

# Procurement Strategy

2025-2027 Update

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## **Foreword**

Recognising that effective and efficient procurement will positively support South Lanarkshire Leisure and Culture (SLLC) in achieving its priorities, this strategy provides a corporate vision, direction and focus for all procurement activities within the company.

This is the third procurement strategy produced by SLLC and provides a interim refresh of the last strategy produced in 2019. As with all public organisations, SLLC is facing significant pressures. This Procurement Strategy provides a clear and consistent framework to ensure that procurement activity supports all services to meet the overall organisation objectives. This strategy also advocates the positive role that robust procurement activity has in allowing SLLC to continue to deliver effective and efficient services.

In 2023/24 representing the last full financial year analysed, we spent £8.504M with just under 1,100 suppliers when compared to £8.22M with just over 1,300 suppliers in 2019/20, at the beginning of the previous strategy. This demonstrates the refresh required of the procurement work already undertaken, as identified as necessary in the original strategy, and the continued work which is still required to be undertaken. There were just under 100 contracts identified on SLLC contract register as at 30 September 2024 which was also introduced as part of the improvement work identified in the original strategy.

Commitment to and the communication of this strategy continues to be a key step to ensuring that SLLC builds on this initial improvement to their procurement practices and continue to focus on the national priorities outlined within this document ensuring best value is delivered at all times.

Nick Lansdell  
Interim Chief Executive  
South Lanarkshire Leisure and Culture (SCIO)

## **Our vision and mission**

The SLLC vision is ‘Healthier, happier, more connected lives,’

The following procurement vision and mission statements have been established to support SLLC’s vision and to ensure the delivery of effective and efficient procurement.

### **Procurement Vision**

“To provide a high quality, fit-for-purpose, procurement function which will provide best value for SLLC and to support SLLC in the delivery of its corporate aims and objectives.”

### **Procurement Mission**

“To provide strong leadership in the procurement process that supports the delivery of socially responsible, sustainable, quality services in the most efficient, cost effective and compliant manner.”

## **Strategy rationale/context**

SLLC procurement is governed by a legislative framework which includes:

- European treaties and directives
- Public Contracts (Scotland) Regulations

This legislation is summarised within the SLLC's Standing Orders on Contracts.

This strategy is aimed at promoting effective, compliant procurement across SLLC. It aims to strike a balance between setting out a top level framework for the delivery of first-rate procurement and delivering a detailed plan which will address specific targets. The strategy will also ensure full compliance with the above mentioned legislative framework.

The purpose of the strategy is to:

- Provide a framework for SLLC to develop a plan to achieve continuous improvement in SLLC's procurement activity;
- Enable procurement to contribute to SLLC's overall vision and provide efficiencies to help SLLC deliver its key priorities and front line services;
- Enhance compliance with relevant policies and procedures;
- Further extend collaboration with other public bodies and suppliers and;
- Optimise procurement linkages across SLLC.

