

CLACKMANNANSHIRE COUNCIL

Report to: Scrutiny Committee

Date of Meeting: 20 December 2016

**Subject: Social Services Performance Report
April 2016 –September 2016**

Report by: Head of Social Services

1. Purpose

- 1.1. This report outlines the Social Services performance in the first two quarters of 2016.
- 1.2. The report contains detail of the performance measures, actions and risks against the priorities and targets set out in the Social Services Business Plan (*Appendix 1*)

2. Recommendations

- 2.1. It is recommended that Committee notes this report and provides comment and challenge as appropriate.

3.0 Considerations

Policy/Political Framework

- 3.1 2016 has continued to see a significant changing landscape in Social Services, both nationally and locally.
 - 3.1.2 There has been a focus on political and legislative changes associated with the implementation of:
 - Public bodies (Joint working) (Scotland) Act 2016 and the establishment of the Integrated Joint Board (IJB)
 - The Social Care (Self-directed Support) (Scotland) Act 2013
 - The Children and Young People (Scotland) Act 2014

- 3.1.3 Locally the transition from Shared Services with Stirling and the establishment of an identity as a Social Service for Clackmannanshire has both been a challenge and an opportunity for the management team and the workforce.
- 3.1.4 These changes have also been set against a background of reduced budgets, increasing demands for services, a rise in the complexity of the needs of users and the continued pressures to meet expectations from family, relatives, carers and the public in general.

Performance Measures – Children and Family Services

- 3.2 Child protection performance indicators relate to visiting children on the register weekly and ensuring multi- agency core groups are held 4 weekly. The service has continued to meet 100% in relation to both these targets and all children subject to risk of harm are seen weekly and that all agencies come together to ensure a collaborative approach to risks and needs.
- 3.2.1 Looked After Children performance indicators relate to three main areas as follows:
- % of children seen within 5 working days of a supervision order being made. There was a significant drop in performance to 69% in the first quarter of 2016, however this increased to 83% in the second quarter of the year. The drop in the first quarter correlates with a reduced staffing compliment, sickness absence and maternity leave.
 - % of reports submitted into the Children's Hearing within 20 working days show a similar pattern of reduced performance in Quarter 1 to a significant increase taking the service beyond the national target of 75% to 82% in Quarter 2.
 - % of care leavers with a pathway plan and a pathway co-ordinator. Although the performance indicators are low they need to be closely examined within the context of the dataset. During the reporting period 5 young people were making the transition from care to some form of independent life style. Two young people left the service, and did not engage. Of the three young adults with a pathway plan, two have a co-ordinator and the Team Manager has already allocated a co-ordinator to the third young person.

Registered Services

- 3.3 Children and Families currently have three registered services, notably:
- Fostering Services
 - Adoption Services
 - Woodside Children's Unit

- 3.3.1 The service has improved/sustained performance in all areas, with good and very good grades being achieved.

Criminal Justice Service

- 3.4 Criminal Justice performed consistently during this period. Small variances are seen in the indicator (CJS ADP 004) This KPI shows the number of times that a recommendation for CPO (Community Payback Order) made by the CJSW report is then subsequently accepted by the Sheriff as being the correct disposal. The small decline is marginal and equates to two cases over the period. This marginal variance is likely to be a result of the sitting Sheriff not always on being on the bench so can be a reflection of sentencing preferences by other Sheriffs. The proportion of persons commencing unpaid work as a result of such decisions over quarter one declined briefly but has since returned to above the target level.

Adult Services

- 3.5 Adult Services are closely linked to the Council's priorities, and are focussed on redesigning services for older people to shift the balance of care towards effective care at home provision, when it is safe to do so.

- 3.5.1 In 2016 Audit Scotland undertook a review of Social Services provision. Within the scope of the review of examining home care provision to adults for care packages within the community Audit Scotland found:

“Current approaches to delivering Social Services will not be sustainable in the long term”

- 3.5.2 The increased target set by the Scottish Government on delayed discharges to be resolved within 72 hours has been extremely challenging for adult services. In the first quarter one person remained in a short-stay setting beyond two weeks. This increased to three in the second quarter. This is mainly attributable to the lack of home care provision locally, as per previous narrative, this is a Scottish wide issue. The Interim Head of Adult Services has met with providers to consider how best to extend provision to reduce this increasing trend.

- 3.5.3 The percentage of people over the age of 65 years receiving 10 hours or more home care services has been above the target of 45% in both quarters i.e. Quarter 1: 48% ; Quarter 2: 50%

- 3.5.4 In terms of Adult Support and Protection, there has been an improvement in discussions taking place within 24 hours of reporting to 92%. The number of service users being offered advocacy services has dropped and requires further examination.

- 3.5.5 There has been a renewed focus on self-directed support across the service with a review of paperwork and all processes, as well as training of staff to ensure the option of SDS is offered more frequently and the target is met.

Registered Services

- 3.6 The Adult Services Inspections of Care Homes were across the Shared Service during the reporting period. Clackmannanshire's Menstrie House attracted a grade of 4 (good) and above in all categories

Staffing

- 3.7 The de-coupling from Stirling has resulted in some staff vacancies, and in some areas, over-capacity. Consideration is being given to the best use of staff/resources across the Social Work Service.

- 3.7.1 The main area of service gap is in relation to the performance and strategy service and work is being undertaken to consider a structure to go forward.

- 3.7.2 The use of agency workers to cover statutory social worker posts has been reduced and there is a plan to recruit robustly to all statutory posts to alleviate the use of agency staff altogether.

- 3.7.3 The challenge of recruitment and retention of staff has been a consistent issue particularly in children's services. Work is being undertaken to convey positive messages in order to attract people to come to work in Clackmannanshire.

- 3.7.4 Staff absence has been variable across the service. The service target for absence is 5.5%

- Children's Services, Q1 = 3.3% and Q2 = 3.2%
- Adults Services, Q1 = 7.9 % and Q2 = 6.9%
- Criminal Justice Services, Q1 = 3.9% and Q2 = 4.2%

Absence management continues to be given high priority.

Financial Position

- 3.8 The main areas of overspend relate to the following key areas across children and families, and, adult services:

- Externally purchased foster carers
- Externally purchased residential schools
- High cost child care packages for adults with learning difficulties

- Nursing home beds and residential care beds

3.8.1 The Head of Service has provided a report to Audit and Finance Committee and to the Scrutiny Review being undertaken, to consider the significant areas of overspend in Children's Service.

3.8.2 A recovery plan, micro-level management and scrutiny is taking place across Services to address these financial pressures as well as understanding the causes, considering how to shift the balance between provided and purchased services, and to invest/de-invest and save in key areas.

Celebrating Success

3.9 The service was awarded the Gold COSLA award for the Autism Strategy in November 2016. There was wide service recognition of the impact the strategy has had and the improvements in outcomes for service users.

4.0 Sustainability Implications

4.1 None.

5.0 Resource Implications

5.1 *Financial Details*

5.2 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate.
Yes

5.3 Finance have been consulted and have agreed the financial implications as set out in the report.
Yes

5.4 Staffing - There are no staffing implications associated with this report.

6.0 Exempt Reports

6.1 Is this report exempt? No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

(2) Council Policies (Please detail)

8.0 Equalities Impact

- 8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? No

This report is for information only. No policy changes or changes to service provided are recommended.

9.0 Legality

- 9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

10.0 Appendices

- 10.1 Please list any appendices attached to this report. If there are no appendices please state "none"

Appendix 1 – Social Services Business Plan 2015-16 report from Covalent


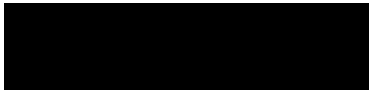
11.0 Background Papers

- 11.1 Have you used other documents to compile your report? Yes (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
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Nikki Bridle	Depute Chief Executive	



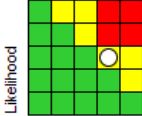










Social Services

Business Plan 2016-17

Quarter one and two

Progress Report

Key to symbols used in this report

PIs		ACTIONS		RISKS	
Short Trend Compares this quarter's performance with last quarter		Expected Outcome		Current Rating Likelihood x Impact (1 - 5)	Status
	Performance has improved		Already complete		 Rating 16 and above
	Performance has remained the same		Meet target/complete within target dates		 Rating 10 to 15
	Performance has declined		Will complete, but outwith target		 Rating 9 and below
	No comparison available - May be new indicator or data not yet available		Overdue	The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.	
			Cancelled		

Vulnerable People and Families Are Supported

Code	Performance Indicator	2013/14	2014/15	2015/16	2016/17	Q1 2016/17	Q2 2016/17			Latest Note
		Value	Value	Value	Target	Value	Value	Status	Short Trend	
ADC ADA 008	Number of Clackmannanshire people waiting in short stay settings for more than 2 weeks for discharge to appropriate settings from April 2015	4.25	2.5	2.75	0	1	3			This key indicator continues to be an area for improvement. Across the twelve months the performance is variable with an average of 4. Over this reporting period the trend is increasing.
ADC ADA 019	% of Adult Protection discussions held within 24 hours of referral	68%	73%	87%	100%	85%	92%			Continued focus on this area with an Improvement from previous quarter of 7%
ADC ADA 01a	% of Clackmannanshire people aged 65 and over with intensive care needs who receive 10 hours or more of home care per week	47%	47%	48%	45%	50%	47%			Performance improved since the end of last quarter and is well above the set target.
ADC ADA 022	% Adult Support and Protection investigations audited that have independent advocacy offered		37.5%	40%	55%	52%	52%			Further analysis of this performance was completed. Areas for improvement were identified including an additional training.
ADC ADA B2b	Self-directed Support spend on adults (18+) as a % of Social Work spend on adults	1.0%	1.1%	1.3%	5.0%	n/a	N/A			This indicator is measured annually.
CHC CPR 029	This indicator monitors the percentage of children who are on the Child Protection Register who have been visited within the last seven days and seen.	100%	94%	92%	100%	100%	100%			Children Service s continue to exceed target f 92% over the period.
CHC CPR 078	This indicator monitors the percentage of children who are currently on the Child Protection Register, or are within 3 months of de-registration, who have had at least one Core Group in the last month.	86%	95%	98%	95s%	100%	100%			Children Service continue to exceed target of 95%. Managers have been working with teams to ensure these meetings remain priority.
CHC LAC 18a	% of children looked after away from home with 3 or more placement	3%	0%	4%	Data only	2%	3%	n/a		Performance is consistent across the reporting period.
CHC SCR 002	Proportion of children seen by a supervising officer within 15 working days	86%	76%	85%	100%	69%	83%			The target of 100% is consistent with the National Standard . Over the whole period 14 out of the 19 were seen within target. Staff absence, turnover and changes

Code	Performance Indicator	2013/14	2014/15	2015/16	2016/17	Q1 2016/17	Q2 2016/17			Latest Note
		Value	Value	Value	Target	Value	Value	Status	Short Trend	
										have impacted this period. .
CHC SCR 01a	% Reports submitted to Children's Reporter (SCRA) within 20 working days (council)	90%	81%	71%	75%	62%	82%			The target of 75% is a National Standard. Significant increase from Quarter 1 with performance increasing by 7% of target..
CHC TCA 002	% of care leavers with a pathway plan	29%	89%	76%	75%	33%	33%			Across the period it is consistently a small data set The period consists of 5 cases where Pathway plans were recorded as required. Analysis shows 2 out of 5 cases are now closed and no Pathway required. 1 met within timescale and 1 submitted late. The remaining case is ongoing and at present is allocated and reviewed via the LAAC process. A Review will be completed to ensure an identified practice need to firm up the transition from LAAC to Pathway process
CHC TCA 003	% of care leavers with a pathway coordinator	29%	100%	100%	100%	33%	33%			Only one case out of the three did not have a coordinator assigned.
CJS ADP 001	% Criminal Justice reviews of high risk offenders that took place by scheduled date	100%	100%	100%	100%	100%	100%			Consistently met target across period and year.
SOS CUS 006	% Adult Care service users surveyed who feel safer as a result of social services involvement in Clackmannanshire	79%	70%	88%	Data only	88%	Annually collected.			The survey was completed early this year and figures have been reported in quarter 1. Survey not due to be completed until May 17.
SOS CUS 007	% Clacks Adult Social service users surveyed who report satisfaction that social services helped them to lead a more independent life	79%	68%	81%	Data only	83%				This is an annual survey. Survey completed early this year and are reported in 15/16. Survey not due to be completed until April 17.

Code	Action	Due	Progress	Expected Outcome	Latest Note
MCB SOS 002	Review of Day Care Provision and Community Supports for Older People	31-Mar-2017			4 employees have left the service on Voluntary Redundancy. Further efficiencies realised via vacancy management. Full saving not achievable in year 1. Multi-agency workshops and design group established to develop an options appraisal for future day services across all adult care groups with focus on community capacities and increasing opportunities.

