CLACKMANNANSHIRE COUNCIL

Report to Audit Committee

Date of Meeting: 3ʳᵈ December 2020

Subject: Procurement Annual Report

Report by: Strategic Director Partnership & Performance

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 2019-20 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.

3.0 Considerations

3.1. The report, attached at Appendix 1, is the Sixth report presented to the Committee to comply with the statutory requirement in the 2014 Act and to provide Committee 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 finance system for the 2019-20 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:

- The Council is continuing to implement and enhance the functionality of the finance system which is helping to automate and streamline the entire procurement lifecycle and generate efficiencies; from a request for a quote and creation of a procurement contract, through to requisition, order transmission and payment. to enhance the procurement and finance governance arrangements.

- Local suppliers are important stakeholders in the community and setting up and encouraging two-way communication with them helps to fulfil the Council's strategic priorities. The share and trend of spend in the local area is favourable (from 16% to 20%) and broadly in line with agreed targets.

- In this reporting period, 101 local suppliers were used by the Council. When the definition of local supply is extended to Forth Valley, the picture is more positive, with 41.18% remaining in the local economy.   Is recognised that there is a fairly limited local supplier base but work continues with local suppliers to provide ever more opportunities. Approximately 66% of expenditure is in Scotland.

- Social care, facilities management and construction continue to be the major areas of procurement expenditure.

- The upgrade to the Council's financial management information system is providing greater opportunities for procurement efficiencies and improved governance.

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 15.56 % to 19.69 % an increase of 4.13 % in the last financial year. Greater detail of this is shown per business sector in table 7 of the report. Our Spend in the Forth Valley area was £26,380,684, which equates to 41.17% of our overall trade creditor expenditure

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 ☑)
Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
Our families; children and young people will have the best possible start in life
Women and girls will be confident and aspirational, and achieve their full potential
Our communities will be resilient and empowered so that they can thrive and flourish   ☑

(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".

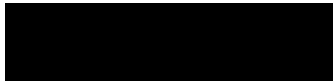Appendix 1: Procurement Annual Report

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
Stuart Crickmar	Strategic Director Partnership & Performance	■■■■■■■■■■

Annual Procurement Report

Financial Year 2019 - 2020

Contents

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 conducted 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, Page 23

- a review of whether those procurements complied with the authority's procurement strategy, page 23

- 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, page 23

- a summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report, page 25

- a summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report, page 27

- a summary of the regulated procurements the authority expects to commence in the next two financial years, page 28

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.

Procurement 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 today a lever for economic change.

The Scottish Model of Procurement realises 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.

The impact and benefits of the changes in legislation will 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 have access to framework contracts set up by Crown Commercial who lead on procurement policy on behalf of the UK Government

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. The Scottish public sector

relationships are illustrated in Figure 1.