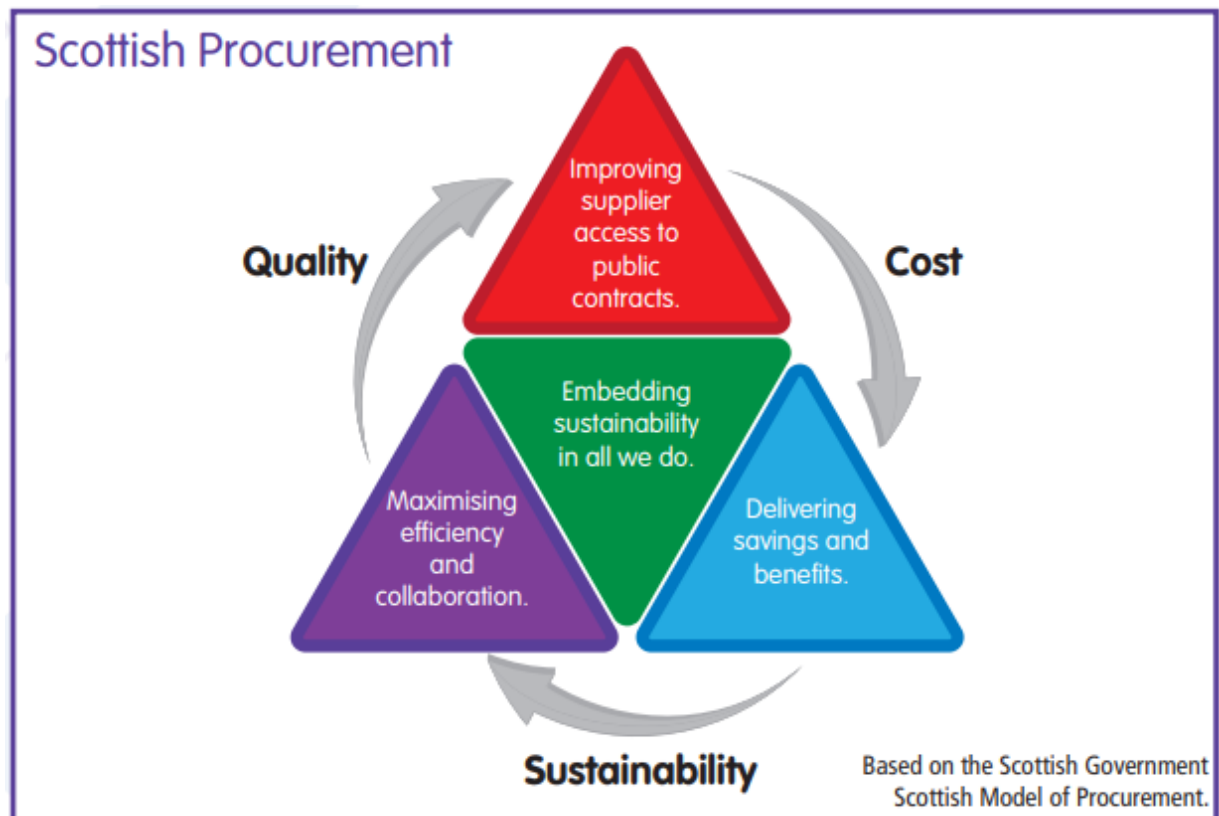
The aims of the strategy are to:

- Build on our 'improved performance' status achieved in the 2016 internal audit report and refresh the staff understanding of the procurement agenda continuing to move towards an even better performance level
- Ensure procurement activities are aligned to SLLC's corporate priorities and strategies and to support SLLC in achieving its targets and goals.
- Ensure SLLC's procurement activity is carried out as efficiently as possible to meet procurement savings targets

## Strategic aims, objectives and key priorities

As laid out in the Procurement Reform Act (Scotland) 2014, this procurement strategy explains how SLLC's approach to procurement fits with, and aligns to, its broader organisational aims and objectives.

Our approach to how we buy goods and services incorporates our priorities and the Scottish Model of Procurement.



SLLC operates within the Scottish Government's [Procurement Journey](#), which ensures openness and transparency in our approach and clarity for stakeholders and suppliers.

## **SLLC objectives**

The key priorities are:

- To ensure value for money is achieved as outlined above

## **Procurement objectives**

The following priorities contribute to SLLC's objective of ensuring value for money is achieved:

- to ensure full legal compliance and governance is adhered to
- to ensure savings and added value are achieved and measured
- to have a more efficient and effective procurement function
- to deliver sustainable procurement, ensuring sustainability is considered for every contract opportunity within SLLC
- to promote compliance by all contractors and sub-contractors with the Health & Safety at Work Act, etc. 1974
- to ensure that all goods and/or services procured by SLLC will be fairly and ethically produced

## **Priority 1: Legal compliance and governance**

### **Aims:**

To align with Public Contracts (Scotland) Regulations 2015, the Procurement Reform (Scotland) Act 2014 and the Procurement Regulations 2016. SLLC will follow the Scottish Government Procurement Journey guidance which can be found at <https://www.procurementjourney.scot/>

### **How will we do it:**

- Update the Standing Orders relating to Contracts to support compliance with the above rules and cascade the changes to all stakeholders
- Introduce an e-procurement system to SLLC to improve compliance with contract awards and enable other process improvement.
- Regularly review and update our internal processes, procedures and documentation to ensure legislative compliance
- Internal audit review of procurement practices
- Ensure all staff involved in procurement activity are appropriately trained and skills are kept current
- Continue to improve the communication of procurement procedures and standard documentation to staff involved in procurement activity

### **Outcome:**

- Procurement activity will comply with statutory and regulatory requirements
- Mitigation of the opportunities for procurement challenge
- Reduction in non-contractual spend
- Improved working relationships between service areas and procurement



## **Priority 2: To ensure savings and added value are achieved and measured**

### **Aims:**

To secure value for money by promoting close working relationships between the service areas and the Procurement team. This will ensure specifications better reflect actual requirements and aid the standardisation of common items/services used across the various service areas to be applied. Procurement exercises will then deliver added value procurement and thus support the achievement of the targeted procurement savings target.

