scotland) Act, the Council will prepare, publish and implement a CWB Action Plan and ensure procurement decisions align with it.

Council Plan



Dumfries and Galloway Council have developed a five-year plan ("the Plan") which covers the period from 2023 – 2028. The plan sets out the vision and strategic outcomes that the Council wants to achieve over these five years. It will guide activity across the Council and focus on how we will deliver better outcomes for the citizens and communities in Dumfries and Galloway.

An overview of the themes and strategic outcomes of the Plan are summarised in the Plan on a Page provided below:

VISION: Our ambition is to be a **successful region**, with a **growing economy**, based on **fairness, opportunity and quality public services**, where all citizens prosper. Working in partnership, with **connected, healthy and sustainable communities**.

The region will be **the natural place to live, work, visit and invest**.

Principles

Safeguard our future



- Address the climate emergency
- Protect our natural capital

Support our citizens



- Put customers at the heart of services
- Support the most vulnerable and in need
- Address inequalities
- Offer digital services

Support our communities



- Empowering communities and individuals
- Work in partnership
- Focus on local and place
- Invest to enable change

Be a responsive Council



- Communicate openly
- Maintain high standards
- Maintain sustainable finances
- Make best use of resources
- Be organised to deliver

Themes and Strategic Outcomes

Economy



- There is a diversified and growing local economy that benefits all
- Our workforce and their skills base are growing
- Rural communities and places are vibrant and thriving
- Enhancing the region's natural capital benefits local communities and businesses
- Businesses are supported to start and grow
- Investment in the region benefits communities and the local economy

Travel, Connectivity and Infrastructure



- Roads, paths, cycling and walking networks in the region are improved
- Communities are protected from the impact of floods
- Sustainable travel in the region contributes to net zero²
- The Council is a low carbon organisation
- People have access to services that are modern, efficient and responsive
- Digital connectivity supports thriving rural communities

Education and Learning



- Places of learning are inclusive, sustainable and meet the needs of local communities
- We get it right for every child
- Children, young people and adults transition successfully through all life stages
- Young people and adults succeed in what they want to achieve
- Participation in creativity and play is part of early and lifelong learning experiences
- Local people can build their skills and confidence

Health and Wellbeing



- Prevention and early intervention assist people to have independent lives
- Access to personal support and care helps keep people safe
- People are active, resilient and improving their health and wellbeing
- Help is provided to tackle the causes and effects of poverty, inequality and increased cost of living
- People have access to high quality, affordable housing that supports their independence, prosperity and wellbeing

A copy of the full Council Plan can be found via this link: [Dumfries and Galloway Council Plan 2023 - 2028](#)



How will Procurement Support the Council's Principles, Themes and Strategic Objectives

As set out at Section 4, the Plan sets out four key principles for the Council. This section sets out how procurement will proactively delivery under these principles:

Safeguard our Future

- Influence the if, what, how and how much the Council buys, making recommendations to support a circular economy and to contribute to the Just Transition to a low carbon economy and longer-term climate ambitions.
- Consider the life cycle of all goods, services and works including assessing the climate impacts, identifying the best methods to minimise the impacts and recording the carbon emissions related to each aspect.
- Work with supply chains to innovate and deliver alternative more carbon neutral solutions in line with the waste hierarchy, including repurposing materials as a first step approach to reduce, re-use, recycle.
- Introduce relevant infrastructure and supply chains to support and deliver the Just Transition.
- Through use of the Scottish Government's online sustainable tools, we will have a clear prioritisation framework of category spend areas that can have the greatest influence on the reduction of carbon emissions and focus procurement efforts on these areas.

Support our Citizens

- Support in ensuring effective design and works to support the Council's investment in creating schools which are fit for the 21st century;
- Support children to be healthy and active when developing and implementing actions from a catering procurement strategy which meets nutritional requirements set out by the schools (Health Promotion and Nutrition) (Scotland) Act, aiming to improve health and reduce obesity by producing meals using fresh, seasonal and traditional produce when available;
- Working with Skills Development Scotland and Education to promote careers in sectors with current or planned skills shortages to support children to make the right choices aligned to future career opportunities;
- Through development of appropriate community benefit clauses, provide work experience placements, school talks and other learning opportunities to meet curriculum and individuals' career objectives; and

How will Procurement Support the Council's Principles, Themes and Strategic Objectives (cont'd)



- Continue to support and actively participate in the Council's Graduate Programme and / or Modern Apprenticeships by developing suitable placement opportunities for young people within the procurement team.
- Developing and improving the quality and consistency of health and social care services provided to children and adults in the region, including through the procurement support delivered to the Integration Joint Board (IJB) with NHS Dumfries and Galloway and in our work alongside Third and Independent Sector and our local communities.
- Working with others to improve health by recognising the importance of the role procurement and commissioning play in identifying, agreeing and implementing service changes.
- Through development and execution of Market Facilitation Plans for the care sector; develop capacity within the private sector and third sector to meet increasing demand on services and the provision of care.
- Encourage innovation and alternative ways of meeting the needs of our residents.