Code	Action	Due	Progress	Expected Outcome	Latest Note
MCB SOS 003	Redesign of Intermediate and Residential Care Services for Older People	31-Mar-2019	<div style="width: 16%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 16%		Saving not achievable as current requirement for long term care beds continues. Options for future development of long term care provision are being explored in line with Strategic Plan priorities.
MCB SOS 005	To build a new residential house (5 beds) for children under 11 years of age.	31-Mar-2020	<div style="width: 40%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 40%		The Steering Group continues meeting fortnightly. A number of plots have been explored and the group have identified a preferred site which is currently with planning finalising the site analysis. Drawing have been completed and young people have contributed to the design process.
MCB SOS 071	External Foster Care Options Appraisal	31-Mar-2017	<div style="width: 0%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 0%		An initial scoping document has been submitted to CMT. Once approved this project will be initiated.
SOS 167 013	New model for Learning Disability Respite	31-Mar-2017	<div style="width: 0%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 0%		Work has commenced to scope this project. Alternative approaches will be considered and an option appraisal completed. Health colleagues have also been invited to join the Learning Disability Steering Group to strengthen partnership working in relation to Learning Disability as well as respite. In looking at alternative models and how to provide respite differently, one area being progressed is Independent Travel Training which will be rolled out first in Stirling and then in Clackmannanshire. Longer term we might also wish to explore the merits of additional spend to save regards introduction of 'Shared Lives' initiative under MCB to help mirror developments in Stirling, however we need to be mindful savings are not likely to be realised immediately as it takes time (approximately a year) to embed into overall service delivery.
SOS 167 028	Review Integrated Mental Health Service	31-Mar-2017	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 100%		The 15% target saving of £50K have been achieved by through the discontinuation of Cognitive Behavioural Therapy (CBT).
SOS 167 036	Alloa Family Centre reconfiguration of vacancies	31-Mar-2017	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 100%;"></div></div> 100%		This saving has been completed and day care staff have been transferred into Education Services.

The Council is Efficient, Effective and Recognised for Excellence

Code	Performance Indicator	2013/14	2014/15	2015/16	2016/17	Q1 2016/17	Q2 2016/17			Latest Note
		Value	Value	Value	Target	Value	Value	Status	Short Trend	




Code	Performance Indicator	2013/14	2014/15	2015/16	2016/17	Q1 2016/17	Q2 2016/17			Latest Note
		Value	Value	Value	Target	Value	Value	Status	Short Trend	
ADC ABS 001	Average full-time equivalent days lost per employee in the Adult Care Services	n/a	n/a	15.11	5.5	4.30	3.5			Absence levels across Adult Services increased during quarter 1 of 2016/17 in contrast to the average level of absence across the whole Council, which decreased in the same period. Interestingly, this trend mirrors the same period last year.
ADC CUS 01b	Number of stage 2 complaints received in quarter for adult care Clackmannanshire	3	0	0	0	1	1			Complaint centres around communication and residential costs. Investigation still to be concluded within agreed extension period.
ADC CUS 02b	% of reported indicators for Clackmannanshire Council Adult social services registered provision graded good or better by Care Inspectorate over previous 12 months	83%	100%	100%	100%	100%	100%			Q1 - Strathendrick graded 5 in Care and Support and Quality of Management and Leadership Q2 - Menstrie House graded 4 in all inspection areas using Kings Fund Dementia audit tool. Q2 - Allan Lodge graded 5 in all inspection areas
ADC IBP 013b	Projected variance as % of actual budget for Adult Care Social Services Clackmannanshire	n/a	n/a	0.25%	2.5%	17.5%	7.24%			Figures confirmed by Finance. Fully reported to Scrutiny Committee and Audit and Finance Committee. .
ADC LAG 04A	% staff in Clacks Adult Social Services with current personal development plan	N/a	60%	45%	100%	52%	48%			Quarter 1 139/268 reported as complete. Quarter 2 125/262 reported as complete. Action will be taken next quarter to explore causal factors contributing to poor performance.
CHC ABS 001	Average full-time equivalent days lost per employee in the Child Care Services	n/a	N/a	7.38	5.5	2.35	1.56			The figure 7.38 corresponds to the year to date (March 2015 - April 2016) average days lost by FTE in Child Care.
CHC CUS 01a	Number of stage 2 complaints received in quarter for Childcare Clackmannanshire	3	1	2	0	1	0			Complaint centres around attitude and conduct of staff. Not Upheld as it was evident that staff had conducted themselves appropriately in volatile circumstances.
CHC CUS 02b	% of reported indicators for Clackmannanshire Council children social services registered provision graded good or better by Care Inspectorate over previous 12 months		57%	90%	100%	100%	100%			Two services were inspected within period. (Fostering services and Adoption Services). Both exceeded target.

Code	Performance Indicator	2013/14	2014/15	2015/16	2016/17	Q1 2016/17	Q2 2016/17			Latest Note
		Value	Value	Value	Target	Value	Value	Status	Short Trend	
CHC IBP 013	Projected variance as % of actual budget for Child Care Social Services Clackmannanshire		8%	13%	2.55%	11.4%	9.7%			Figures been confirmed by Finance.
CHC LAG 04C	% staff in Clacks children Social Services with current personal development plan		24%	8%	25%	10%	11%			13 from 132 reported a current Professional Development Plan for quarter 1. Slight increase for quarter two with 15/130 of 2016/17.
CJS ADP 004	Court Reports which had CPO as the preferred option which resulted in a CPO as main outcome	64.3%	70.7%	71.8%	68.0%	67.3%	64.1%			Slight drop in performance quarter but is consistent across the period.
CJS ADP 005	Proportion of persons placed on a CPO (Unpaid work) commencing placement within 7 working days	71%	72.9%	80%	72%	65.5%	77.4%			Quarter 1 showed an under performance. This was attributed to the failure of a number of clients failing to attend. Performance returned to exceed target in quarter two.
SOS CUS 008	% of Clackmannanshire Adult Care service users satisfied with the overall service they received from Social Services	83%	76%	84%	Data only	84%	Annual survey			Annual Survey completed in May 16. The performance figures are reported in quarter 1

Code	Action	Due	Progress	Expected Outcome	Latest Note
MCB SOS 036	Social Services Workforce Strategy Review	31-Mar-2017	<input type="text" value="0%"/>		Project not initiated. Exceptional report at the Transforming Care Board meeting.
MCB SOS 050	Review of Social Services Commissioning	31-Mar-2017	<input type="text" value="0%"/>		Further scoping work required. Not initiated. Review of Third Sector savings to commence in December 2016
MCB SOS 074	Implementation of Multi-Systemic Therapy	31-Mar-2017	<input type="text" value="0%"/>		Having reviewed the original fixed costings for MST, as outlined in the business case, it is apparent that the implementation costs require to be revised by an additional £86,000 to £100,000 per annum, including staffing, Out of Hours costs, licensing costs and other operational fixed costs. Analysis of the projected budget savings as outlined in the original business case are felt to be challenging to achieve via the MST approach, particularly in years 2 and 3 where the increase in savings increase significantly over the savings outlined in year 1.
SOS 167 017	Review EDT (out-of-hours) service hosted by Stirling	31-Mar-2017	<input type="text" value="0%"/>		This review is part of a wider partnership agreement. No agreement to reduction of the saving was agreed. Therefore no progress has been made.

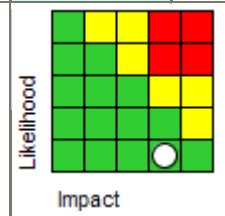
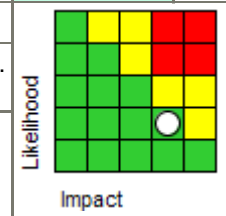
Code	Action	Due	Progress	Expected Outcome	Latest Note
SOS 167 034	Redesign MECS Service to realise 15% efficiency	31-Mar-2017	100%		Budget reduction has been made, although service advised that the full financial saving is not expected to be achieved at this date.

Social Services Risk Register 2016/17

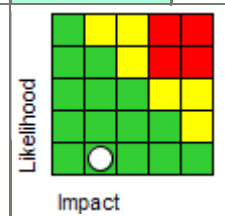
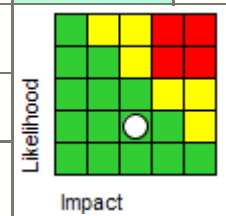
Risk	SOS 015 Redesign activity	Approach	Treat	Status		Managed By	Louise Beattie	Current Score	16	Target Score	8
Description	Redesign activity does not match pace and scale of change required.										
Potential Effect	Impact on financial expenditure, failure to deliver efficiencies, impact on the sustainability of services and ability to meet future needs										
Latest Note	Governance arrangements revised and implemented: Transforming Care Board in place. Service specific programme management office established.										
Related Actions	Workforce development and skills plan being developed corporately and by Social Services					Internal Controls	Health & Social Care Joint management team				
	Re-aligning Childrens Services program to develop Joint Commissioning Strategy for Childrens Services.						HSC Strategic Plan				
	Health & Social Care Strategic Plan						HSC Strategic Planning Group				
							Social Services Transforming Care Board				
Risk	SOS 022 Competent Staff Failure	Approach	Treat	Status		Managed By		Current Score	16	Target Score	5
Description	We may fail to have sufficient competent, confident staff and managers to undertake core duties.										
Potential Effect	We may fail to deliver the required services. We may fail to meet statutory requirements. Lack of effective support to staff. Risk of harm to current or potential service users.										
Latest Note	A single supervision policy is in place across the Service aligned to core duties. Core learning and development needs identified. Priority actions addressed. CS										
Related Actions	Social Services Workforce Strategy Review					Internal Controls	Performance Review & Development Process				
							Maximising Attendance & Employee Wellbeing Policy				
							Social Work Supervision policy				
							Workforce Learning & Development Strategy				
Risk	SOS 026 Commissioning arrangements	Approach	Treat	Status		Managed By	Louise Beattie	Current Score	12	Target Score	4
Description	Quality of care not maintained due to reduced capacity for contract monitoring. Service delivery standards are not met.										
Potential	Pressure on contract compliance staff. Paying for services not provided. Non-compliance with statutory requirements. Critical services										


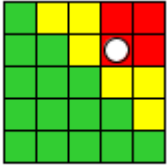
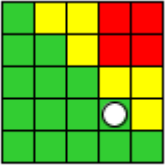
Effect	may not be supplied.				
Latest Note	Internal Audit report identified areas of improvement in adult care commissioning arrangements and some areas for further development				
Related Actions	Review of Social Services Commissioning		Internal Controls	Procurement Strategy	
				Council Standing Orders	
				Commissioning Arrangements	
				HSC Strategic Plan	
				HSC Market Positioning Statement	

Risk	SOS 016 Procedures	Approach	Treat	Status		Managed By	Louise Beattie	Current Score	8	Target Score	4
Description	There is a risk that procedures do not accurately relate to operational and statutory requirements.										
Potential Effect	We may fail to meet Scottish Government objectives. We may fail to meet Council objectives. We may fail to deliver the required services. Risk of harm to current or potential service users.										
Latest Note	Process workshops to support implementation of Single Case Management System are being used to develop procedural guidance that is fit for purpose in line with national guidance and legislation and address risk.										
Related Actions	update operational procedures and guidance.		Internal Controls	Service Plans							
	Children's Services Action Plan			Inspection and external audit							
	Audit activity across Children and Adult services										



Risk	SOS 027 Withdrawal of a Care at Home Provider	Approach	Treat	Status		Managed By	Jim Robb	Current Score	6	Target Score	2
Description	One or more care at home providers may choose to withdraw from contracts or non-framework providers may stop providing a service, leaving the Council with insufficient capacity to deliver the service.										
Potential Effect	Individuals requiring a care at home service may not receive this service. Individuals may be delayed in their discharge from hospital. Potential reputational, legal and financial risks associated with sourcing alternative provision.										
Latest Note	Meetings have taken place with providers to agree rates and identify areas for further action to further improve the contractual and working relationships with care at home providers. The risk of withdrawal has been minimised through these interventions.										
Related Actions			Internal Controls	Reshaping Older People's Care Agenda							
				Business Continuity Plans							
				Contract Monitoring Framework							
				Commissioning Arrangements							
				HSC Market Positioning Statement							



Risk	SOS 017 Information System Unavailable	Approach	Tolerate	Status		Managed By	Louise Beattie	Current Score	16	Target Score	8		
Description	Organisational information and knowledge are not effectively managed due to poor information sharing, records and absence management and succession planning, increased dependence on IT systems and unrecorded knowledge held by staff members.							Likelihood			Likelihood		
Potential Effect	Negative impact on the smooth running of the service.								Impact			Impact	
Latest Note	Following a review of the funding for the single case management system programme, and the decision not to fully integrate as an agreed service, this programme is now on hold. Implementation will now be reviewed.												
Related Actions	Implementation of Child Care Case Management System					Internal Controls	Business Continuity Plans						
							Joint IT Governance Group						
							Continuity						

Report to Scrutiny Committee

Date of Meeting: 20th December 2016

Subject: Procurement Annual Report

Report by: Head of Resources & Governance

1.0 Purpose

- 1.1. The Procurement Reform (Scotland) Act 2014 Section 18 States that the Council must prepare an annual procurement report on its regulated procurement activities as soon as reasonably practicable after the end of the financial year
- 1.2. This report also updates the committee on key procurement activity and statistical performance during the Financial Year 2015-16 and provides an overview of the resources that are available to deliver effective procurement.