Figure1.
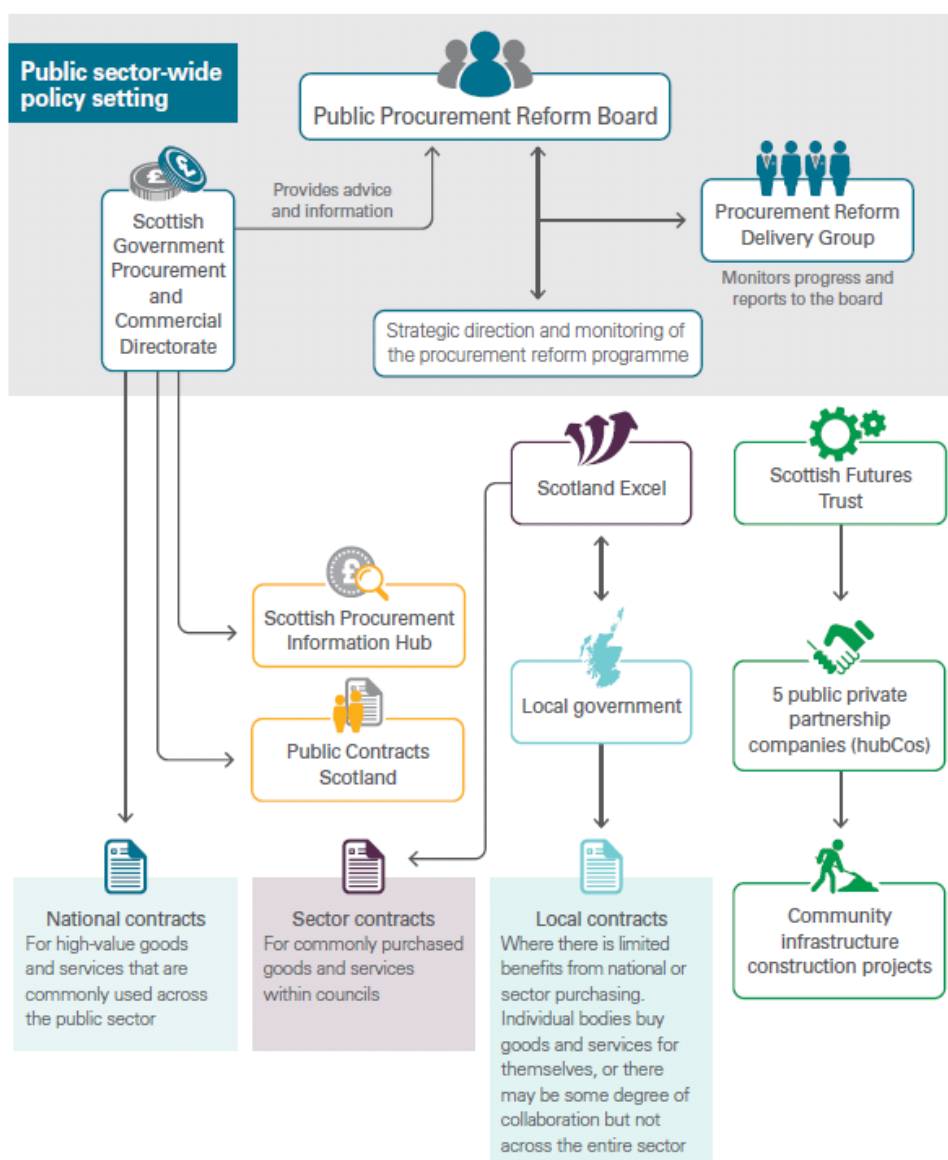
Source: Audit Scotland

3. Clackmannanshire procurement position background & key statistics

The financial analysis and procurement category of spend has been carried out using The Scottish Procurement Information Hub (The Hub) supported by Spikes Cavell with financial data supplied from the Council's finance system One Council commonly known as TechnologyOne for 2019/20.

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 2019/20 on the Council spend on goods, services and works with trade creditors.

Table 1: Key Statistics

2019/20 Published Data Overview

£69,177,810 Total Spend			£65,194,550 Core Trade Spend	
1754 Input Suppliers	**1676** De-duplicated Total Suppliers	**78** Duplicate Suppliers	**615** SME Suppliers	**101** Local Suppliers
32519 Transactions	**£41,275** Avg. spend per supplier	**4%** Purchase Card Spend	**55%** SME Spend	**19.69%** Local Spend

Key:

Total Spend – The total amount of spend for the financial year 2018 /19

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 our supply base that includes all trade suppliers and social care providers with whom we have spend £1,000 or more in the financial year.

SME Suppliers – Small & Medium sized business 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 Clackmannanshire based on Post Codes. Please note postcodes are generated from our finance system and it is the postcode that we pay our invoices that is used for this statistic. This does not mean that we are not spending with a national company with a local branch.