Support our Communities

- Consider and develop the skills and availability of goods, services, and works across the local supply chain;
- Promote and encourage collaborative opportunities for smaller local suppliers to come together and tender.
- Engage with the local supply base to understand key barriers to delivering Council services in relation to infrastructure and think creatively around solutions to minimise such barriers;
- Encourage fair work first employment practices, particularly with local suppliers;
- Continued simplification of tender documents to ensure the procurement process is proportionate and easy to navigate;
- Consider lotting strategies for all contracts, giving cognisance to accessibility of contracts for SMEs and micro-businesses. This will be documented in all contract strategies which will be prepared in advance of procuring all regulated contracts;
- Deliver an effective programme of supplier engagement and events across the region aligned to forthcoming contract and supply chain opportunities, supporting our local small and medium sized business to meet their growth potential;



How will Procurement Support the Council's Principles, Themes and Strategic Objectives (cont'd)

- Make the region an attractive place to do business, for example including through taking opportunities to include climate change mitigation and adaption when developing specifications for contracts;
Work with community engagement in the development of community wish lists to improve the local communities.
- Use of community benefits clauses and approaches to help improve the level of skills within our communities and workforce; and
- Strongly encourage Fair Work First and evaluate the commitments to ongoing employment conditions for suppliers tendering to deliver contracts for the Council.
- Incorporate sustainability within procurement where relevant and ensuring proportionality, promoting equality and fair working practices.
- Place the needs of the community and service users at the centre when defining the need for contract requirements.
- Consider community empowerment as a delivery model for appropriate services.

Be a Responsive Council

- Work with community planning and other key partners to identify and target community initiatives that can be supported by our procurement workplan.
- Develop and deliver against procurement savings which contribute to the Council's financial position, whilst fostering a commercial thinking culture.
- Ensure continued fair, open and equal access to opportunities for all interested parties for contract opportunities.



Procurement Objectives and Key Priorities

The Council have the following specific procurement objectives and priorities:

1. Effective Leadership, Compliance and Governance

Aims:

- Ensure procurement activities are fully aligned with the Council's corporate priorities and objectives, as outlined above.
- Adherence with the requirement of the Procurement Reform (Scotland) Act 2014 and other relevant legislation.
- Provide and embed a proportionate and consistent approach to contract and supplier management which ensures outcomes are achieved and wider benefits maximised through delivery of Council contracts.
- Ensure continued compliance with Procurement Standing Orders across the Council, supporting the return of delegated procurement authorities for low value procurement activities.
- Ensure the impact on rural regions is considered and influence at a national level, including in the development of policies, guidance and new approaches through Scotland Excel and Scottish Government for procurement.
- Provision of robust governance and reporting arrangements for procurement activity.
- Contribute to the management of the Council's legal, financial and reputational risks.

How will we do this?

- Ensure adequate resource and governance arrangements are in place to provide a procurement influence on all spend and a procurement lead on regulated procurement activity.
- As we automate in our ordering and payment processes across all areas of the Council, we will build in procurement compliance checks to disable the opportunity to be non-compliant.
- Provide quarterly performance updates to elected members and publish an annual procurement report on the Council's website.
- Implement the contract and supplier management strategy which provides clear roles and responsibilities across the Council and supporting documentation.
- Continue to provide procurement training to all relevant officers across the Council, ensuring proportionality and concentrated effort for key members of procurement staff.
- Dumfries and Galloway are represented on national procurement forums and consultations.
- Utilise the Scottish Government's competency framework to assess the current competence of procurement staff and to identify training needs.

Procurement Objectives and Key Priorities (cont'd)



What will achievement of this look like?

Procurement is prominent within the Council and is represented and discussed at a senior level.

A fit for purpose procurement structure is in place.

Procurement activity will comply with statutory and regulatory requirements.

Mitigation against legal challenge of a Council procurement process.

Procurement policy, process and documentation reflects legislative requirements and is aligned to the Council's priorities and the Council plan.

Effective contract and supplier management processes are being applied to improve compliance and deliver effective outcomes, including savings.

Regular reporting is provided, highlighting successes and any key risks for the Council in relation to procurement activity.

Suitable electronic procurement systems are utilised to deliver benefits to the Council and suppliers.

2. Efficient Procurement Processes Delivering Value to the Council

Aims:

Ensure the Council's procurement activity is carried out as efficiently as possible to achieve optimum value for money.

Identify and deliver key improvements which will enable

procurement & commissioning to be utilised as a catalyst for change to assist in delivery of the Council's objectives and significant financial savings supporting the Council's budget saving requirements.

Maximise collaborative opportunities.

Improved procurement and commercial capabilities.

How will we do this?

- By challenging the status quo and managing demand.
- Contract strategies developed will be based on the needs of the Council's customers and will take cognisance of market engagement undertaken and provide pricing structures that deliver financial savings. Contract strategies will inform how we will procure contract requirements will be prepared for all regulated contracts.
- Share lessons learned / best practice and develop a possible work stream of collaborative procurement opportunities with other public sector organisations, following a review of spend.
- Adopting a collaborative approach to deliver economies of scale.
- Review current procurement, ordering and payment processes to identify opportunities for efficiencies and automation.