### **How will we do it:**

- Utilise management information to target spend that may be positively influenced by procurement (influenceable spend)
- Ensure collaboration is consistently considered for all procurement activities and actively promoted, where appropriate, to share best practice and increase benefits
- Deploy training to ensure staff only engage with a procurement exercise when it is actually required
- Reinforce, with the support of leadership team, the need and requirement (based on Act/Regulations) to enhance early engagement with services and suppliers to enable and afford innovative strategic sourcing options, e.g. market intelligence, benchmarking etc
- Implement an e-procurement system to SLLC to introduce Purchase to Pay (P2P) efficiencies and identify potential cost saving exercises (e.g. early payment, reduction in paper invoices etc)
- Review key national and sectoral collaborative frameworks to determine best value

### **Outcome:**

- Improved working relationships between service areas and procurement
- Achieve targeted procurement cost saving
- Added value (e.g. cost avoidance, contract management outputs)
- Evidence of the benefits of early engagement
- Introduce Purchase to Pay (P2P) process

### **Priority 3: To have a more efficient and effective procurement function**

#### **Aims:**

To have an appropriately skilled and resourced procurement function to enable the provision of best advice to operational services on all procurement issues.

#### **How will we do it:**

- Regularly review and update our internal processes, procedures and documentation
- Introduce the Scottish Procurement Competency Framework as part of PDR for Procurement Champions
- Continue to develop guidance to assist all staff involved in procurement to understand roles and process
- Continue to attend SLC Procurement Forum to share best practice

#### **Outcome:**

- Leaner processes and improved procurement documentation which is legally and regulatory compliant
- Improved awareness of, and compliance with, SLLCs procurement procedures
- Appropriately trained staff

**Priority 4: To deliver sustainable procurement ensuring sustainability is considered for every SLLC contract opportunity**

**Aims:**

To comply in full with our legal obligations and to treat all suppliers equally, fairly and without discrimination. We are committed to making all SLLC procurement exercises transparent and accessible to businesses, especially SMEs, the third sector and supported businesses. SLLC uses the free to access portal, Public Contracts Scotland (PCS), to publish opportunities for all non-regulated procurements. Regulated procurements are advertised using PCS and managed on PCS-T, via a service level agreement with South Lanarkshire Council (SLC) Procurement Service. In order to comply with the sustainability duty, sustainability outcomes will be considered early in the procurement process to ensure that such outcomes are maximised for all procurement processes undertaken. SLC assesses contracts in accordance with the Scottish Government's seven Fair Work First criteria and considers, where appropriate the inclusion of Community Benefits requirements in suitable contracts.

**How will we do it:**

- Provide targeted training for all staff involved in procurement on these issues
- Conduct regular reviews of procedures against Scottish Government guidance and practice to ensure current guidelines are implemented
- Ensure staff are aware of the Supplier Development Programme and are able to advise suppliers of the existence and work of the programme

**Outcome:**

- Ability to demonstrate sustainable benefits
- Compliance with Sustainable Procurement Duty

### **Procurement Activity (Current and Future)**

In 2023/24 whilst annual payables spend was £23m, SLLC's influenceable spend was calculated as being £6.5M (29% of total expenditure) with £5.63m (85.63% of influenceable spend) being made under existing contracts and £0.940m (14.37%) remaining to be investigated further to ensure it is being procured correctly in agreement with SLLC Standing Orders. Appendix 1 provides further details on our procurement activity during 2023/24 and 2024/25.

Per Trust Standing Orders, contracting activity is undertaken using the following principles, based on the value of aggregated category spend:

- Under £2,500 (TBC) – All contracts entered into must demonstrate best value
- Between £2,500 and £50,000 – Five competitive quotes must be sought via Quickquote, including 2 quotes from SMEs based in South Lanarkshire, if available
- Over £50,000 – All regulated contracts must be referred to SLC Procurement Service to undertake the tender process.

Before any new procurement exercise is undertaken, the SLC contract register is checked to ensure that there is no existing contract in place which SLLC could also award. This is particularly relevant when considering the most commonly purchased commodities which are used across the public sector.