2.0 Recommendations

- 2.1. It is recommended that Committee notes the report, commenting and challenging as appropriate.

and
- 2.2. Notes that a paper will be presented to Council on an Interim Procurement Strategy to comply with the Procurement Reform (Scotland) Act 2014 requirements to prepare and publish a procurement strategy by 31 December 2016. The procurement strategy covers the remainder of the Council's 2016/17 financial year and its full 2017/18 financial year

3.0 Considerations

- 3.1. The report is the fourth report presented to the Committee to provide Elected Members with greater visibility of all the Council's procurement activity.
- 3.2. The report gives a snap shot on how procurement is organised within Clackmannanshire Council and resources are being utilised to deliver effective procurement.
- 3.3. The financial analysis has been carried out using the Spikes Cavell tool (observatory) with financial data supplied from the Council's Strategix System for the 2015-16 financial year. The observatory is a unique collaborative

project designed to enable public sector organisations across Scotland to gather comprehensive supplier, spend and performance information.

3.4. In addition the report provides:

- a summary of the regulated procurements that have been completed during the year covered by the report,
- a review of whether those procurements complied with the authority's procurement strategy,
- the extent that any regulated procurements did not comply, a statement of how the authority intends to ensure that future regulated procurements do comply,
- a summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report,
- a summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report,
- a summary of the regulated procurements the authority expects to commence in the next two financial years,
- Exception reports
- Procurement Savings
- Spike Cavell Charts detailing key statistics

3.5 Key issues identified in the report are:

- This year has seen the replacement system of the Council's finance system which will realise benefits of end to end processing by fully supporting the e-procurement (purchase to pay process) and will enhance the procurement and finance governance arrangements.
- Several new pieces of legislation have changed the regulatory framework for public procurement across the Scottish public sector in particular the Procurement Reform (Scotland) Act 2014. in 2016

This introduces a new procurement regime in Scotland which will sit alongside European procurement rules. These will apply to Local Authorities as “contracting authorities” and will apply to “regulated contracts”: which are works contracts with value equal to or greater than £2m & services / supplies contracts with value equal to or greater than £50k

4.0 Sustainability Implications

- 4.1. The report refers to maximising the local benefit of procurement by engaging with local businesses to increase awareness of opportunities to provide the council with services or supplies.
- 4.2. Figures suggest that we have increased the annual share of spend with local suppliers from 17.13% to 21% a increase of 3.8% in the last financial year.
- 4.3. We will continue to provide support to local businesses and the third sector to ensure they are able to respond to opportunities to provide the council with services or supplies.

5.0 Resource Implications

5.1. *Financial Details*

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

- 5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

5.4. *Staffing*

6.0 Exempt Reports

- 6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

- (1) **Our Priorities** (Please double click on the check box)

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

- (2) **Council Policies** (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes NA

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix A - Procurement Update Report

11.0 Background Papers

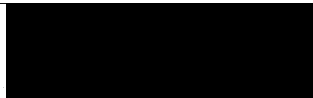

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Stephen Coulter	Head of Resources & Governance	
Nikki Bridle	Depute Chief Executive	



Resources and
Governance
**Annual Procurement
Report**
2015 - 2016

Putting Customers First

Contents

1.	Purpose	3
2.	Introduction	4
3.	Clackmannanshire procurement position background & key statistics	6
4.	Annual procurement savings achieved	10
5.	Procurement & Commercial Improvement Programme (PCIP)	11
6.	Procurement strategy	11
7.	Local suppliers	12
8.	Contract standing orders	13
9.	Purchasing system	13
10.	Purchasing cards	13
11.	The Scottish procurement agenda	14
12.	Other activities - Looking forward	15
Appendix 1.	Regulated procurements completed	18
Appendix 2.	Community Benefits	20
Appendix 3.	Supported Business	20
Appendix 4.	Future procurements	21
Appendix 5.	Top 20 categories of spend by total expenditure	22
Appendix 6.	Participation in National Contracts	24
Appendix 7.	Clackmannanshire procurement (Cat C) savings	28
Appendix 8.	Exception reports	29
Appendix 9.	Hub East Central Scotland Clackmannanshire Community Benefits	30
Appendix 10.	Spikes Cavell (The Hub) charts	40

1. Purpose

This report provides an update on procurement activity within Clackmannanshire Council and provides an overview of the resources that are available to deliver effective procurement and the actions taken to ensure that procurement is effective and efficient as possible.

The Procurement Reform (Scotland) Act 2014 Section 18 States that the Council must prepare an annual procurement report on its regulated procurement activities as soon as reasonably practicable after the end of the financial year.

The report must include —

- a summary of the regulated procurements that have been completed during the year covered by the report,
- a review of whether those procurements complied with the authority's procurement strategy,
- to the extent that any regulated procurements did not comply, a statement of how the authority intends to ensure that future regulated procurements do comply,
- a summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report,
- a summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report,
- a summary of the regulated procurements the authority expects to commence in the next two financial years.

2. Introduction

Since 2006, Scottish Government and Scotland Excel initiatives have led to significant changes in Councils' procurement practices. In March 2006, the Scottish Government published the Review of Public Procurement in Scotland (The McClelland Report). The report concluded that public sector structures, people and technology were not in place to improve how the public sector buys goods and services and that the public sector needed to improve quickly.

Since then, public sector procurement has improved markedly and today plays a key part in delivering Scotland's economic strategy, focussed on sustainable economic growth and delivering better outcomes for Scotland. The truly collaborative partnership approach between public sector, business and the third sector has resulted in a transformed public sector landscape, with procurement a key lever for economic change.

The Scottish Model of Procurement illustrates the key components of the Scottish Government's drive towards a more dynamic, sustainable and inclusive economy, where high quality public services play a vital role in making Scotland stronger and fairer, and increasing economic growth.

Scottish Procurement



Scottish Model of Procurement

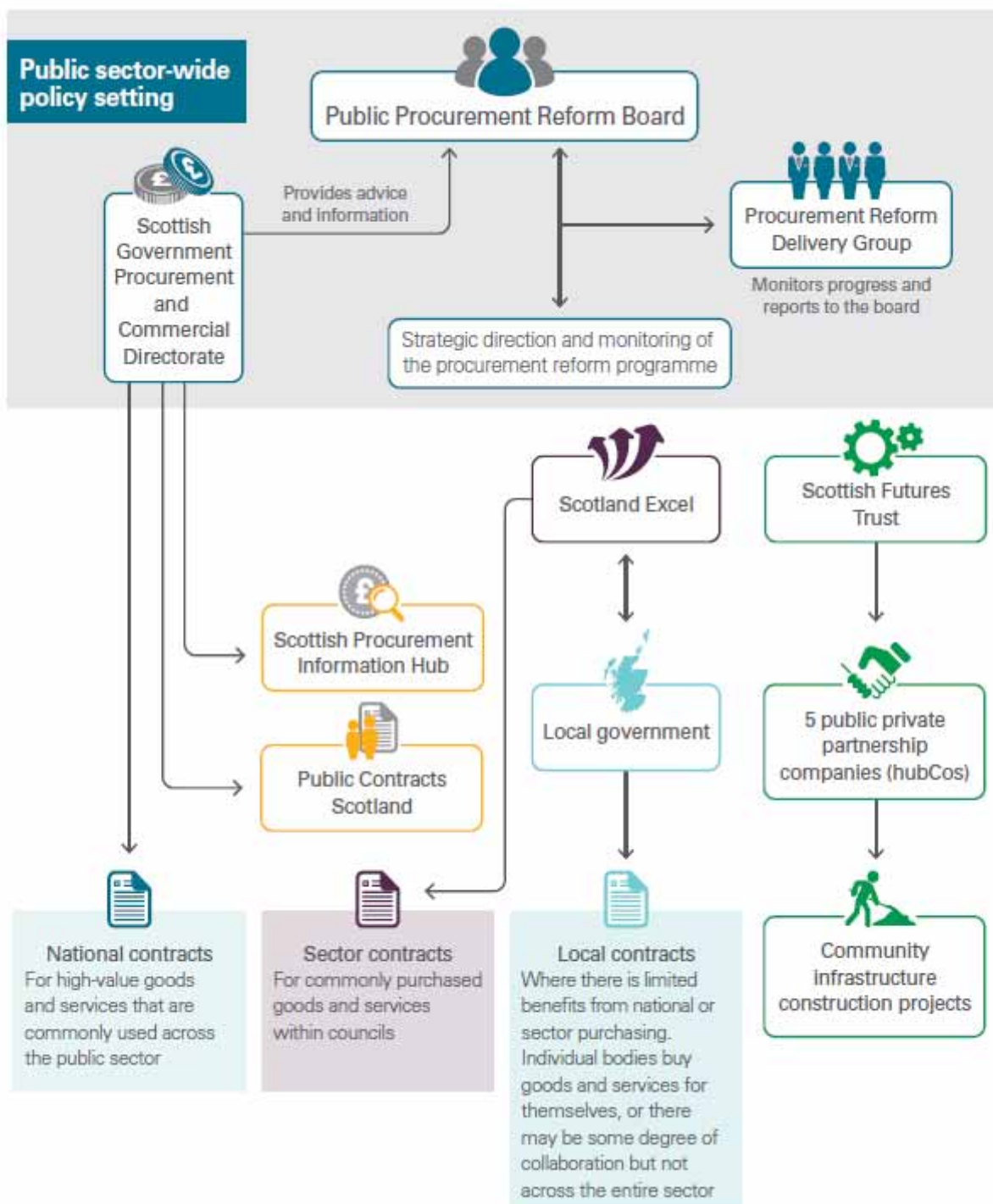


The full impact and benefits of the changes in legislation are yet to be fully realised, but are on track to support improved economic, social and environmental wellbeing, reduce inequality, promote innovation, and increase access to opportunities for small businesses, the voluntary sector and disadvantaged individuals across the country.

The changes will maximise the impact of annual procurement spend and ensure that public procurement in Scotland delivers environmentally sustainable, socially responsible and innovative goods, services and works.

In addition to councils and groupings of councils, other organisations are involved in supporting improved procurement in councils. The main ones are the Scottish Government, Scotland Excel and the Scottish Futures Trust . Councils also have access to frameworks and framework contracts set up by councils and groups of councils in Scotland and the rest of the UK. These relationships are illustrated in Figure 1.

Figure1.



Source: Audit Scotland

3. Clackmannanshire procurement position background & key statistics

The financial analysis and procurement categories of spend analysis has been carried out using The Scottish Procurement Information Hub (The Hub) supported by Spikes Cavell with financial data supplied from the Council's Strategix finance system for 2015/16. The Hub is a unique collaborative project designed to enable Scottish public sector organisations to gather comprehensive supplier, spend and performance information and to use that data to share best practice, improve joint working and increase efficiency.

Tables 1 and 2 summarise the key statistics for the 2015/16 on the Council's spend on goods, services and works with trade creditors.

Table 1: Key Statistics

15/16 Published Data Overview



Key:

Total Spend - The total amount of spend for the 15/16 year.

Input Suppliers - The number of suppliers, before de-duplication.

De-duplicated Total Suppliers - The number of unique suppliers.

Duplicate Suppliers - The number of suppliers which are duplicates of another supplier.

PCard Spend - Percentage of transactions by value of spend that are identified as Purchase Card transactions in the extract.

Transactions - The total number of transactions.

Avg. spend per supplier - The average spend per unique supplier.

Core Trade Spend - Core Trade is a sub-set of your supply base that includes all **Trade Suppliers** and **Social Care Providers** with whom you have spent £1,000 or more in the financial year.

SME Suppliers - Small & Medium sized businesses where the supplier has less than 249 employees or where the annual revenue is less than £22.8m.

SME Spend - Spend with SME as a percentage of Core Trade Spend.

Local Suppliers - Spend with suppliers within the same local authority area as your organisation (based on Postcodes).

Local Spend - Spend with local suppliers as a percentage of Core Trade Spend.

Table 2: Variances from last annual report

	2014/15	2015/16	Variance
Number of Suppliers - Trade Creditors	2,512	2130	-382
Total Value of Procurement Spend	£58,773,883	£57,744,598	-£1,029,285
Number of Invoices	40,122	41,420	1298
% Spend with SMEs	64.93%	62.22%	-2.71%
% Spend Locally	17.13%	21%	3.8%

Procurement spend significantly dropped by 6.4 million in 2014/15 and has reduced by a further £1m in 2015/16.

The number of invoices dropped by 9,700 in 2014/15, although, this has increased by 1298 there is still an overall drop over the last three financial years of 8402

% spend with SME's had increased by 1.28% in 2014/15 but has dropped back this year by 2.71%

% Spend locally had dropped by 4.9% in 2014/15 but has increased by 3.8% this financial year.