Continually improving the model used to track both financial and sustainable benefits delivered through our contracts.

Procurement Objectives and Key Priorities (cont'd)



Identify and utilise more effective commercial evaluation models to ensure best value is achieved. This will include promoting the use of open book costings and whole life / acquisition costs for all appropriate contracts.

What will achievement of this look like?

- Cashable savings through procurement will be delivered to meet the annual targets for procurement savings.
- Added value, including capital project financial savings and cost avoidance, will be delivered and reported.
- Benefits resulting from collaborative opportunities will be reported.
- Procurement activity will be conducted by adequately skilled and experienced officers.

3. Support the Council's Journey to Net Zero

Aims:

- Make more sustainable choices, which will include reviewing existing requirements and specifications to identify more sustainable ways of meeting our needs and designing sustainable procurement specifications accordingly.
- Compliance with the Sustainable Procurement Duty.
- Promote sustainable procurement, selling the benefits that can be achieved through early supplier involvement, whole life costings (considering capital purchase price, cost to operate / maintain and disposal costs) and exploring innovative solutions.

- Sustainability is embedded within procurement in a proportionate manner.
- Procurement is supporting delivery of the Council's corporate priorities and objectives, as outlined above.
- Our contracts that we award not only provide best value but also deliver wider social, economic and environmental benefits across the region.
- Influence scope 1, 2 and 3 emissions.

How will we do this?

- Embedding of the Council's Sustainable Procurement Policy. (Appendix 3)
- Full utilisation of the Scottish Government's sustainable prioritisation tool to identify priority commodities / categories of spend based on risk and opportunity to deliver sustainable outcomes.
- Expanded use of the Scottish Government's Flexible Framework Self-Assessment Tool to assess and monitor the level of performance of sustainable procurement across the Council. This will also be informed through the PCIP assessment criteria. The Flexible Framework Self-Assessment provides an action plan to support continuous improvement of sustainable procurement.
- Procurement is a proactive member of the Council's Net Zero working group.

Procurement Objectives and Key Priorities (cont'd)



- Develop robust commodity and contract strategies that consider sustainability.
- Record and track benefits committed and achieved and provide regular reporting of these outcomes.

What will achievement of this look like?

Compliance with the Sustainable Procurement Duty.

Improvement in the Council's sustainable procurement performance / Flexible Framework Assessment Tool (FFAT) score.

Increased performance and sustainable procurement outcomes, both environmental and social-economic.

A robust tracking and reporting process is in place for benefits achieved.

4. Support Community Wealth Building and Local Economic Growth

Aims:

- Maximise opportunities for local suppliers, SMEs, micro-businesses, social enterprises and community-owned organisations and consider approaches to increase the opportunities available and promote all contract opportunities to relevant local suppliers which in turn can support local economic growth.
- Establish a community wealth forum for Dumfries and Galloway.

- Secure wider social, economic and environmental benefits for the local areas and ensure those benefits are realised.
- Strong engagement with the supplier and support through Supplier Development Programme.
- Embed Fair Work First criteria within procurement processes and contract management
- Report annually on CWB outcomes including local spend, employment impacts and supplier engagement through the Council's annual procurement reports.
- Align all regulated procurements with the Dumfries and Galloway CWB Action Plan once established.
- Support inclusive ownership models and community participation through procurement approaches.

How will we do this?

- Deliver a programme of supplier engagement events, targeting SMEs, micro businesses and third sector where possible.
- Early consultation with suppliers and communities / service users to inform our procurement strategies for relevant contracts.
- Working closely with economic development partners and Council services to shape new or to diversify existing businesses to be ready for current and forthcoming opportunities, including for Just Transition to Net Zero.
- Review opportunities to collaborate on work programmes

Procurement Objectives and Key Priorities (cont'd)



and community benefits across the region with Community Wealth Anchor Institutions, listening to the local business sector through the creation of a Community Wealth Regional Forum. This forum can also be used to provide consistency in approach, around community benefits and local supply opportunities.

What will achievement of this look like?

- Effective CWB regional forum is established and delivering needs and wishes of communities.
- Increased contract opportunities available for local businesses.
- Increased local spend.

5. Community Benefits

Aims:

- Promote and encourage suppliers to contribute social value for the Dumfries and Galloway region.
- Support members associated with Community Benefits priority group (Appendix 1), which also focuses on those disadvantaged with employment opportunities.
- Incorporate sustainability and environmental initiatives into Community Benefits where possible.
- How will we do this?
- Community Benefits Wishlist is formed through requests from local community groups, charities, and non-profit organisations with asks seeking both financial (e.g.,

donations, equipment) and non-financial (e.g., employment opportunities) supports.

- Liaise with the supplier and local community group / non-profit organisation / charity to support delivery of Community Benefit.
- Link with internal and external services where appropriate to ensure delivery of Community Benefits is targeted effectively (i.e., Dumfries and Galloway Council's employability service).
- Collaborate with procurement framework owners to monitor and ensure that suppliers deliver agreed Community Benefits in line with the terms of the relevant procurement framework agreement.

What will achievement of this look like?