It is the intention to continue to improve the spend profile outlined above, increasing contract compliance and reducing non-compliant spend by introducing an e-procurement system to SLLC and reviewing influenceable spend annually to ensure high priority areas are identified and addressed.

Appendix 3 provides an outline of expected future procurement activity.

### **Payment to Suppliers**

SLLC's standard payment terms, relating to supplier invoices, is 30 days from receipt of the invoice. This is in agreement with the Scottish Government commitment to improve payment performance to all suppliers.

SLLC expect prompt payment of invoices from all sub-contractors within the supply chain within a maximum of 30 days.

### **Implementation, monitoring, reviewing and reporting on the strategy**

The strategy objectives and the targeted outcomes will be monitored via an action plan, detailed in Appendix 2.

The performance against this action will be reported to and monitored by the existing procurement government structure headed by the Head of Corporate Services, supported by the Finance Manager and Procurement Officer. This will be reported quarterly to the SLLC Performance, Finance and Audit Committee. The Head of Corporate Services and the SLLC Performance, Finance and Audit Committee will facilitate the escalation of any issues that may prevent the delivery of the desired outcomes.

The delivery of the action plan will also be subject to review by the SLC Internal Audit service. In addition to the above, SLLC will continue to develop the use of procurement key performance indicators to manage, track and measure continuous improvement. These indicators, once fully developed, will be reported to SLLC's Leadership Team.

The delivery of the action plan will demonstrate the effective implementation of SLLC's Procurement Strategy.

The strategy will be reviewed on an annual basis to ensure continued alignment with SLLC objectives and priorities. Any significant changes will be reported to the SLLC Performance, Finance and Audit Committee and / or SLLC Board of Trustees.

## **Strategy ownership and contact details**

The owner of this Procurement Strategy on behalf of SLLC is:

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The SLLC Procurement Champions

## **Procedures**

SLLC Standing Orders relating to Contracts apply to all contracts made by or on behalf of SLLC for the supply of goods and the provision of services. All regulated procurements (those where the aggregated spend is over £50,000) are undertaken on behalf of SLLC by SLC Procurement Services. This is reflected in the revised Standing Orders.

## **Policies**

- Sustainable Procurement policy
- H&S policy
- Carbon Management

## **Tools**

- SLLC Procurement Process (SLLCs version of the Scottish Governments Procurement Journey)
- Procurement Journey
- Scottish Government Sustainable tools
- SLLC Contract Management guidelines
- SLLC Procurement Awareness Learn on Line course

## **How to do business with SLLC**

Any company interested in conducting business with SLLC must be registered with Public Contracts Scotland (PCS) ([www.publiccontractsscotland.gov.uk](http://www.publiccontractsscotland.gov.uk)) and be in a position to submit responses using these electronic tendering portals.



### Appendix 1: Procurement Activity 2023/24 and 2024/25

Award date	Supplier	Regulated (Y/N)	Description	Start date	End date	Extension date	Contract value £
23/05/2023	Quay Tickets T/A Lowry Centre	Y	Theatre Ticketing	01/08/2023	31/07/2025	31/07/2026	£120,770
23/06/2023	Gladstone/Innovatise GMBh	Y	Fitness App	23/06/2023	31/07/2024	31/07/2025	£99,750
29/06/2023	Glasgow Scientific	Y	Water testing at pools & JHHP	01/07/2023	30/06/2024	30/06/2025	£61,023
27/07/2023	JP Lennard LTD	N	DAC Lane Ropes	-	-	-	£9,551
31/07/2023	Alliance Leisure Services	N	Membership Marketing	01/08/2023	31/07/2024	-	£43,572
21/08/2023	Artifax	Y	Venue and Event Management Software	21/08/2023	20/08/2026	20/08/2026	£58,776
26/08/2023	CMM Pools	N	Health suite maintenance	28/08/2023	27/08/2026	27/08/2027	£10,180
03/10/2023	PPF Variopool	N	Floating floor remedial - Larkhall	05/10/2023	30/11/2023	-	£11,972
11/12/2023	Eden Springs	N	Supply, Delivery, Installation and Maintenance of Bottled Water Coolers and Mains Fed Coolers	11/12/2023	30/09/2027	-	£33,372
15/12/2023	XMA	N	Swimming Pools Tablets	-	-	-	£7,542
31/01/2024	PPF Variopool	N	Floating floor remedial - DAC	-	-	-	£13,454
16/02/2024	AVMI Kinly	N	Libraries – Portable Podcasting Project Equipment	-	-	-	£3,574
16/02/2024	Pulse Fitness Limited	N	Spin bikes	-	-	-	£2,443
20/02/2024	Covergold	N	Library Microfilm Scanner	-	-	-	£3,850
01/04/2024	Zurich Insurance PLC	Y	SLLC insurance	01/04/2024	31/03/2027	31/03/2030	£2,457,634
04/04/2024	PPF Variopool	N	Remedial works for floating floor at Dollan Aqua Centre. 2	-	-	-	£6,853
30/04/2024	Marshall's International LTD	N	Ice resurfacing machine	-	-	-	£3,263