Table 3: Procurement activity in Public Contracts Scotland Portal in the period

Quick Quotes	
Quick Quotes Distributed	24
Quick Quote Awards	18
Site Notices	
Site Contract Notices Published	22
Site Contract Award Notices	53

A summary of Clackmannanshire's overall spend in percentage terms is shown in Table 4:

- 32.78 % of expenditure is in the social and community care services sector
- 15.15 % of expenditure is in the facilities management services sector
- 13.83 % of expenditure is in the construction sector

Table 4: Overall Spend

Proclass 10.1 Level 1	Total Spend	Total Transactions	Total Suppliers	% Of Spend	% Of Invoices	% Of Suppliers
Social Community Care	18,907,493.74	3,202	95	32.78	8.42	9.81
Facilities & Management Services	8,738,782.08	2,418	69	15.15	6.36	7.33
Construction	7,979,128.55	2,258	82	13.83	5.93	8.57
Consultancy	3,750,443.29	136	23	6.50	.36	2.38
Utilities	2,862,811.24	4,673	14	4.96	12.28	1.45
Information Communication Technology	2,410,632.91	2,361	82	4.18	6.21	8.68
Environmental Services	2,149,584.09	445	33	3.73	1.17	3.72
Construction Materials	1,874,846.15	6,983	84	3.25	18.35	10.74
Vehicle Management	1,421,419.87	1,290	55	2.46	3.39	5.79
Public Transport	1,411,390.47	756	27	2.45	1.99	2.79
Human Resources	1,108,261.00	1,604	52	1.92	4.22	5.58
Financial Services	980,636.05	1,189	29	1.70	3.13	3.00
Catering	843,571.88	3,093	28	1.46	8.13	3.41
Education	526,036.31	1,021	49	.91	2.68	5.48
Cleaning & Janitorial	489,751.77	1,874	14	.85	4.93	1.55
Healthcare	364,719.31	1,185	42	.63	3.11	4.34
Furniture & Soft Furnishings	316,506.10	563	19	.55	1.48	2.17
Mail Services	270,376.24	214	6	.47	.56	.72
Legal Services	208,547.31	86	16	.36	.23	1.65
Street & Traffic Management	195,679.76	146	9	.34	.38	1.03
Sports & Playground Equipment & Maintenance	187,758.87	118	17	.33	.31	1.76
Horticultural	163,736.68	167	16	.28	.44	1.65
Highway Equipment & Materials	114,271.32	52	9	.20	.14	.93
Stationery	111,788.22	1,271	9	.19	3.34	1.03
No Summary Category	95,417.98	259	8	.17	.68	.93
Arts & Leisure Services	66,361.95	68	10	.12	.18	1.24
Clothing	63,394.52	433	8	.11	1.14	.93
Health & Safety	54,324.28	136	8	.09	.36	.83
Domestic Goods	9,434.45	40	3	.02	.11	.31
Housing Management	4,909.20	4	1	.01	.01	.10
Cemetery & Crematorium	1,875.00	3	1	.00	.01	.10

Appendix 5 provides more detail of the categories of spend and detail of the expenditure with individual suppliers.

Table 5 provides the range of invoice values. A large number of invoices are processed for relatively low values that create an administrative cost to the council. Plans have been made to analyse the lower value spend and consolidate smaller payments on to fewer invoices with suppliers. The less than £51 figure is comparable with last year. Invoices more than £250,000 is up by 17.

Table 5: Invoice distribution by range of invoice values

Invoice Range	Volume	% of Invoices	Value	% of Spend
More than £250,000	6	.02	2,086,703.58	3.42
£50,001 to £250,000	175	.45	20,997,740.34	34.37
£10,001 to £50,000	799	2.05	16,356,426.11	26.78
£1,001 to £10,000	5,432	13.96	16,332,918.47	26.74
£501 to £1,000	4,046	10.40	2,980,058.77	4.88
£101 to £500	11,788	30.29	2,815,801.13	4.61
£51 to £100	4,961	12.75	365,875.08	.60
Less than £51	10,491	26.96	235,995.62	.39
Credits	1,215	3.12	-1,085,217.20	-1.78

Overall, spend is relatively evenly distributed amongst small and medium sized enterprises and performance compares favourably with other Local Authorities.

Spend with SME's compared to last year is down 1.87%

Table 6: Percentage of spend by supplier size.

Supplier Size	% Of Spend	% Of Invoices	% Of Suppliers
Large Company	37.78	49.54	23.68
Medium Company	31.24	25.93	32.32
Small Company	30.98	24.53	44.00
SME total	62.22	50.46	76.32

% Spend locally has increase by 3.8% this financial year

Table 7: Percentage of spend by Locality.

Proximity	% Of Spend	% Of Invoices	% Of Suppliers
Elsewhere	78.90	81.65	87.59
Local	21.10	18.35	12.41

4. Annual procurement savings achieved

Appendix 6 illustrates Clackmannanshire's participation in national contracts under the Category A, Scottish Government procurement savings, Category B, Scotland Excel procurement savings and Category C, Clackmannanshire savings

Scottish Government procurement (Cat A) savings

The Scottish Government provide a contract by contract cash saving description using various methods depending on the contract type. A full breakdown of Scottish Procurement Savings nationally is at Appendix 6.

Scotland Excel - Local authority sector contracts (Cat B) savings

Scotland Excel estimate potential savings for each new collaborative contract. It bases its calculations on the total spend of participating councils in the previous year(s) and current market data. It works closely with the council to develop its savings estimates and the council agree these estimates during the contract development process.

Scotland Excel calculates savings using the percentage saving that the council might achieve if it opted for the best value supplier in a framework agreement. When the contract becomes operational, Scotland Excel collects spend information from suppliers and applies the expected percentage saving to the actual spending on the contract.

Scotland Excel reports savings to councils through quarterly business review reports and to its governance committees. Its method of calculating savings may not always reflect the savings achieved by councils for the following reasons:

- The cheapest option in the framework may not be available to the council.
- The council may not choose the cheapest supplier from those in the framework, for example they may not choose the cheapest tyres in a framework contract if higher cost but better quality tyres have a lower whole-life cost to the council.
- A council may join a contract after Scotland Excel has awarded it and the saving may be higher or lower depending on the price in the council's predecessor contract.

A full breakdown of Scottish Excel Savings is at Appendix 6.

Clackmannanshire procurement (Cat C) savings

The business case for Corporate Procurement clearly outlines the opportunities to maximise value for money by identifying service benefits and efficiencies through a consistent and corporate approach to procurement. To drive the progress of the business case the Procurement Matters Group brought together key professionals from the council with procurement responsibilities.

A breakdown of Clackmannanshire Council Savings is at Appendix 7

5. Procurement & Commercial Improvement Programme (PCIP)

The Procurement & Commercial Improvement Programme is a new assessment, which was launched in 2015, and replaces the previous Procurement Capability Assessment. This new assessment focuses on the policies and procedures driving procurement performance and importantly, the results they deliver.

While the assessment replaces the previous PCA, the assessment results are not comparable because of:

- New assessment methods
- Different question sets and a
- New scoring regime

The Council will be assessed once every 2 years and the Council is scheduled to undertake this on the 30th March 2017, the results of this will be reported in the next annual report.

6. Procurement strategy

The Council has developed an Interim Procurement Strategy to comply with the Procurement Reform (Scotland) Act 2014 requirements to prepare and publish a procurement strategy by 31 December 2016. The procurement strategy covers the remainder of the Council's 2016/17 financial year and its full 2017/18 financial year. During 2017/18, the Council will undertake relevant and proportionate consultation and engagement when preparing the full procurement strategy. The purpose of this is to ensure that the Council's approach and procurement strategy takes account of stakeholders' views and those stakeholders have the opportunity to engage and contribute to development of the strategy.

In doing so, the Council will gain a better understanding of the needs of the area and tailor the strategy to reflect those needs. Indeed one of the areas that the strategy itself must address is the Council's policy on consulting and engaging with those affected by its procurements.

The Council aims to be flexible, to respond to the rapidly changing environment around public sector procurement, and to learn from its own experience and the experiences of others. The rapidly changing environment is illustrated by the pace of technological change currently associated with e-procurement.

The overarching purpose of the Strategy is to support the delivery of high quality public services that offer value for money, and in a sustainable way take account of best practice and EU and Scottish procurement legislation.

The Strategy sets out how the Council will:

- Make procurement easier for suppliers and the Council alike

- Increase the professionalism and commercial skill of those carrying out procurements for the Council
- Give opportunity to local and SME suppliers to participate by increasing visibility of the Council's procurement plans and opportunities
- Maximise innovation, sustainability and collaboration in procurement activities

7. Local suppliers

Local suppliers are important stakeholders in the community and setting up and encouraging two-way communication with them helps to fulfil the Council's broader social objectives as follows:

- The use of Community Benefit (CB) clauses provides a method of including social and economic matters in public contracts for the supply of goods, services or works. CB clauses need not cost more and they require contractors working on public sector contracts to put something back into the community.
- The identification of new suppliers where there may be shortages or lack of competition
- Help local suppliers sell themselves to major companies as potential sub-contractors when large contracts are due to be let by the Council
- Expose the Council to new ideas, products and services from local suppliers and allow them to be routed to the appropriate officer

Work continues with local suppliers to provide opportunities to work with the Council. There have been a number of events with the supplier development programme, Forth Valley Economic development partners including the Forth Valley Meet the Buyer event held in Alloa town hall this November that have met with positive feedback.

62% of spend is with SME's which is 3.8% greater than the Scottish local authority average spend of 58.42.

21% of spend is with local suppliers which is 5% less than the Scottish local authority average of 26.01%. however this is just under a 4% improvement on the previous year.

8. Contract standing orders

The Council's Procurement processes and procedures are documented in Contract Standing Orders and Financial Regulations. These standing orders are made under Section 81 of the Local Government (Scotland) Act, 1973 and apply to the making of all contracts by or on behalf of Clackmannanshire Council. The standing orders are subject to any overriding requirements of the European parliament on the coordination of procedures for the award of public works contracts, public supply contracts and public service contracts and The Public Contracts (Scotland) Regulations 2012.

Contract standing orders set out a framework of procedural rules, behaviours and

standards applicable to procurement activity. Compliance ensures value for money, propriety and the proper spending of public money and ensures that the Council is fair and accountable in its dealings with contractors and suppliers.

These were due for a full review in 2014 but due to the significant changes in EU Procurement Legislation and Scottish Procurement Legislation (Procurement Reform Bill) a lighter touch was undertaken to address organisational changes since their last review. Once the full implications of the legislative changes are clear and the Scottish Government provides advice on how to implement these changes, a full review will be undertaken and a report to Council submitted for consideration.

Exceptions to contract standing orders are documented and a full report on the exceptions noted in 2015/16 is at Appendix 8.

9. Purchasing system

This year has seen the replacement of the Council's finance system which will realise benefits of end to end processing by fully supporting the e-procurement (purchase to pay process) and will enhance the procurement and financial governance arrangements.

The New Finance System has had a phased implementation since April 2016 with some services still to go live. Some of the benefits to date are improved supplier payments, significant reduction in the purchase card transactions and enhanced procurement management information.

We will be using the new system to undertake the annual financial analysis and procurement category of spend for the current financial year (2016/17).

10. Purchasing cards

Due to the previous manual invoice system, the Council found difficulties in meeting national performance indicators to pay suppliers within 30 days which is one of the reasons for implementing a new finance system. The figures shown in table 7 are from 2015/16 so before the benefits of the new system have been realised.

Since 2003, a partnership with Barclaycard through the Government Procurement Card (GPC Visa) contract has enabled authorised staff to conduct low-value transactions quickly and to consolidate large numbers of invoices from multiple suppliers into a single monthly invoice, thus removing process costs and improving management information. There is a potential efficiency saving of £28 per transaction compared to the full manual process.

As GPC pays suppliers in as little as four days it allows the Council to support the Scottish Government's pledge to pay SME's within 10 days.

The arrangement also makes it easier to monitor compliance with procurement policies such as delegated authority levels as the following can be set:

- different levels of purchasing authority for staff
- built-in safeguards such as monthly credit limits
- business sector category restrictions

Table 7: Purchase Card transactions summary

	2014 / 2015	2015 / 2016	Variance
Purchase Card Transactions	35,949	23,054	-12,895
Invoices	10,772	5,173	-5,599
Spend	£2,214,250.59	£1,084,321.62	-£1,129,928.97
Cardholders	41	37	-4

These figures will drop further as a benefit of the new finance System, as there will be a reduced reliance on purchase cards to meet the national performance indicators and to undertake smaller transactions.

11. The Scottish procurement agenda

Several new pieces of legislation have changed the regulatory framework for public procurement across the Scottish public sector.

The Procurement Reform (Scotland) Act 2014 introduces a new procurement regime in Scotland which will sit alongside European procurement rules

These rules apply to Local Authorities as “contracting authorities” and will apply to “regulated contracts”: which are works contracts with value equal to / greater than £2m & services / supplies contracts with value equal to / greater than £50k

There are new duties and obligations under the 2014 Act, which include:

- Sustainable procurement duty
- Organisational procurement strategies
- Annual procurement reports
- Community benefits
- Selection of tenderers and award of contracts

In addition, compliance with guidance published by Scottish Government is a statutory requirement for the Council.