Local Spend – Spend with local suppliers as a percentage of Core Trade Spend

Table 2: Variances previous annual reports

	16/17	17/18	18/19	19/20	Variance
Number of Suppliers - Trade Creditors	2070	2054	2021	**1754**	*-60*
Total Value of Procurement Spend	£56,258,385	£56,631,333	£63,629,995	**£65,194,550**	**£ 1,564,555**
Number of Invoices	32,063	30,127	34,617	**30847**	*-3770*
% Spend with SMEs	64%	60%	53%	**55%**	*2%*
% Spend Locally	15%	14%	16%	**20%**	*4%*

Procurement expenditure has increased over the period from 2016/17 to 2019/20 from £56,258,385 to £65,194,550

The Council paid **89.9%** of invoices within 30 days of receipt of a valid invoice to the creditors team in 2019/20

The % spend with SME's had **increased** by **2%** in the last financial year. Table 6

The % Spend locally has **increased** from the previous year by **4%**.This is shown in more detail in Table 7

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

	2016/17	2019/20	2018/19	2019/20
Contract Notices Published	**25**	**13**	**18**	**16**
Contract Award Notices	**53**	**37**	**42**	**42**
Number of Quick Quotes Published	**32**	**34**	**23**	**23**

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

Overall Spend in %	2015/16	2016/17	2019/20	2018/19	2019/20
Social Community care	32.78%	31.34%	31.75%	**30.44**	**30.74**
FM Services	15.15%	15.87%	16.39%	**14.19**	**13.11**
Construction	13.83%	16.37%	14.37%	**11.33**	**11.74**
Consultancy				**16.32**	**12.39**

Consultancy on further analysis is spend through HUBCO East Scotland and is construction related expenditure

Table 4: Overall Expenditure

Proclass 10.1 Level 1	Total Spend	Total Transactions	Total Suppliers	% Of Spend	% Of Invoices	% Of Suppliers
Social Community Care	£ 20,041,463	3196	116	30.74	10.68	13.55
Facilities & Management Services	£ 8,547,819	1093	43	13.11	3.65	5.02
Consultancy	£ 8,077,935	238	18	12.39	0.80	2.10
Construction	£ 7,651,871	2406	61	11.74	8.04	7.13
Construction Materials	£ 3,675,540	7791	66	5.64	26.04	7.71
Information Communication Technology	£ 2,418,161	786	79	3.71	2.63	9.23
Utilities	£ 2,409,906	518	12	3.70	1.73	1.40
Environmental Services	£ 1,923,626	376	33	2.95	1.26	3.86
Human Resources	£ 1,733,439	1807	52	2.66	6.04	6.07
Vehicle Management	£ 1,552,047	1085	50	2.38	3.63	5.84
Public Transport	£ 1,463,390	742	34	2.24	2.48	3.97
Financial Services	£ 1,310,420	1080	19	2.01	3.61	2.22
Catering	£ 889,229	2539	22	1.36	8.49	2.57
Education	£ 695,767	1064	49	1.07	3.56	5.72
Cleaning & Janitorial	£ 602,289	1724	15	0.92	5.76	1.75
Furniture & Soft Furnishings	£ 343,128	613	17	0.53	2.05	1.99
Healthcare	£ 317,130	514	39	0.49	1.72	4.56
No Summary Category	£ 289,963	382	15	0.44	1.28	1.75
Street & Traffic Management	£ 268,671	102	4	0.41	0.34	0.47
Arts & Leisure Services	£ 254,580	121	16	0.39	0.40	1.87
Mail Services	£ 124,663	132	4	0.19	0.44	0.47
Clothing	£ 103,196	562	12	0.16	1.88	1.40
Horticultural	£ 95,638	216	19	0.15	0.72	2.22
Sports & Playground Equipment & Maintenance	£ 94,637	96	20	0.15	0.32	2.34
Legal Services	£ 93,480	84	13	0.14	0.28	1.52
Stationery	£ 80,252	444	5	0.12	1.48	0.58
Highway Equipment & Materials	£ 66,661	51	8	0.10	0.17	0.93
Health & Safety	£ 37,289	90	7	0.06	0.30	0.82
Domestic Goods	£ 16,882	56	5	0.03	0.19	0.58
Housing Management	£ 6,665	3	1	0.01	0.01	0.12
Cemetery & Crematorium	£ 5,225	5	2	0.01	0.02	0.23

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. Similarly to last year, a large number of invoices are being processed for relatively low values that create an administrative cost to the council. However, analysis of the figures show an overall **drop** in invoices processed over three years of **6,803.**