Award date	Supplier	Regulated (Y/N)	Description	Start date	End date	Extension date	Contract value £
			repair and service				
09/05/2024	PPF Variopool Ltd	N	DAC Floating floor remedials 3	-	-	-	£23,465
15/05/2024	Lindsay Leeper Coaching	N	Swim Teachers qualification course tutor	15/05/2024	31/03/2025	31/03/2025	£10,000
15/05/2024	Flogas	N	Bulk LPG - JHHP	16/05/2024	16/05/2027	16/05/2027	£24,678
02/08/2024	Board/Leadership Team workshop facilitator re-advert	N	Pro Futura Limited	03/08/2024	30/11/2024	30/11/2024	£4,995
12/08/2024	Culture Portable Appliance Testing	N	CBITS	13/08/2024	30/09/2024	30/09/2024	£4,323
21/08/2024	Strathaven Park & Lanark Loch Catering concessions	N	Country Park Catering	21/08/2024	31/03/2025	31/03/2025	£6,606
24/10/2024	PPF Variopool LTD	N	HWP Floating Floor Repairs	-	-	-	£17,951
29/10/2024	PPF Variopool Ltd	N	Larkhall Floating Floor Repairs	-	-	-	£3,376
12/11/2024	Mediascape LTD	N	Libraries – Portable Podcasting Project Equipment 2	-	-	-	£2,233
04/12/2024	Airedale Catering Equipment	N	2x Six Gas Burner Range Cooker for Ballerup Hall	-	-	-	£5,092
09/12/2024	PPF Variopool Ltd	N	Remedial works for floating floor at Dollan Aqua Centre 4	-	-	-	£7,407
16/12/2024	Airedale Catering Equipment	N	Commercial Dishwasher for Chatelherault				£4,399
03/01/2025	A McGown Coaching	N	Swim Tutor to deliver Scottish Swimming	03/01/2025	31/05/2025	31/03/2025	£2,630
17/01/2025	Cormartie Hobbycraft Ltd	N	Replacement Kiln for HTH	-	-	-	£4,100
20/01/2025	Churchill Catering LTD	Y	Catering Concessions @ JHHP and Calderglen	01/10/2024	30/09/2025	30/09/2025	£119,451

Award date	Supplier	Regulated (Y/N)	Description	Start date	End date	Extension date	Contract value £
			Country Park				
20/01/2025	Lindsay Leeper Coaching	N	Swim Tutor to deliver Scottish Swimming Teachers Qualification Course	01/04/2025	31/03/2026	31/03/2026	£15,000
20/02/2025	Cardinus Risk Management Limited	N	Conflict Management Training	01/03/2025	31/10/2025	31/10/2025	£5,300
01/03/2025	CCM Pools Ltd	N	Steam Generator Replacement at Hamilton Water Palace	01/03/2025	31/03/2025	31/03/2025	£2,826