The public sector has three new EU Directives to comply with:

- EU Procurement Directive (Classic) – on public procurement
- EU Procurement Directive (Concessions) - on the award of concession contracts
- EU Procurement Directive (Utilities) - on procurement by entities operating in the water, energy, transport and postal services sectors

Scottish procurement published information on the implementation of the EU Directive for [electronic invoicing in public procurement](#) which came into effect 16 April 2014 and is to become law by amendment to the Scottish Regulations ([Public Contracts \(Scotland\) Regulations 2012](#)) no later than 27 November 2018.

While central government and the NHS must comply by this deadline, the Council may have up to a further 12 months.

The directive requires that contracting authorities are able to receive e-Invoices and make payment electronically for all contracts regulated under the EU procurement directives. However, while the acceptance of e-Invoices by all contracting authorities is mandatory, the exchange of invoices in other formats will still be allowed if both the contracting authority and supplier agree.

A formal 12-week consultation with stakeholders will take place by the end of 2017.

Guidance will be developed for contracting authorities, suppliers and others affected by the directive e.g. trade bodies, buyer community, etc. The guidance will be designed to aid compliance with the new legislation. This will lead to further changes to the regulatory framework for public procurement across the Scottish public sector.

12. Other activities - Looking forward

Changes in the Procurement regulations

- The Council are reviewing and updating procurement:
 - Policies, procedures and contract standing orders
 - Standard form tender documentation
 - Standard form contracts
- Policies, procedures and contract standing orders
 - Give prominence to sustainable procurement duty which will underpin all of an Council procurement activities
 - Update statutory references – Act and new Regulations
 - Update thresholds and reflect lower thresholds under Act
 - Include new procedures – competitive with negotiation, innovation partnership
 - Reference Light Touch Regime
 - Consider producing decision-making tools to assist those making procurement related decisions – checklists / flowcharts
 - Remember that some contracts may be subject to both Act and Regulations

Finance system replacement

The Council is continuing to implement and enhance the functionality of the replacement

finance system which is streamlining the entire procurement; from a request for a quote and creation of a procurement contract, through to requisition, order transmission and payment.

The procurement and expense management process will enable the Council to implement procurement-related policies by providing a facility to record delegations, record authorisations and execute workflows, while streamlining accounts payable processes and providing visibility of outstanding debt.

The procurement and expense management module will enable the council to better:

- Control expenditure
- Manage business expenses simultaneously on both an accrual or cash basis, and report on committed funds to understand the expenditure before it hits the actuals ledger
- Gain visibility and control of inventory processes, from ordering and replenishment to issuing of stock
- Optimise stock holdings, automate replenishment, manage multiple locations and maintain flexible catalogues for total inventory management
- Manage all aspects of contracts and purchasing in one central place by using preferred supplier arrangements and automated approvals to optimise purchasing spend to ensure policy compliance
- Improve visibility of expenditure; prevent budget overruns with an accurate and real-time view of committed and actual expenditure
- Track costs to business units, assets, projects, suppliers and contracts
- Streamline the entire procure-to-pay process, from initial requisition, order approval and receipt of goods and services through to payment

The Council will also be able to manage more efficiently the:

- Maintenance of creditor information (including payment methods, trading status, trading terms, etc.)
- Managing purchase orders for catalogue-only items, non-stock items, capital assets and inventory items
- Purchase Cards provide an electronic, integrated and efficient solution to the reconciliation of corporate credit cards

Contract register

The contract register is now publically available and is updated on a regular basis and is also publically available via Public Contracts Scotland

Appendix1. Summary of the regulated procurements that have been completed during the year covered by the report,

Table 8: Regulated procurement summary

Ref	Title	Published	Value £	Complied with Strategy	Community Benefits
1246	Home energy efficiency programme (HEEPS)	03/07/2015	103318.00	Yes	
1266	Framework Contract for the Supply & Delivery of Building and Timber Materials	26/05/2015	620000.00	Yes	
1268	Award of 2014-2017 Render and Roof Upgrading Throughout Clackmannanshire	29/04/2015	464815.37	Yes	Yes
1315	Award of Floor Coverings to Properties Throughout Clackmannanshire - Contract 424700 Ref: 2/6/1315	06/05/2015	345550.31	Yes	Yes
1317	Replacement Finance System - Additional Services	26/10/2015	462238.52	Yes	
1337	Award of Proposed Reinstatement 80 Caroline Crescent, Alva Contract No 423300 Ref: 2/6/1337	17/04/2015	87163.90	Yes	
1345	Early Years Education Partner Provider	09/09/2015	841880.00	Yes	
1346	Supply & Installation of Electric Vehicle Charge Points	06/05/2015	78000.00	Yes	
1348	Award of Insurance and Claims Handling Services	01/06/2015	3145231.78	Yes	
1349	Payment Processing Services	26/10/2015	96800.00	Yes	
1355	Supply and delivery of kitchen cabinets, worktops and associated products	26/05/2015	468750.00	Yes	
1356	Youth Substance Service	26/05/2015	72150.00	Yes	
1358	Screening crushing and recycling of inert material Framework agreement 15 -19	09/09/2015	255750.00	Yes	
1363	Award of Alloa Skatepark Project	14/08/2015	199925.00	Yes	Yes
1365	Award of Re advert of Tillicoultry Glen Rock Stabilisation Contract	25/11/2015	267685.00	Yes	
1376	Surface Dressing Of Carriageways	22/05/2015	285701.12	Yes	
1377	Award of Printing Services Framework	21/10/2015	160000.00	Yes	
1378	Award of Framework Agreement for the Purchase of Double Glazed Units, Glass, Glazing Accessories...	26/10/2015	156000.00	Yes	
1383	Award of Clackmannanshire and Stirling Council's Roads Maintenance Framework Contract 2015-2017	09/09/2015	3200000.00	Yes	
1399	Award of The Provision of Temporary Accommodation via a Multi-Supplier Framework Agreement	17/12/2015	740000.00	Yes	
1401	Award of Clackmannanshire HEEPS ABS Programme 2015-17	14/12/2015	3500000.00	Yes	Yes
1403	Award of Removal and Storage Services	17/12/2015	104725.00	Yes	

1407	Award of Various building works at Strathdevon Primary School	23/10/2015	98982.96	Yes	
1411	Award of Banking Services	17/12/2015	101529.60	Yes	
1413	Award of Flat Roof Replacement, Deerpark and Lochies School - Contract 427300 Ref: 2/6/1413	12/01/2016	331880.61	Yes	
1418	Award of Secondary Schools Support Unit , Alloa - Contract No 426600 - Ref 2/6/1418	14/03/2016	129657.90	Yes	
1420	Award of Vehicle Tracking & Telematics Services	14/03/2016	99465.00	Yes	
1421	Treatment Of Recyclable And Residual Waste	03/07/2015	580000.00	Yes	
1422	The supply, installation of stair lifts, through floor lifts, external step lifts, incline platform lifts, vertical platform lifts -	17/12/2015	250000.00	Yes	
1423	Street Lighting Materials	05/11/2015	650000.00	Yes	
1424	Award of Demolition of Swimming Pool Building, Alva - Contract 426300 - Ref: 2/6/1424	24/02/2016	94785.60	Yes	Yes
1435	Award of VMware vCenter Server 6 and VMware vSphere 6 with Operations Management Enterprise	23/12/2015	66550.78	Yes	
1438	Supply & Delivery of Plumbing & Heating Materials	14/03/2016	800000.00	Yes	

Appendix 2. Summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report,

Where the Council proposes to carry out a regulated procurement where the estimated value of the contract is equal to or greater than £4,000,000. The Council must, before carrying out the procurement, consider whether to impose community benefit requirements as part of the procurement.

There are no contracts during this year that required consideration as part of the regulation. However, the Council has imposed the following Community benefits as part of the procurement exercises listed below.

Ref:1268 - 2014-2017 Render and Roof Upgrading

Person weeks delivered by new entrant trainees (excluding work Placements)

A person week is the equivalent of one person working for 5 days either on site or through a mix of on site and off site training

156 Person weeks with 4 persons

9 labourers for 18 person weeks

Sub contractors using local suppliers for goods and services

Ref:1315 - Floor Coverings to Properties

Provide work experience opportunities for senior school students

Ref:1363 - Alloa Skatepark Project

Worked with youth groups in the design and build

Ref: 1401- HEEPS ABS Programme 2015-17

Offered training placements to 2 local individuals for the first phase of works. This could be long term unemployed individuals or a recent school leaver

Sub contractors using local suppliers for goods and services

Ref: 1424 - Demolition of Swimming Pool Building, Alva

Presentations to schools and charities on regeneration, health and safety and recycling.

Hub East Central Scotland Clackmannanshire Council Community Benefits Summary May 2015
Appendix 9

Appendix 3. Steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report,

The Council contract standing orders enable officers to reserve contracts with supported businesses more readily without having to resort to full tendering exercises. The Council encourages the use of the supported business frameworks and currently are using Haven Sign Factory, Haven Recycling, Earl Haig Poppy Factory and ACE Recycling Group

Appendix 4. Summary of the regulated procurements the authority expects to commence in the next two financial years,

The Council capital plan agreed at Council provides detail of future regulated procurements <http://clacksweb.org.uk/document/meeting/127/716/5234.pdf>

The list below are contracts due for renewal within the next two financial years. Please note some of these arrangements have the option for an extension period.

Ref	Title	Contract End	Contract end inc extension	Value
2/6/1374	Framework for the supply and delivery of building and timber materials	31/03/2018	31/03/2019	£ 620,000.00
2/6/1431	Provision of Security Solutions	31/03/2018	31/03/2019	£ 1,338,963.00
2/6/1051	2014 - 2018 Facilities Management Contract (M & E)	14/03/2018	14/02/2018	£ 648,600.00
2/6/1226	2013-2017 Electrical Rewiring of Council Houses	03/03/2018	03/02/2018	£ 800,000.00
2/6/1422	Supply, installation of stair lifts, through floor lifts, external step lifts, incline platform lift	28/02/2018	28/02/2019	£ 250,000.00
2/6/1190	2014- 2018 Central Heating Replacement in Council Houses - Contract No: 418600	06/02/2018	06/01/2018	£ 3,798,251.00
2/6/1371	Home energy efficiency programme (HEEPS)	06/12/2017	06/12/2017	£ 2,155,724.00
2/6/1372	Administrative And Enabling Works Associated With The Council's Home Energy Efficiency Programme	05/12/2017	05/12/2017	£ 245,070.00
2/6/1349	Payment Processing Services	31/10/2017	31/10/2018	£ 96,800.00
2/6/1421	Award of Treatment of Recyclable and Residual Waste	25/10/2017	25/10/2017	£ 580,000.00
2/6/1406	Clackmannanshire and Stirling Council's Road Lighting Framework Contract 2015-2017	30/09/2017	30/09/2019	£ 1,600,000.00
2/6/1129	2013 - 2017 Electrical Installation Inspections - Contract No. 416400	01/09/2017	01/08/2017	£ 312,150.00
2/6/1383	Clackmannanshire and Stirling Council's Roads Maintenance Framework Contract 2015-2017	31/08/2017	31/08/2019	£ 3,200,000.00
2/6/1276	Provision of School and Associated Transport Services by Large Bus	31/08/2017	31/07/2019	£ 3,260,945.00
2/6/1298	Redesign of Housing Services Processes	31/08/2017	31/08/2017	£ 165,950.00
2/6/1216	Framework Agreement for Provision of Small Vehicle Passenger Transport Services	21/08/2017	21/07/2017	£ 2,154,760.00
2/6/1276	Provision of School and Associated Transport Services by Large Bus	31/07/2017	31/07/2018	£ 3,260,945.00
2/6/1232	Award of Printing of Election Material	31/05/2017	31/05/2017	£ 65,000.00
2/6/1322	Citrix Xenapp Platinum Edition with Feature Pack	15/04/2017	15/03/2017	£ 66,040.00
2/6/1379	Provision Of Advice Support And Information To Unpaid Family Carers	01/04/2017	01/04/2017	£ 174,564.00
2/6/1360	Provision of Family Support Services to Vulnerable families with Children under the age of 5 Years	01/04/2017	01/04/2017	£ 482,625.00
2/6/1343	PVCu Window and Door products replacement	01/04/2017	01/04/2017	£ 2,205,000.00
2/6/1356	Youth Substance Service	01/04/2017	01/04/2017	£ 144,300.00
2/6/1324	Award of Lotus Notes with Sametime Software Subscription and Support	31/03/2017	31/03/2017	£ 102,829.00
2/6/1361	Early Intervention and Support Services for Young People	31/03/2017	31/03/2017	£ 192,000.00
2/6/1380	Provision of Support Services and benefit to Children Young People Adults Families and Unpaid Carers	31/03/2017	31/03/2017	£ 76,360.00
2/6/1382	Provision Of Support Services For People Aged 16 And Over With Mental Health Problems	31/03/2017	31/03/2017	£ 94,400.00
2/6/1347	Project management services in respect of the redevelopment at the former Tillicoultry Community Cen	01/03/2017	01/09/2017	£ 98,000.00
2/6/1248	Leadership & Management Development 2013-15	16/01/2017	16/12/2017	£ 110,000.00
2/6/1401	Clackmannanshire HEEPS ABS Pogramme 2015-17	29/11/2016	29/11/2017	£ 3,500,000.00