- Increased volume of Community Benefit commitments made against regulated contracts with suppliers.
- Increased volume of Community Benefits delivered versus number of Community Benefit committed.
- Number of work experience opportunities created.
- Number of priority group members positively affected.
- Value of financial/equipment donations delivered to local community groups.
- Positive feedback from local community groups (i.e., evidence of delivered community benefits via image and/or testimonial).

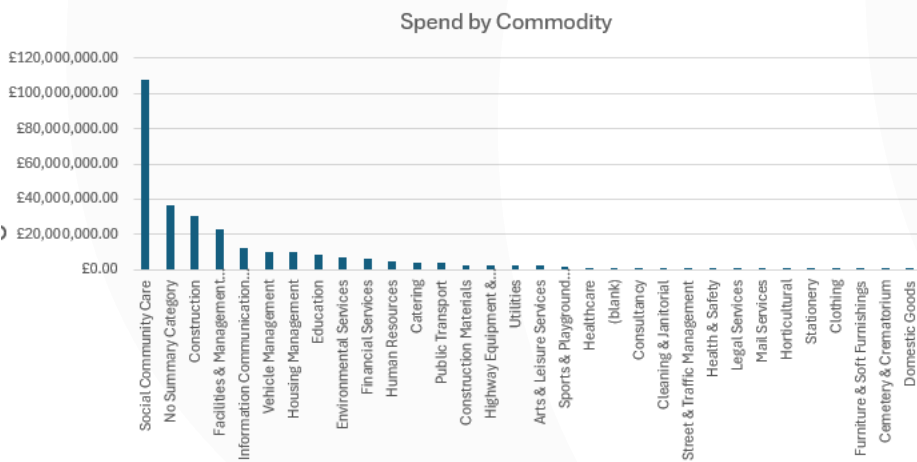
Spend Profile



The Council's current procurement spends, identified in Section 1 (approx. £320M per annum) across a range of goods, services and works.

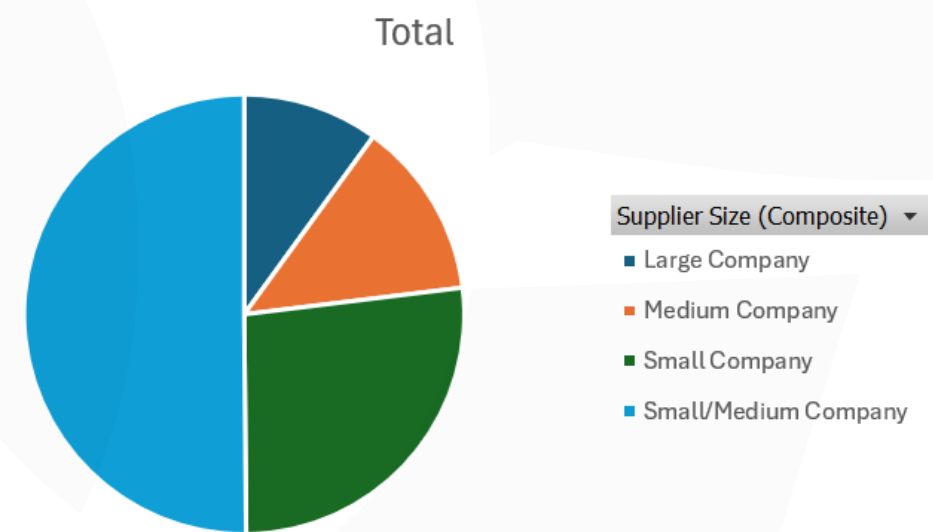
The Council have adopted a category management approach to procurement with requirements aggregated and procurement leadership assigned to a category lead within the procurement team based on a list of established commodities. Appendix 2 of this Strategy provides an overview of the strategic priorities and activities planned within each of these category areas.

A breakdown of the Council's spend by commodity is displayed in the graph below:



As set out in the earlier sections of this strategy, the Council are committed to continuing to use its purchasing power to positively contribute to the local economy, which is predominately made of micro and Small and Medium Sized Enterprises (SMEs). A breakdown of the current spends by region and supplier size based on the last financial year (24/25) is noted below and we strive to improve upon this level of spend with local micro and SME's:

Breakdown of spend by supplier size:



Spend Profile (cont'd)



Scottish Based Supply Chain				
Area	No. of Suppliers	% of Supply Chain	Total Spend	% of Overall Spend
Local Suppliers (D&G)	1,174	30.19	£79,615,389.91	27.85
Rest of Scotland	727	18.69	£101,570,922.51	35.54
Grand Total	1,901	48.88	£181,186,312	63.39

A copy of the full contract register and the contract procurement workplan is maintained on the Council's website and can be viewed through this link: [click here](#)

This register provides a breakdown of the contracts this procurement spend is delivered through and provides an insight of the forthcoming contract opportunities.



Monitoring, Review and Reporting



A range of meaningful key performance indicators shall be agreed with the relevant committee responsible for procurement, through quarterly performance reporting. Indicators will monitor activity against the following key themes:

- Community Wealth Building impacts, including levels of procurement spends within the local economy and fair work first outcomes
- Level of compliant procurement spend
- Support provided through a supplier engagement programme
- Training and development of the procurement capabilities across the Council
- Sustainable procurement outcomes

The objectives and outcomes to be achieved will be monitored via an action plan, provided at Appendix 1.