## Appendix 2: Procurement Strategy Action plan

Action	Strategic Objectives	Responsibility	Timescale
Introduce an e-procurement system to SLLC to – 1) improve compliance with contract awards and enable other process improvements. 2) introduce purchase to pay (P2P) efficiencies and identify potential cost saving exercises (e.g. Early payment, reduction in paper invoices).	<ul style="list-style-type: none"> <li>Legal Compliance and Governance</li> <li>Ensure savings and added value are achieved and measured</li> </ul>	Finance Manager / SLC	Mar 25
Update the Standing Orders relating to contracts to support compliance with the above rules and cascade changes to all stakeholders.	<ul style="list-style-type: none"> <li>Legal Compliance and Governance</li> </ul>	Head of Corporate Services / Finance Manager / SLC	Sep 25
Introduce the Scottish Procurement Competency Framework as part of Performance Appraisal for Procurement Champions.	<ul style="list-style-type: none"> <li>A more efficient and effective procurement function</li> </ul>	Head of Corporate Services / LT	Mar 26
Regularly review and update our internal processes, procedures and documentation against Scottish Government guidance / practice to ensure current guidelines / legislation is implemented.	<ul style="list-style-type: none"> <li>Legal Compliance and Governance</li> <li>Ensure savings and added value are achieved and measured</li> <li>Ensure sustainability is considered in Procurement</li> </ul>	Finance Manager / Procurement Officer / Procurement Review Group	Ongoing
Deploy training to ensure staff understand when procurement exercises are required, they are appropriately trained to complete them and their skills are kept up to date.	<ul style="list-style-type: none"> <li>Legal Compliance and Governance</li> <li>Ensure savings and added value are achieved and measured</li> </ul>	Finance Manager / Procurement Officer	Ongoing

Action	Strategic Objectives	Responsibility	Timescale
Continue to improve the communication of procurement procedures and standard documentation to staff involved in procurement activity	<ul style="list-style-type: none"> <li>Legal Compliance and Governance</li> </ul>	Finance Manager / Procurement Review Group	Ongoing
Internal Audit Review of Procurement Practices	<ul style="list-style-type: none"> <li>Legal Compliance and Governance</li> </ul>	SLC	Ongoing
Ensure staff are aware of the supplier development programme and area able to advise suppliers of the existence and work of the programme	<ul style="list-style-type: none"> <li>Ensure sustainability is considered in Procurement</li> </ul>	Finance Manager / Procurement Officer / Procurement Review Group	Ongoing
Reinforce, with the support of leadership team, the need and requirement (based on Act/Regulations) to enhance early engagement with services and suppliers to enable and afford innovative strategic sourcing options, e.g. market intelligence, benchmarking, etc	<ul style="list-style-type: none"> <li>Ensure savings and added value are achieved and measured</li> </ul>	Finance Manager / Procurement Officer	Ongoing
Review key national and sectoral collaborative frameworks to determine best value	<ul style="list-style-type: none"> <li>Ensure savings and added value are achieved and measured</li> </ul>	Finance Manager / Procurement Officer / SLC	Ongoing
To ensure collaboration is consistently considered for all procurement activities and actively promoted where appropriate, to share best practice and increase benefits	<ul style="list-style-type: none"> <li>Ensure savings and added value are achieved and measured</li> </ul>	Finance Manager / Procurement Officer	Ongoing
Utilise management information to target spend that may be positively influenced by procurement (influenceable spend)	<ul style="list-style-type: none"> <li>Ensure savings and added value are achieved and measured</li> </ul>	Finance Manager	Ongoing
Continue to attend SLC Procurement Network to share best practice	<ul style="list-style-type: none"> <li>A more efficient and effective procurement function</li> </ul>	Finance Manager / Procurement Officer	Ongoing

Action	Strategic Objectives	Responsibility	Timescale
Continue to develop guidance documents and methods to assist all staff involved in procurement to understand roles and process	<ul style="list-style-type: none"> <li>A more efficient and effective procurement function</li> </ul>	Finance Manager / Procurement / Officer / Procurement Review Group	Ongoing

### Appendix 3: Future Projected Procurement Activity

Contract Description	Expected Award Date	Expected Award Year	Expected Regulated (Y/N)	Estimated Value (£)
Cleaning Materials/Janitorial products	TBC	2025/26	Y	£345,000
Licensing for playing of live and recorded music in public places	Apr-25	2025/26	Y	£143,000
Pool Chemicals	May-25	2025/26	Y	£372,000
Library books/multi-media	May-25	2025/26	Y	£600,000
Booking App for FOH system	Jul-25	2025/26	Y	£200,000
Front of House IT system	Aug-25	2025/26	Y	£1,250,000
Implementation of Work Scheduling Software/App	Aug-25	2025/26	Y	£90,000
Water sampling at pools & JHHP	Jun-25	2025/26	Y	£185,000
Legal Services for SLLC	Dec-25	2025/26	Y	£150,000
Provision of External Audit Services	Dec-25	2025/26	Y	£80,000
Staff Uniforms	TBC	2026/27	Y	TBC
Sports Retail & Country Parks Retail	TBC	2026/27	Y	£730,000
Theatre booking & ticketing system	TBC	2026/27	Y	£160,000

This list is for planning purposes and is subject to change/amendment based on service need and available resources.