Appendix 5. Top 20 categories of spend by total expenditure

The Thomson classification is based on the core business of the supplier

Trade Classification (Thomson)	Total Spend	Total Transactions	Total Suppliers	% Of Spend
Facilities Management	7,484,067.00	90	4	12.97
Nursing Homes	6,537,064.27	732	25	11.33
Project Management	3,459,525.64	24	1	6.00
Home Care Services	3,222,341.80	389	7	5.59
Property Maintenance & Repairs	2,599,035.96	54	4	4.51
Adoption & Fostering	2,132,141.97	928	11	3.70
Civil Engineers	2,002,435.31	173	7	3.47
Childcare Services	1,819,572.47	230	5	3.15
Social Services	1,817,622.37	240	10	3.15
Residential Care Homes	1,585,607.96	405	23	2.75
Disability & Special Needs - Services	1,497,022.40	265	10	2.60
Electricity Companies	1,332,762.88	2,738	6	2.31
Waste Disposal Services	1,078,681.25	42	4	1.87
Computer Systems & Software (development)	918,792.86	194	33	1.59
Building Refurbishment & Restoration Contractors	880,742.37	14	2	1.53
Water Companies	827,609.36	766	2	1.43
Employment & Recruitment Agencies	798,320.08	1,259	17	1.38
Coach Hire	762,651.11	179	5	1.32
Insurance - Other	694,316.74	27	2	1.20
Recycling Services	675,942.41	82	2	1.17

Top 30 Suppliers by total expenditure

Supplier Name	Aggregate Spend	Transactions	Average Invoice Value
Clackmannanshire Educ Partnership Ltd	6,931,142.92	78	88,860.81
CARING HOMES LTD	3,846,169.18	244	15,762.99
HUB EAST CENTRAL SCOTLAND LTD	3,459,525.64	24	144,146.90
INDEPENDENT LIVING SERVICES	2,560,742.77	132	19,399.57
J H Civil Engineering Ltd	1,884,828.43	81	23,269.49
P H JONES LTD	1,803,457.19	15	120,230.48
EDF Energy 1 Ltd	1,220,896.45	2,282	535.01
HC-One Limited Orchard NH	1,155,334.93	127	9,097.13
AVONDALE ENVIRONMENTAL LIMITED	1,067,223.39	18	59,290.19
Meallmore Ltd	891,093.70	52	17,136.42
Ailsa Building Contractors Ltd	876,760.35	13	67,443.10
Mitie Property Services(Scotland)Ltd	734,598.87	5	146,919.77
Arthur J Gallagher	679,686.74	25	27,187.47
Aberlour Child Care Trust	642,665.25	98	6,557.81
KIBBLE EDUCATION AND CARE CENTRE	611,335.00	67	9,124.40
Scottish Society for Autism	573,649.18	115	4,988.25
Business Stream	552,426.34	666	829.47
CareVisions Specialist Fostering	515,480.16	101	5,103.76
Crossroads Caring Scotland-Clacks	501,072.68	49	10,225.97
Brake Bros Foodservice Ltd	491,026.56	657	747.38
Skanska UK	487,505.52	93	5,241.99
Ace Recycling Group CIC	481,717.87	59	8,164.71
CROSSREACH GEILSLAND	472,953.20	51	9,273.59
Total Gas & Power Limited	441,564.47	916	482.06
Tom Matchett	426,107.00	38	11,213.34
SWIIS Foster Care Scotland Limited	419,321.99	532	788.20
NAS Services Limited	389,972.75	18	21,665.15
Profile Security Services Ltd	367,332.55	75	4,897.77
Tillicoultry Quarries Limited	358,161.13	659	543.49
IKL CARE	353,408.99	167	2,116.22

Appendix 6. Participation in National Contracts

Scottish Government procurement (Cat A)

Summary of contracts used spend and savings

Contract	Supplier	2015 /16 Spend	2015 / 16 Cash Saving
Biomass (Fuel)	William Y Watson t/a Angus Biofuels	£9,944.63	£546.70
Desktop Client Devices	Hewlett Packard UK Ltd	£19,774.00	£16,558.32
Desktop computing	Hewlett Packard UK Ltd	£87,305.89	£51,308.82
Electricity	EDF Energy Ltd	£1,133,500.75	£59,430.08
General stationery and office paper	Office Depot UK Ltd	£79,266.90	£2,520.69
IT Consumables	Spectrum Computer Supplies Ltd	£11,160.24	£2,246.56
IT Peripherals (2014)	Misco (UK) Ltd	£308.20	£88.98
Liquid Fuel - Automotive fuel (Central)	Harvest Energy	£174,084.57	£10,320.10
Liquid Fuel - Automotive fuel (Central)(2015)	Scottish Fuels	£178,844.63	£3,035.27
Liquid Fuel - Heating oil (Central)	Scottish Fuels	£13,182.93	£98.76
Liquid Fuel - Heating oil (Central)(2015)	Scottish Fuels	£11,103.93	£346.04
Mobile Client Devices	Hewlett Packard UK Ltd	£18,391.00	£16,441.39
Mobile computing	Misco (UK) Ltd	£15,106.80	£5,010.59
Natural Gas	Total Gas & Power Ltd	£297,429.55	£23,487.14
Office Equipment - Multi-functional Devices & Services	Ricoh (UK) Ltd	£100,971.63	£35,476.52
Postal services - Planned Mail	Royal Mail Group	£25,916.22	£0.00
Print and Associated Services - litho/ digital print services	Harlow Printing Ltd	£272.74	£39.55
Print and Associated Services - litho/ digital print services	J Thomson Colour Printers Ltd	£450.00	£65.25
Print and Associated Services - litho/ digital print services	McAllister Litho Glasgow Ltd	£1,070.00	£155.15
Supported Factories and Businesses - Signage	The Sign Factory	£7,666.19	£0.00
Tablet Devices - Corporate	XMA Limited	£2,960.00	£349.15
Tablet Devices - Education	XMA Limited	£197,534.00	£41,884.21
Temporary and Interim Staff - Administration West	Pertemps Recruitment	£2,601.54	£176.45
Temporary and Interim Staff - Catering/Manual East	Pertemps Recruitment	£25,593.54	£1,711.43
Temporary and Interim Staff - Catering/Manual East	BRIGHTWORK LTD	£3,019.48	£196.02
Temporary and Interim Staff - Catering/Manual North	Pertemps Recruitment	£43,032.67	£2,874.44
Temporary and Interim Staff - Catering/Manual West	Pertemps Recruitment	£6,674.18	£433.54

Temporary and Interim Staff - Interim IT	HARVEY NASH PLC	£1,664.00	£106.40
Temporary and Interim Staff - Interim Professionals	ASA INTERNATIONAL	£8,446.05	£554.47
Temporary and Interim Staff - Interim Professionals	Parity Professionals Limited	£3,801.68	£211.31
Temporary and Interim Staff - Interim Professionals	HARVEY NASH PLC	£8,944.00	£571.90
Temporary and interim staff (2010)	All Suppliers (Temp and Interim)	£96,699.20	£8,219.43
Thin Client Devices	Dell Corporation Ltd	£27,965.00	£35,321.99
Water and Waste Water	Business Stream	£353,316.62	£46,432.84
		£2,968,002.76	£366,219.47

Participation in National Contracts

Scotland Excel - Local Authority sector contracts (Cat B)

Of the 47 contracts available to Clackmannanshire Council during this period:

- 44 contracts were adopted and in were in
- 2 contracts are not being used as existing arrangements are n place – Community Meals and Engineering Consultancy.
- This represents a 94% participation level

During this period contract officers were invited to 18 User Intelligence Groups and attended 10

The following table shows the suppliers awarded onto the Scotland Excel live portfolio of contracts from Clackmannanshire Council region along with any associated spend over the last available four quarters:

Short_Contract_Title	Supplier_Name	Sme_Status	Member_Name	201504	201507	201510	201601	Grand Total
☒ Children's Residential Care	☒ Scottish Autism	☒ Large	Argyll & Bute Council	£39,540	£20,856	£21,291	£55,355	£137,042
			Clackmannanshire Council		£12,974	£33,666	£20,434	£67,074
			Dumfries & Galloway Council	£39,540	£20,856	£21,291		£81,686
			South Lanarkshire Council	£24,597	£12,974	£13,244	£20,434	£71,249
Grand Total				£103,676	£67,660	£89,491	£96,224	£357,051

Member Contract Spend and Estimated Savings Report

Clackmannanshire Council

Breakdown of Spend by Contract - Year To Date as at: Q4 (Jan 2016 - Mar 2016)



Contract	Contract Start Date	Join Date	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Total				
			Actual Spend (£)	Estimated Saving (£)	Actual Spend (£)	Estimated Saving (£)	Actual Spend (£)	Estimated Saving (£)	Actual Spend (£)	Estimated Saving (£)	Actual Spend (£)	Estimated Saving (£)	Forecast Spend (£)	Actual v Forecast %	
Security (Equipment)	01/04/2015	01/04/2015	0	0	0	0	0	0	0	0	0	0	0	86,000	0.0%
Buildings Related Engineering Consultancy	01/10/2015	01/10/2015					0	0	0	0	0	0	0	21,700	0.0%
Prepared Meals	15/09/2011													0	
Engineering Consultancy	18/03/2013	01/08/2016												0	
Household WEEE and Batteries	01/04/2013	01/04/2013													
Community Meals	01/09/2015	01/09/2015												0	
Totals:			893,351	52,060	956,582	60,167	1,410,736	60,458	1,518,984	83,999	4,779,653	256,684	6,583,867	72.6%	

Notes:

1. Spend data is unavailable for Electrical Materials and Plumbing Materials.
2. Actual Spend - Total actual spend (net of saving) on contracts during the reporting period compiled using spend data returns provided by contracted suppliers.
3. Saving - Calculated using the estimated forecast saving percentage figure attributed to each contract as per Executive Sub-Committee reports (or variation thereof subsequently agreed with the customer).
4. Forecast Spend - Estimated total spend anticipated in the reporting period.

Appendix 7. Clackmannanshire procurement (Cat C) savings

Clackmannanshire Council Cat C procurement activity savings are calculated by showing the difference between the budget figure authorised at the start of the procurement process and the actual award of contract figure.

Both values are for the total value of the contract over the lifetime of the contract.

The figures shown below are for procurement activity started in April 2015 up to March 2016.

Ref	Form 1 Estimated Spend	Form 2 Amount of Award	Savings	Description
2/6/1359	£10,000.00	£9,985.00	£15.00	DESIGN AND PRODUCTION OF A WASTE AWARENESS CAMPAIGN
2/6/1337	£110,000.00	£87,163.90	£22,836.10	FIRE DAMAGED PROPERTY AT 80 CAROLINE CRESCENT ALVA RE-INSTATEMENT
2/6/1364	£49,999.00	£41,739.00	£8,260.00	GEOHERMAL CHALLENGE FEASIBILITY STUDY
2/6/1348	£3,700,000.00	£3,145,231.78	£554,768.22	INSURANCE & CLAIMS HANDLING SERVICES
2/6/1338	£115,000.00	£47,655.95	£67,344.05	BLOCK 21-39 THE ORCHARD TULLIBODY DEMOLITION
2/6/1363	£200,000.00	£199,925.00	£75.00	ALLOA SKATE PARK PROJECT
2/6/1399	£1,563,680.00	£740,000.00	£823,680.00	PROVISION OF TEMPORARY ACCOMMODATION VIA A MULTI-SUPPLIER FRAMEWORK AGREEMENT
2/6/1415	£45,000.00	£30,000.00	£15,000.00	MODERN APPRENTICE TRAINING SERVICES
2/6/1410	£81,000.00	£77,654.00	£3,346.00	86 - 96 TEN ACRES SAUCHIE EXISTING RETAINING WALLS AND ASSOCIATED SITE WORK REPAIRS
2/6/1421	£600,000.00	£580,000.00	£20,000.00	RECYCLABLE AND RESIDUAL WASTE TREATMENT - SCOTLAND EXCEL
2/6/1419	£45,000.00	£44,974.57	£25.43	TULLIBODY WAR MEMORIAL LYCHGATE IMPROVEMENTS
2/6/1428	£14,000.00	£5,850.00	£8,150.00	ASSESSMENT OF UNMET DEMAND FOR TAXIS IN CLACKMANNANSHIRE
2/6/1425	£48,000.00	£32,724.00	£15,276.00	TRAFFIC EQUIPMENT MAINTENANCE & ANCILLARY SUPPORT SERVICES
2/6/1444	£10,000.00	£9,522.00	£478.00	PURCHASE OF FIREPROOF CABINETS
2/6/1403	£140,000.00	£104,725.00	£35,275.00	REMOVAL AND STORAGE SERVICES 2015-1019
2/6/1433	£15,375.00	£14,840.00	£535.00	DEMOLITION OF CANOPIES AT TRON COURT, TULLIBODY
2/6/1424	£120,000.00	£94,785.60	£25,214.40	DEMOLITION OF SWIMMING POOL BUILDING, ALVA
			£1,600,278.20	

Appendix 8. Exception reports

Contract standing orders apply to all contracts entered into by procurement officers. In some circumstances however, exceptions may be granted. All requests must be made in writing, following the procedure detailed in Appendix 1 of CSO's, identifying the grounds for the request. Approvals must also be recorded in writing and given prior to any action not in accordance with CSO's being taken.