Regular progress of this action plan will be monitored and managed by the Procurement and Commissioning Manager, Chief Financial Officer and Executive Director of Enabling & Customer Services, who shall incorporate updates on progress in the quarterly procurement performance reports to the Council's relevant Committee with procurement responsibility.

Delivery of this action plan will demonstrate effective implementation of this Corporate Procurement Strategy.

An annual report of procurement activity will be published as soon as is reasonably practical following completion of the financial year.

This Strategy will also be reviewed on an annual basis to ensure continued alignment with the Council's priorities and objectives.

Policies, Tools & Procedures



1. Policies

The Council operate within a defined set of policies and strategies in relation to procurement which are published on the Council's website: <https://www.dumfriesandgalloway.gov.uk/business-licences-permits/contract-tender-opportunities/procurement-rules-standards>

In addition to these procurement policies, procurement activities are also governed through the following relevant council policies:

Anti-Poverty Strategy: <https://communityplanning.dumfriesandgalloway.gov.uk/sites/default/files/7726996/2025-04/Dumfries%20and%20Galloway%20Poverty%20and%20Inequalities%20Strategy%202021%20to%202026.pdf>

Health and Safety Policy: <http://sharepoint.dgcouncil.net/sites/chasm/Section%202%20%20Council%20Policy%20Plans%20Organisation%20and%20R/Dumfries%20and%20Galloway%20Council%20Health%20and%20Safety%20Policy.pdf>

Equality and Diversity Policies: https://dgcouncil.sharepoint.com/:w:/r/sites/policies/_layouts/15/Doc.aspx?sourcedoc=%7BB1B9230F-617D-4546-BE32-3FFFB8E3A135%7D&file=Equality%20and%20Diversity%20Policy.docx&action=default&mobileredirect=true&DefaultItemOpen=1

Carbon Management Plan:

[Climate emergency | Dumfries and Galloway Council](#)

Financial Regulations and Codes: <https://www.dumfriesandgalloway.gov.uk/sites/default/files/2026-04/Financial%20Regulations%20%201.pdf>

Contract & Supplier Management Policy: <https://www.dumfriesandgalloway.gov.uk/sites/default/files/2025-03/Contract-and-Supplier-Management-Policy.pdf>

IJB Commissioning Plan [Dumfries and Galloway Integration Joint Board Health and Social Care Strategic Commissioning Plan 2022 to 2025 | Dumfries and Galloway Council](#)

Children & families Commissioning Strategy [Commissioning Better Outcomes Strategy-Appendix.pdf](#)

Corporate Anti-Fraud and Anti-Corruption Policy [Corporate Anti-Fraud and Anti-Corruption Policy Statement and Strategy](#)

Digital Strategy (at Committee 19th March, to be published thereafter)

Policies, Tools & Procedures (cont'd)



2. Tools

The Council currently use and will continue to use as many of the tools available to us to as is practical to support delivery of this Procurement Strategy, this includes:

- The Scottish Government's Procurement Journey (<https://www.procurementjourney.scot/>) which supports all levels of procurement activity and facilitates best practice and consistency across public sector procurement activity in Scotland.
- The Council's Procurement SharePoint site and houses the updated and continued improvements to the Council's procurement policies, tools and templates and supports the embedding of appropriate elements of the Scottish Government Procurement Journey ([Procurement Site - Home \(sharepoint.com\)](#)).
- The sustainable procurement tools provided by Scottish Government including: (<https://www.gov.scot/Topics/Government/Procurement/policy/corporate-responsibility/Sustainability/ScottishProcess/SustainableProcurementTools>):
 - Flexible Framework Self-Assessment Tool.
 - Sustainability Prioritisation Tool
 - Sustainability Test

3. Procedures

The Council will continue to follow the Procurement Standing Orders, Sustainable Procurement Policy and Contract & Supplier Management Strategy for all contracts for goods, services or works across the Council.

Strategy Appendices and Ownership



The following appendices are provided:

Appendix 1 – Action Plan

This Corporate Procurement Strategy is owned by the Executive Director of Enabling and Customer Services:

Lorna Meahan

Dumfries and Galloway Council

Council Offices

English Street

Dumfries

DG1 2DD

Phone: 0303 333 3000

Appendix 1 – Action Plan

Action Ref No.	Proposed Action	Financial Year	Owner	Status
Effective Leadership, Compliance and Governance				
001	Monitor procurement delegations for low value procurement activity with robust auditing and escalation arrangements in place and established.	2026/27	Procurement, Commissioning and Payments Manager / Procurement Team Leader / All Heads of Service and Assistant Directors	
002	Provide an ongoing programme of training for procurement, commercial and contract / supplier management.	2026/27	Procurement Team Leader	
003	Maintenance of contract information within payment systems and adherence to the Council's Purchase to Pay policy.	Ongoing	Procurement, Commissioning and Payments Manager / Financial Transactions Manager	
004	Work with relevant service colleagues to implement change to ensure consistency in approach for areas that are not yet adopting the corporate ordering system and processes.	2026/27 and 27/28	Chief Financial Officer / Procurement, Commissioning and Payments Manager / Relevant Heads of Service and Assistant Directors	
005	Provide quarterly performance updates to elected members and publish an annual procurement report on the Council's website.	Ongoing	Procurement Team Leader	
006	Review the contract and supplier management strategy and embed this with clear roles and responsibilities.	2026/27	Procurement and Commissioning & Payments Manager	
007	Update the DGC Profile for the Scottish Government Competency Framework to reflect the updated procurement structures.	2026/27	Procurement, Commissioning and Payments Manager	

Efficient Procurement Processes Delivering Value to the Council				
008	Actively contribute and influence the Solace and Improvement Service Procurement Workstream for savings with development and delivery of businesses cases as appropriate and relevant	2026/27 and 2027/28	Procurement, Commissioning and Payments Manager	
009	Develop and deliver a programme of procurement savings, ensuring delivery of the procurement savings target	2026/27 and 2027/28	Procurement and Commissioning Manager	
010	Introduce an indexation model to inform commercial risk and considerations in contracting strategies and approaches	2026/27	Procurement, Commissioning and Payments Manager	
Support the Council's Journey to Net Zero				
011	Refresh of the sustainable procurement prioritisation model	2026/27	Procurement Team Leader	
012	Completion of the flexible framework self – assessment tool for sustainable procurement and delivery of the action plan resulting from this assessment	2026/27 and 2027/28	Procurement Team Leader	
013	Sustainable impacts reporting model developed and introduced	2026/27 and 2027/28	Procurement Team Leader	

Support Community Wealth Building and Local Economic Growth				
014	Establish a Community Wealth regional forum which will include an additional remit for community benefits	2026/27	Procurement Team Leader	
015	Delivery of supplier engagement programme	2026/27 and 2027/28	Procurement, Commissioning and Payments Manager	
016	Review of procurement spend and local supply opportunities	2026/27	Procurement, Commissioning and Payments Manager	
017	Ensure CWB statutory duties requiring local authorities to embed community wealth building principles across procurement activity, reporting annually on community wealth building outcomes including local spend, employment impacts and supplier engagement	2026/27 and 2027/28	Procurement, Commissioning and Payments Manager	
018	Continued maximisation of contractual community benefits to achieve optimal added social value for local communities	2026/27 and 2027/28	Procurement, Commissioning and Payments Manager / Procurement Team Leader	

Appendix 2 – Procurement Strategy by Spend Category

People and Projects

The People and Projects procurement category includes procurement and commissioning activities for social care, education, transport, playparks, and externally funded projects.

Projects are in the main, requirements that are tied to external funding received into the Council for specific purposes, examples include Borderlands, Employability Services funded through No One Left Behind and SPF, Transport Levelling Up Funding requirements etc. The Council's resource model sees the procurement resources required for delivery of these externally funded projects outsourced.

Context & Future Challenges

Scotland's care and education markets face workforce shortages, provider fragility, increasing demand, and evolving national reforms including the National Care Service.

Strategic Priorities

- Strengthen care market sustainability and develop outcomes-based commissioning.
- Prepare for Scottish Government reforms and ensure ethical and fair work practices.
- Increase collaboration with Third Sector partners.
- Support HSCP and Children's Services commissioning plans.
- Improve procurement of externally funded projects through flexible contracting models.

Priority workstreams within this category over the next two financial years include:

- Influencing the future model for Social Care procurement support from Scotland Excel and any other relevant Centres of Expertise or Scottish Government to ensure this best meets the local needs in D&G.
- Increased collaboration with Third Sector Dumfries and Galloway to seek best value approach to social care commissioning via the Third Sector. Scoping procurement options to achieve appropriate contractual mechanisms whilst ensuring value for money service requirements aligning to the Delivery of the Dumfries and Galloway Health and Social Care Partnership's Strategic Commissioning Plan. The Integration Joint Board (IJB) has worked with a wide range of people across Dumfries and Galloway to co create the vision: "People living happier, healthier lives in Dumfries and Galloway". The Strategic Commissioning Plan aims to promote and support fundamental shifts in thinking and approaches to deliver this vision.

- Develop appropriate contractual arrangements in collaboration with Children and Families Social Work Services, implementing the commissioning Plan setting out our vision and commitment to improving the lives of children, young people and their families in Dumfries and Galloway. Procurement and Children and Families Social Work Services will collaboratively work together to enable review and retender of services to protect most vulnerable in Dumfries and Galloway region to provide best value. With a shift in focus to provide support and development to social work colleagues in seeking best value and appropriate contract arrangements across demands.
- Implementation of ethical commissioning and procurement principles as set out following The Independent Review of Adult Social Care in all social care related procurement and commissioning activity. This takes into consideration a person-centred care first and human rights approach at its core to ensure strategies focus on high quality care. Ethical Commissioning and Procurement will include fair work practices which encourage the development of a quality, sustainable, and appropriately valued work force; climate and circular economy considerations in our service footprint to support a just transition to net zero; financial transparency and commercial viability of any outsourced services; full involvement of people with living experiences throughout, putting the person at the centre of making the choice; and a shared accountability between all partners and stakeholders involved in delivery. Ethical and Sustainable Procurement ensures that these are not only delivered to the right quality, in a timely, efficient, legal, and commercially sustainable way, but that we use the power of procurement to meet those broader social, economic and environmental objectives agreed in the vision.
- To deliver a sustainable transportation network in Dumfries and Galloway, working with the South West of Scotland Transport Partnership (SWestrans) to deliver a transport network across local and Transportation services to develop the school transport network across bus, taxi and active travel.