In such an event, the requirement to comply with the Scottish Regulations remains. A voluntary award notice without competition are published in Public Contracts Scotland where appropriate for any exception granted, and where the exemption granted is above threshold, the procedures leading to the award under the Scottish Regulations are followed.

File No	Value	Description	Supplier	Service
2/6/1356	£72,150.00	YOUTH SUBSTANCE SERVICE	Barnardo's	Social Services
2/6/1360	£160,875.00	FAMILY SUPPORT SERVICES UNTIL 31 MARCH, 2017	Action for Children	Social Services
2/6/1361	£64,000.00	EARLY INTERVENTION AND SUPORT SERVICES FOR YOUNG PEOPLE	Barnardo's	Social Services
2/6/1362	£82,875.28	FAMILY SUPPORT SERVICES FROM HOMESTART CLACKMANNANSHIRE - EXCEPTION REQUEST - VOL ORG	Homestart	Social Services
2/6/1372	£245,070.00	HOME ENERGY SCOTLAND ADMIN AND ENABLING WORKS	Wise Group	HSG & Comm Safety
2/6/1380	£76,360.00	SUPPORT SERVICES AND BENEFIT TO CHILDREN YOUNG PEOPLE ADULTS FAMILIES AND UNPAID CARERS	Community House Ltd	Social Services
2/6/1381	£44,344.00	ADVOCACY SERVICES TO ADULTS WITH LEARNING DIFFICULTIES	People First	Social Services
2/6/1382	£94,000.00	SUPPORT SERVICES FOR PEOPLE AGED 16 AND OVER WITH MENTAL HEALTH PROBLEMS	Reachout with Arts in Mind	Social Services
2/6/1405	£58,680.00	EARLY YEARS EDUCATION PARTNER PROVIDER	Flying Start Nursery	Education
2/6/1437	£72,000.00	IDOX INFORMATION SOLUTIONS TO SUPPLY POSTAL VOTE MANAGED SERVICE	Idox Software Ltd	Democracy Service

Appendix 9. Hub East Central Scotland Clackmannanshire Council Community Benefits Summary May



**Clackmannanshire Council Community Benefits Summary
May 2015**

2015

Introduction

Hub East Central Scotland understand the importance of developments to the local community and are committed to creating opportunities for employment and training and supporting small and medium enterprises (SMEs) and social enterprises in the third sector. A performance management regime has been established for hub East Central Scotland to set targets, monitor performance and report progress against Key Performance Indicators for the delivery of these Community Benefits targets.

This report summarises the community benefits that will be delivered through the development of the Clackmannanshire Council projects currently within the hub East Central Scotland Territory Delivery Plan. The projects are as follows:

- Redwell Primary School
- Speirs Centre
- Hallpark Social Housing
- Fairfield Residential Development
- Ann Street, Tillicoultry Housing Project

Employment and Skills Training

To facilitate the delivery of the Employment and Skills Training targets hub East Central Scotland has committed to follow the guidance and achieve the benchmark targets developed by the National Skills Academy for Construction (delivered by CITB-ConstructionSkills) as set out in their publication 'Client-Based Approach to contractors of employment and skills requirements on construction projects in Scotland – Guidance for Contractors and Developers'. This approach has been designed to be used for construction procurement to aid the creation of employment and skills interventions, including apprenticeships, S/NVQs and work placements that are relevant and proportional to the construction activity being procured.

The 'Client-Based Approach' ensures that all tiers of the construction supply chain can grow their business through engaging and supporting employment, skills and apprenticeship. The benchmark targets for employment, skills and apprenticeship delivery are set against construction project sizes of £100,00 upwards making engagement directly accessible for SME's, as well as larger contractors and their supply chain.

The range of Employment and Skills Training benefits that will be delivered through hub East Central Scotland projects include:

- Provision of a specified number of Targeted Employment and Skills training outcomes across all hubco projects.
- Apprenticeship and graduate opportunities.
- Work placements.
- Curriculum Support Activities for schools and colleges.
- Skills development for the existing workforce.

- Entry into employment initiatives.
- Jobs Advertised Through Local Employment Vehicles.
- National or Scottish Vocational Qualification and Training initiatives for contractors.
- Advanced Health and Safety initiatives.

The Employment and Skills Training targets, or outcomes, are set out in 14 individual categories and additional detail on each of these categories and on how an 'outcome' is measured is contained in Appendix A.

The following table sets out the the target outcomes for each of the 14 categories for the Clackmannanshire based projects. The key performance indicator is measured on completion of the construction phase of the contract, therefore to monitor progress prior to this the Tier 1 Supply chain report actual progress against the planned delivery as set out in an employment and skills plan.

Table 1: Clackmannanshire Area Individual Project and Total Target Outcomes v Progress as per Reporting Date (Q1 2015)

Project	Contract Value £	Project Stage	Year	Complete/ Monitoring (C/M)	Target Employment & Skills Areas														Total Target	Total Actual
					1. Work Placement (16-19 years) - persons	2. Work Placement (14-16 years) - persons	3. Curriculum Support Activities - individual engagement	4. Graduates - persons	5. Apprentice Starts - persons	6. Existing apprentices - persons	7. Apprentice Completions - persons	8. Jobs Advertised Through Local Employment Vehicles - nos	9. NVQ Starts for Sub contractors - persons	10. NVQ Completions for Sub contractors - persons	11. Training Plurals for Sub contractors - nos	12. Supervisor Training for Sub contractors - persons	13. Leadership and Management Training for Sub contractors - persons	14. Advanced Health and Safety Training for Sub contractors - persons		
					Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target	Target		
ED09 St. Johns / Claremont Primary School	£8,100,000	Op		C	8	1	5	0	3	3	2	2	3	3	4	4	2	4	44	87
ED16 Speirs Centre	£3,300,000	Op		C	2	0	1	0	0	1	0	0	1	1	2	1	1	2	12	18
ED25 Hallpark Social Housing	£1,909,514	Op		C	3	0	1	0	0	2	0	1	1	1	4	2	1	2	18	24
ED34 Fairfield Residential Development	£1,660,000	St 1		M	3	0	1	0	0	2	0	1	0	0	1	1	0	1	10	2
ED42 Ann Street Housing Project, Tillcaultry	£2,100,000	St 2		M	4	0	1	0	0	2	0	2	1	1	3	2	1	2	19	0
	£65,580,000			Total	20	1	9	0	3	10	2	6	6	6	14	10	5	11	103	131

Hub East Central Scotland has now completed 6 projects and the Track Record Test for the delivery of the target outcomes has been passed (and in most cases exceed) on all of the projects. Table 2 below shows the total target outcomes v actual delivered outcomes for the projects.

Table 2: Track Record for the delivery of Employment and Skills Training Outcomes for completed Individual Projects within the hub East Central Scotland

Project	Contract Value £	Project Stage	Year	Complete/ Monitoring (C/M)	Target Employment & Skills Areas	
					Total Target	Total Actual
E002 Glenwood Health Centre	£4,127,287	OP	2014	C	16	16
E003 CAMHS***	£5,293,330	Op	2015	C	32	31
E008 Burntisland Primary School	£10,783,813	OP	2014	C	72	75
E009 St. J / Claremont Primary School	£8,100,000	OP	2014	C	44	87
E016 Speirs Centre	£3,300,000	Con	2014	C	12	18
E025 Hallpark Social Housing	£1,909,514	Con	2014	C	18	24

Note: the majority of the additional actual outcomes have been delivered against the target for 'Curriculum Support Activities'.

Supporting SME's and Third Sector Organisations



Support for SMEs and Third Sector Organisations in securing opportunities is provided through the implementation of the following Key Performance Indicators:

Territory Based SME and Third Sector Organisation Tender Opportunities

A target has been set that a minimum of 85% of all work packages will have at least one Territory based SME/TSO on the tender list.

hub East Central Scotland projects within Clackmannanshire currently have 90% of all work packages with at least one Territory based SME/TSO on the tender list (refer to Table 3 below)

Table 3 Clackmannanshire Council Projects: Percentage of Work Packages with at least one Territory Based SME/TSO on Tender List



Total Number of Work Packages Tendered	Total Number of Work Packages with at least 1 Territory based SME/TSO	% Work Packages with at least 1 Territory based SME/TSO	Status KPI 8.2.1 
155	138	90%	

Proportion of Project Work delivered by SME's and Third Sector Organisations by Construction Value.

The total value of work awarded to Territory based SME/TSO's has been monitored on all hub East Central Scotland projects to date with a view to establishing a minimum baseline benchmark against which year-on-year continuous improvement targets can be set.

hub East Central Scotland has awarded on completed projects between 31% to 78% of the total value of works to SME/TSO's within the territory for the supply of goods and services. The Value of work awarded to territory based SME's for the Clackmannanshire Council Projects is shown in Table 4 below:

Table 4 Clackmannanshire Council Projects: % of Total Value of Work awarded Undertaken by SME/TSO's within the territory for the supply of goods and services

Total Value of Work Awarded	Total Value of Work Awarded to Territory Based SME/TSO's	% of Total Value of Work awarded undertaken by SME/TSO's	Status KPI 8.2.2** 
£12,793,264	£7,228,730	57%	

It is anticipated that a minimum target of 50% will be set for projects completed within 2015.

Proportion of Project Work delivered by Local Residents

The proportion of work delivered by local residents has also been monitored on projects to date with a view to establishing a minimum baseline benchmark against which year-on-year continuous improvement targets can be set.

On all the projects completed by hub East Central Scotland an average of 50% of total employed on the project are local residents. The proportion of work delivered by local residents for the Clackmannanshire Council projects is currently 44% (refer to table 5 below):

Table 5: Proportion of Total New Project Work Delivered by Local Residents

Total Employed	Total Local Employed	% Delivered by Local Residents
1236	545	44%

Support the development of the SME and Third Sector

In addition to the measured KPI's described above the hub East Central Scotland Tier 1 Contractors are committed to support the development of the SME and third sector by including measures in the procurement approach which promotes their involvement and maximises their exposure to procurement opportunities. Examples of this will include supplier days, PQQ/Tender Documentation Completion Workshops, business planning advice, Programming, H&S Training.

Minimisation of the Impact of the Construction Project on the Local Community

As part of its approach to to minimise the impact of the construction activities and engage with the local community on all new projects, hub East Central Scotland's Tier 1 Contractors are required to participate in the Considerate Constructors Scheme and achieve an minimum CSS score of 35. This minimum requirement is being achieved and surpassed on all hub East Central Scotland projects with the current average score achieved being 40 (refer to table 6 below)

Table 6: Considerate Constructor Score

Project	Tier 1 Contractor	Project Stage	Is Project Registered with CCS (Yes/No)	Project CCS Score	
				2013	2014
E001 Brechin Community Campus	RCGL	Con	Yes		45
E002 Glenwood Health Centre	BAM	Op	Yes	40	40
E003 Child and Adolescent Mental Health	BAM	Con	Yes	NA	38
E006 Harris Academy, Dundee	RCGL	Con	Yes	-	46
E008 Burntisland Primary School	BAM	Op	Yes	37	40
E009 St. Johns / Claremont Primary School	RCGL	Op	Yes	42	43
E013 Oakbank Primary School	BAM	Con	Yes	NA	40
E014 Crieff Primary School	BAM	Con	Yes	NA	40
E016 Speirs Centre	Marsh	Con	Yes	32	39
E019 Forfar Academy	RCGL	St 1	Yes	NA	
E020 Levenmouth	BAM	Con	Yes	NA	39
E025 Hallpark Social Housing	Marsh	Con	Yes	36	37
E027 Dunfermline Museum & Art Gallery	BAM		Yes	NA	
E028 Care Home, Ostlers's Way, Kirkcaldy	RCGL	Con	Yes	NA	35
KPI 7.2.2 Average CSS Score				37	40

Appendix A: Summary of Employment and Skills Training Targets

The following guidance is extracted from the Construction Skills Scotland publication "Client Based Approach by contractors of employment and skills requirements on construction projects in Scotland – Guidance for Contractors and Developers."

1. Work Experience Placement (16+ years)

Guidance: The work experience placements are to support young people in full-time further education to gain experience in the construction industry. This could include part-time and full-time craft courses.

The minimum duration of a work experience placement should be 5 working days.