Construction and Infrastructure

The Construction and Infrastructure category includes procurement activities for all major capital expenditure, property, estates, roads, engineering and flood schemes. This category represents a significant proportion of the Council's annual procurement spend.

Context & Future Challenges

Over the 2026–2028 period, the Construction & Infrastructure category faces a number of key challenges:

- Cost inflation and market volatility
 - Fluctuating material and labour costs impacting affordability and project viability
 - Supply chain disruption and pricing uncertainty
- Contractor capacity and skills shortages
 - Limited local contractor capacity, particularly in rural areas
 - Ongoing national skills gaps in construction trades and professional roles
- Net zero and sustainability requirements

- Increasing expectations to reduce carbon emissions in construction projects
- Requirement to adopt low-carbon materials, modern construction methods and circular economy principles
- Complexity of projects and risk management
 - Increasingly complex infrastructure projects requiring enhanced commercial and technical capability
 - Managing delivery risk, programme slippage and contractor performance
- Legislative and policy changes
 - Implementation of Community Wealth Building duties
 - Evolving regulatory expectations around sustainability, fair work and transparency

The Council will focus on the following key strategic priorities for Construction & Infrastructure:

A. Deliver Value and Financial Sustainability

- Develop robust category and project strategies to ensure best value
- Embed whole-life costing, open book approaches and cost benchmarking
- Strengthen demand management and capital programme prioritisation
- Increase use of collaborative frameworks (e.g. Scotland Excel and national frameworks)

B. Strengthen Supply Chain Resilience and Capacity

- Proactively engage with the local construction market and micro and SMEs
- Support supplier development and market facilitation, particularly in rural areas
- Build longer-term relationships through frameworks and strategic partnerships

C. Embed Net Zero and Sustainable Construction

- Integrate low-carbon design, materials and construction methods into projects
- Apply life-cycle assessment and carbon measurement in decision-making
- Promote circular economy approaches, including reuse and waste reduction
- Require suppliers to demonstrate sustainable practices and environmental performance

D. Maximise Community Wealth Building and Social Value

- Increase local spend within Dumfries and Galloway
- Embed community benefits in all major construction contracts
- Adopt a supplier management approach to maximise community benefits secured on programmes of works
- Support local employment, apprenticeships and skills development
- Promote Fair Work First principles across the construction supply chain

E. Improve Project Delivery and Commercial Capability

- Strengthen early market engagement and project planning
- Improve risk management, contract management and performance monitoring, including through introduction of strategic works framework agreements
- Enhance commercial skills and capability across services
- Increase use of standardised documentation

F. Drive Innovation and Modernisation

- Encourage innovation in design, delivery models and technology
- Explore digital solutions (e.g. BIM where proportionate) to improve outcomes
- Support efficient and sustainable asset management approaches
- Influence and act on the updates to the Scottish Government's Construction Procurement Handbook

Waste

The Council have an approved Waste, Recycling and Re-use Strategy for 2023-2030 which sets out five key themes:

- Theme 1 Waste Prevention, Reuse and Recycling,
- Theme 2 Optimising our Kerbside Collections,
- Theme 3 Household Waste Recycling Centre and Bring Bank Customer Experience and Efficiency,
- Theme 4 Optimising our Processing of Residual Waste,
- Theme 5 Maximising Efficiency.

Procurement within this waste category supports delivery of the strategic aims under these themes with delivery of contracts in a number of areas including introduction of the new Zero Waste Park, investment in fleet and infrastructure and looking at the development of appropriate offtakes that promotes recycling.

Context and Future Challenges

The Waste Services category faces significant transformation pressures over the 2026–2028 period:

- Regulatory change and compliance
 - Introduction of Scotland's Circular Economy legislation and targets
 - Stricter recycling requirements and landfill diversion obligations
 - Potential changes to Extended Producer Responsibility (EPR) and Deposit Return Schemes (DRS)
- Financial pressures and rising service costs
 - Increasing costs of treatment, disposal and transport, particularly for residual waste
 - Budget constraints requiring service redesign and efficiencies
- Rurality and service delivery complexity
 - Higher costs and lower efficiency due to distance, dispersed populations and logistics
 - Limited access to local treatment infrastructure
- Infrastructure and capacity constraints
 - Reliance on external treatment facilities and contractors
- Net zero and environmental targets
 - Requirement to significantly reduce carbon emissions from waste operations
 - Transition away from landfill and increased material recovery

The Council will focus on the following key strategic priorities for Waste Service:

A. Deliver Efficient and Sustainable Waste Services

- Improve cost efficiency across collection, treatment and disposal, including securing commercial rates and contracts for longer periods of time and addressing procurement compliance in areas such as off-takes and waste site maintenance
- Strengthen contract management and performance monitoring
- Explore opportunities for shared services and collaboration

B. Transition to a Circular Economy

- Prioritise waste prevention, reuse and recycling over disposal, using third sector to support in the reuse agenda
- Support development of circular economy initiatives and markets
- Align procurement with national circular economy policy and targets

C. Support Net Zero and Environmental Outcomes

- Reduce carbon emissions from fleet, operations and supply chain
- Transition to low-emission or zero-emission vehicles in supply chains where feasible
- Minimise landfill use and increase diversion to sustainable treatment routes through off-take contracts and contract monitoring

D. Strengthen Supply Chain and Infrastructure Resilience

- Secure long-term, reliable treatment and disposal capacity
- Develop flexible and resilient contracts to manage market volatility
- Assess future infrastructure requirements and investment opportunities
- Work with regional and national partners to improve access to facilities

E. Maximise Community Wealth Building and Local Value

- Encourage local supply chain participation where feasible
- Embed community benefits and social value in contracts
- Support local employment and skills development in the environmental sector
- Align with the Council's Community Wealth Building Action Plan

Corporate Indirect

Corporate Indirect Category encompasses a diverse and high-volume range of goods and services that support the day-to-day operations of the Council. This includes technology, corporate services (e.g. consultancy), fleet, soft facilities management (e.g. cleaning, catering and security) and goods (e.g. office supplies, consumables, equipment and uniforms). This category is characterised by fragmented spend across services, high transaction volumes, and a mix of strategic and operational procurement activity.

Effective management of corporate indirect procurement can lead to significant cost savings, improved operational efficiency and enhanced sustainability. By staying abreast of market trends and ensuring best practices, we can support organisational goals delivering value to the Council.

Context and Future Challenges

The Corporate Indirects category presents a number of complex challenges over the 2026–2028 period:

- Fragmented and dispersed spend
 - Multiple suppliers and inconsistent procurement approaches across services
 - Limited visibility and control of low-value, high-volume expenditure, being addressed through improved procurement reporting through Integra directly
- Financial pressures and demand management
 - Ongoing requirement to reduce costs while maintaining service quality
 - Growing demand for services such as digital, facilities and fleet
- Rapid technological change
 - Need to keep pace with evolving digital, cyber security and data requirements
 - Managing legacy systems alongside new digital investments

- Fleet decarbonisation
 - Transition to low-emission and electric vehicles
 - Infrastructure requirements (e.g. charging) and lifecycle cost considerations
 - Capacity to address procurement compliance issues in areas such as fleet leasing
- Supplier dependency and resilience
 - Reliance on key suppliers in ICT and national frameworks
 - Managing performance, risk and continuity
- Compliance and control
 - Ensuring adherence to procurement policies across a wide user base
 - Reducing off-contract (“maverick”) spend and greater aggregation of similar contract areas (e.g. postal services)

The Council will focus on the following key strategic priorities for Corporate Indirects:

A. Improve Spend Control, Visibility and Efficiency

- Strengthen category management and segmentation across all sub-categories
- Implement tighter purchase-to-pay controls and compliance measures
- Use data and analytics to improve spend visibility and decision-making

B. Deliver Value for Money and Cost Savings

- Drive aggregation of spend and standardisation of specifications
- Leverage national and collaborative frameworks where appropriate, with improved mobilisation and supplier selection and implementation Council wide of these agreements
- Apply benchmarking and commercial negotiations to secure best value
- Promote demand management and rationalisation of requirements.
- Develop the use of e-auctions for routine commodities to drive down costs and improve efficiencies and maximise procurement savings achieved.

C. Enable Digital Transformation and Innovation

- Support delivery of the Council’s Digital Strategy through effective ICT procurement
- Ensure robust cyber security, data protection and system resilience
- Adopt cloud-based and scalable solutions where appropriate
- Encourage innovation and digital-enabled service delivery models

D. Support Net Zero and Sustainable Operations

- Decarbonise the fleet through transition to low/zero emission vehicles
- Incorporate sustainability into FM services, goods and supply chains
- Reduce waste and promote re-use and circular economy approaches
- Apply whole-life costing in procurement decisions

E. Strengthen Supplier Management and Resilience

- Implement robust contract and supplier management practices
- Monitor supplier performance, risk and dependency
- Develop strategic supplier relationships where appropriate
- Ensure continuity planning for critical services (e.g. ICT, FM)

F. Maximise Community Wealth Building and Social Value

- Increase opportunities for local SMEs, micro-businesses and social enterprises
- Embed community benefits and Fair Work First principles
- Support local employment and supply chains across services
- Continue to support Soft FM in the ambitions of the Naturally D & G initiative, in line with The Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020.

Appendix 3 - Sustainable Procurement Policy

dgcouncil.sharepoint.com/sites/procurement/Policy/Forms/AllItems.aspx?id=%2Fsites%2Fprocurement%2FPolicy%2FSustainable_Policy%2Epdf&parent=%2Fsites%2Fprocurement%2FPolicy