Outcome: 1 individual represents 1 outcome

2. Work Experience Placement (14-16 years)

Guidance: The work experience placements are to support young people during their school education in years S4-S6. This can include block placements as part of their statutory work experience placement or Skills for Work courses. It can also include one day a week placement as part of a young apprenticeship or alternative curriculum. The minimum period is 5 days.

Outcome: 1 individual represents 1 outcome

3. Curriculum Support Activities

Guidance: This includes carrying out workshops within schools or on site with students from schools or colleges, enabling the student to understand the practical applications of their studies.

Outcome: 1 individual involved in delivering a workshop activity represents 1 outcome.

4. Graduates

Guidance: This target describes employment opportunities in relation to the project for university students who have graduated within 3 years of the start of their employment. A search for courses can be made on www.bconstructive.co.uk and contact with higher education institutions offering the courses can be made through www.ucas.ac.uk.

Outcome: 1 individual represents 1 outcome

5. Apprentice Starts

Guidance: This target describes recruitment of either traditional, specialist, displaced or adult apprentices to the project workforce. An apprenticeship outcome is defined as an individual pursuing a formal apprenticeship framework incorporating either N/SVQ level 2 or 3.

Outcome: 1 individual represents 1 outcome

6. Existing Apprentices

Guidance: An apprentice who is working on the project who is already employed by a trade contractor or main contractor.

Outcome: 1 individual represents 1 outcome

7. Apprentice Completions

Guidance: This target describes completion of a formal apprenticeship framework incorporating either N/SVQ level 2 or 3.

Outcome: 1 individual represents 1 outcome

8. Jobs Advertised Through Local Employment Vehicles

Guidance: This target describes the identification by the designated person of job opportunities and the utilisation of Jobcentre Plus (JCP), local authorities or community groups to source potential employees.

Outcome: 1 individual represents 1 outcome

9. N/SVQ Starts for Subcontractors

Guidance: This target describes N/SVQ starts at levels 2, 3, 4 or 5 for individuals working in the project supply chain, not directly employed by the main contractor.

Outcome: 1 individual represents 1 outcome

10.0 N/SVQ Completions for Subcontractors

Guidance: This target describes N/SVQ completions at levels 2, 3, 4 or 5 for individuals working in the project supply chain, not directly employed by the main contractor.

Outcome: 1 individual represents 1 outcome

11.0 Training Plans for Subcontractors

Guidance: This target describes each creation of a supply chain company training plan. Assistance with compiling a company training plan can be given by both Business Link and ConstructionSkills.

Outcome: 1 Company Training Plan represents 1 outcome

12.0 Supervisor Training for Subcontractors

Guidance: This target describes training activity leading to formal accreditation such as Institute of Leadership and Management (ILM) qualifications. Detailed information on ILM courses is available at www.i-l-m.com. Courses delivered against this target must be at least one day in duration.

Outcome: 1 individual represents 1 outcome

13.0 Leadership and Management Training for Subcontractors

Guidance: This target describes outputs involving individuals who wish to develop their leadership and management skills. Generic courses could include those linked with the Institute of Leadership and Management, Chartered Management Institute or alternatively training could be occupation-specific. Courses delivered against this target must be at least one day in duration.

Outcome: 1 individual represents 1 outcome

14.0 Advanced Health and Safety Training for Subcontractors

Guidance: Training which can be delivered against this target include SMSTS(5 day and refresher), SSSTS (2 day), NEBOSH (National Examination Board in Occupational Safety and Health) or IOSH courses (Institute of Occupational Safety and Health).

Outcome: 1 individual represents 1 outcome

Appendix 10. Spikes Cavell (The Hub) charts

Spend by Directorate

Directorate Description	Total Spend	Total Value (%)	Suppliers	Transactions	Departments	Cost Centres
Social Services	22,943,706.53	37.37	336	6,769	52	52
Facilities Management	13,652,285.29	22.24	372	9,336	170	175
Capital	13,127,788.36	21.38	172	965	93	97
Education Services	2,313,316.65	3.77	523	5,291	157	180
Community & Regulatory Service	2,256,929.21	3.68	255	2,546	46	48
Support Services	1,546,038.38	2.52	133	1,490	35	35
PCARD	1,084,321.62	1.77	457	5,173	1	1
Property Contracts STO	1,074,605.41	1.75	120	4,787	2	2
Suspense	782,281.35	1.27	21	94	11	17
Housing	747,990.25	1.22	77	1,726	24	24
Strategy & Customer Services	584,667.71	.95	191	1,236	52	52
Requisition from Joint Boards	560,064.62	.91	95	500	3	3
Housing HRA	404,320.57	.66	78	1,237	15	15
Development & Environmental	161,197.64	.26	30	68	11	11
Common Goods	95,768.34	.16	25	177	3	3
General Services Capital.	41,077.70	.07	5	6	2	2
Resource & Governance	9,554.91	.02	9	11	10	10
IT Capital	6,725.70	.01	1	3	1	1
Interest payable & similar chg	5,102.68	.01	1	2	1	1
Housing Capital.	1,449.88	.00	2	2	1	1
Support Services Redundant.	192.30	.00	1	1	1	1

Top 50 spend by department

Department Description	Total Spend	Total Value (%)	Suppliers	Transactions	Lines
ALLOA - PURCHASING	10,492,861.16	17.09	84	1,721	1,723
RESIDENTIAL SCHOOLS	3,572,553.64	5.82	13	388	392
HILLFOOTS/TULLIBODY PURCHASING	3,533,894.41	5.76	25	352	354
Alloa Academy PPP	2,360,321.57	3.84	4	26	26
Lornshill Academy PPP	2,304,069.44	3.75	3	25	25
Alva Academy PPP	2,296,757.55	3.74	3	26	26
Tilly Comm Centre Phase 1a	2,001,290.27	3.26	3	12	12
2013-16 Cent Htg Repl Term	1,813,692.72	2.95	2	39	39
External Foster Care	1,745,810.62	2.84	13	895	907
New Build :Fairfield School	1,372,209.24	2.23	1	10	10
ROADS & FOOTPATHS	1,225,168.55	2.00	10	108	110
WASTE DISPOSAL CONTRACT	1,156,953.67	1.88	4	33	33
PCARD	1,084,321.62	1.77	457	5,173	23,054
Adult Support & Protection Act	1,069,894.83	1.74	20	305	305
COSTING REVENUE ACCOUNT	1,025,432.12	1.67	108	4,739	4,739
Fleet Operations	941,373.11	1.53	76	1,126	1,126
OPERATIONS	805,338.58	1.31	71	1,682	1,682
2014-17 Roof & Render Upgrades	742,729.54	1.21	5	14	14
2011-15 Bathroom Rep 412000	734,598.87	1.20	1	5	5
Insurance Premiums Paid	683,216.74	1.11	2	25	25
B9140 Realignment of Bends	621,014.56	1.01	10	28	28
ADMINISTRATION	498,704.23	.81	108	572	572
KERBSIDE ex SWF	489,223.74	.80	9	29	29
TRAFFIC MGE SCHEMES-GENERAL	478,793.54	.78	18	101	101
ASSISTANCE TO PUPILS-SECONDARY	433,065.91	.71	5	56	56
Long Term team	424,331.82	.69	34	326	326
ASSISTANCE TO PUPILS SPECIAL	399,679.78	.65	15	217	217

POWER	343,199.77	.56	1	13	13
Revenues - Social Fund	328,460.76	.53	9	464	464
MENSTRIE HOUSE	292,718.77	.48	34	649	655
Support Services	290,461.07	.47	24	100	102
Window Replacement 2014-18	288,479.01	.47	3	6	6
FM Estates	286,654.67	.47	21	214	214
STREET LIGHTING	257,814.70	.42	8	59	59
IT - Schools	256,527.40	.42	11	33	33
FM Kilncraigs	253,450.60	.41	41	183	185
Landscape Partnership	250,504.49	.41	24	58	58
GROUNDS MAINTENANCE	248,577.24	.40	96	601	601
SAMH	243,307.50	.40	1	7	7
RECYCLING	238,922.47	.39	11	96	96
Vehicles & Equip-Property Con	237,285.00	.39	2	13	13
Safe Electrical Rewire 2013-17	231,064.62	.38	2	16	16
BUS SERVICES	226,025.36	.37	2	16	16
Disability Team	217,504.54	.35	18	235	235
CES	216,651.76	.35	55	965	971
2011-15 Rep/Up Door Ent 413700	216,046.55	.35	2	9	9
FM ALVA ACADEMY	191,358.90	.31	7	44	46
FM ALLOA ACADEMY	187,903.83	.31	6	42	44
EARLY YEARS	160,875.00	.26	1	4	4
PRIVATE CONTRACTORS	152,864.94	.25	29	533	533

Top 50 spend by Subjective Code

Subjective Code	Subjective Description	Total Spend	Total Value (%)	Suppliers	Transactions	Directorates	Departments	Cost Centres	Lines
6705	Payments To Contractors	22,428,337.76	36.53	274	2,416	14	152	161	2,420
6621	Private Nursing Homes	6,257,365.98	10.19	33	761	1	4	4	761
6625	Standard Homecare	5,549,878.62	9.04	21	550	1	7	7	552
6510	Payments - Vol Orgs.	2,858,933.61	4.66	29	260	5	19	19	264
6620	Private Residential Homes	2,799,483.81	4.56	43	559	1	6	6	559
6610	Pays To Educ Establish.	1,967,816.92	3.20	30	297	4	5	5	301
5181	External Foster Care	1,747,279.42	2.85	13	897	1	2	2	909
2240	Electricity	1,261,240.45	2.05	13	2,595	7	96	96	2,615
PCARD	PCARD	1,084,321.62	1.77	457	5,173	1	1	1	23,054
1780	Agency Staff	1,007,322.46	1.64	24	1,368	5	26	26	1,372
2105	Repairs & Maintenance	892,323.33	1.45	136	2,153	10	116	117	2,153
3750	Pupil Conveyance-Contract	880,512.31	1.43	17	298	1	3	3	298
4015	Materials	864,838.10	1.41	237	2,789	9	80	80	2,795
2530	Water Charges	827,299.77	1.35	8	777	4	77	77	777
5115	Professional Fees	753,335.11	1.23	85	311	16	76	76	311
5080	Insurance	694,316.74	1.13	2	27	1	2	7	27
4016	Materials - Direct	659,697.77	1.07	53	2,685	2	3	3	2,685
4001	Purchase Of Equipment	616,109.70	1.00	190	970	12	94	95	974
5541	Computer S/ware Maint.	550,422.35	.90	45	82	10	20	21	82
3075	Vehicles - Purchase	524,522.87	.85	7	24	2	7	7	24
5511	Computer H/ware Purchase	514,123.73	.84	22	228	9	47	48	228
2210	Gas	482,273.64	.79	11	1,283	5	71	71	1,283
6755	Payment To Sub Contractor	454,534.39	.74	39	633	2	3	3	633
3030	Vehicles - Diesel	432,937.82	.71	7	45	2	4	4	45
4025	Per Capita Teaching Mats	370,517.64	.60	282	2,295	1	86	105	2,297
6627	Other Homecare	351,835.41	.57	21	188	1	4	4	190

6810	Payment To Other Agencies	325,260.14	.53	63	313	8	63	63	315
5042	Photocopying	305,050.17	.50	4	1,211	9	81	81	1,211
5531	Computer S/Ware Purchase	284,556.41	.46	25	59	8	31	32	59
6630	Day Centres	214,952.60	.35	10	85	1	3	3	85
5210	Postages	209,422.29	.34	17	158	7	15	15	158
4130	Provision Of Food	204,786.84	.33	14	1,020	3	10	10	1,026
4030	Equipment Maintenance	201,955.57	.33	119	943	8	30	32	945
3090	Operators Licence	187,057.25	.30	26	261	1	1	1	261
1910	Staff Training	166,262.05	.27	89	295	10	38	38	295
5820	Grants & Donations	159,294.25	.26	22	58	4	6	6	58
3210	Short Term Hires	125,600.87	.20	36	317	7	25	25	317
2710	Cleaning/Hygiene Material	125,120.71	.20	28	1,007	6	74	77	1,007
5231	Mobile Telephones	118,335.89	.19	3	163	7	16	16	165
6626	Disability Homecare	110,460.79	.18	1	13	1	2	2	13
3061	Vehicles - Exter. Maint.	106,812.41	.17	42	364	1	2	2	364
5730	Legal Expenses	98,515.29	.16	20	159	7	13	13	159
5810	Subscriptions	87,623.20	.14	40	70	10	36	39	70
4974	Additional Resources	85,773.07	.14	50	244	1	25	25	244
4002	Purchase Of Furniture	84,676.70	.14	20	348	7	27	27	348
5571	Computer Services	79,308.64	.13	11	36	3	7	8	36
3340	Client Travel	73,992.59	.12	20	137	2	5	5	137
4090	Library Books	73,779.08	.12	33	344	2	4	4	346
3070	Vehicles - Purchases Part	73,353.08	.12	2	63	1	1	1	63
5230	Telephones	64,452.09	.10	13	126	5	16	17	126