Table 5:

Invoice distribution by range of invoice values 2019/20

Invoice Range	Volume	% of Invoices	Value	% of Spend
More than £250,000	25	0.08	£ 14,086,528.86	20.42
£50,001 to £250,000	157	0.51	£ 15,616,548.96	22.64
£10,001 to £50,000	956	3.10	£ 20,081,289.91	29.11
£1,001 to £10,000	4987	16.17	£ 16,056,312.69	23.28
£501 to £1,000	3174	10.29	£ 2,259,519.77	3.28
£101 to £500	10086	32.70	£ 2,491,052.19	3.61
£51 to £100	3850	12.48	£ 285,713.83	0.41
Less than £51	6878	22.30	£ 152,625.74	0.22
Credits	734	2.38	-£ 2,054,988.76	-2.98

Invoice distribution by range of invoice values 2018/19

Invoice Range	Volume	% of Invoices	Value	% of Spend
More than £250,000	31	0.09	19,766,450.25	29.28
£50,001 to £250,000	124	0.38	10,931,407.81	16.19
£10,001 to £50,000	895	2.72	18,206,686.70	26.97
£1,001 to £10,000	5013	15.24	15,759,839.08	23.35
£501 to £1,000	3214	9.77	2,259,064.46	3.35
£101 to £500	10065	30.61	2,466,188.36	3.65
£51 to £100	4202	12.78	307,557.20	0.46
Less than £51	8525	25.92	193,688.99	0.29
Credits	816	2.48	2,390,689.01	-3.54

Invoice distribution by range of invoice values 2017/18

Invoice Range	Volume	% of Invoices	Value	% of Spend
More than £250,000	22	.07	13,262,775.96	22.13
£50,001 to £250,000	121	.40	11,264,753.47	18.80
£10,001 to £50,000	916	3.04	18,189,665.43	30.36
£1,001 to £10,000	4,786	15.89	15,074,343.02	25.16
£501 to £1,000	2,865	9.51	2,098,823.53	3.50
£101 to £500	8,840	29.34	2,103,863.34	3.51
£51 to £100	3,590	11.92	263,080.39	.44
Less than £51	8,069	26.78	179,433.24	.30
Credits	918	3.05	-2,516,670.52	-4.20

Overall, spend is relatively evenly distributed amongst small and medium sized

enterprises and performance compares favourably with other Local Authorities.

Table 6 shows percentage spend with SME's compared to last year with a **increase** of **1.78%**

Table 6: Percentage of spend by supplier size.

Supplier Size (Composite)	% Of Spend	% Of Invoices	% Of Suppliers
Large Company	45.31	42.33	24.55
Medium Company	27.70	28.32	29.56
Small Company	26.99	29.35	45.89
SME Total 19/20	**54.69**	**57.67**	**75.45**
SME Total 18/19	52.91	60.34	76.79
Difference	**1.78**	**-2.67**	**-1.34**

% of Spend locally has increased by **4.13%** in this financial year.

Table 7: Percentage of spend by Locality.

Proximity	% Of Spend	% Of Invoices	% Of Suppliers
Elsewhere	80.31	80.43	87.47
Local 19/20	**19.69**	**19.57**	**12.53**
Local 18/19	15.56	19.42	12.37
Difference since 18/19	**4.13**	**0.15**	**0.16**
Local 17/18	14.01	14.01	12.21
Difference since 17/18	**5.68**	**5.56**	**0.32**

Percentage of spend in Scottish region

Region (Scottish Government Definition)	% Of Spend	% Of Invoices	% Of Suppliers
Scotland - Forth Valley	**41.17**	**32.91**	**25.81**
South East	15.09	5.02	6.20
Scotland - Glasgow and Strathclyde	14.82	18.94	18.24
Scotland - Tayside Central and Fife	5.80	7.46	6.58
Scotland - Edinburgh and Lothians	3.03	3.53	6.82
Scotland - South	0.84	0.26	0.50
Scotland - Aberdeen and North East	0.54	0.43	1.24
Scotland - Highlands and Islands	0.08	0.05	0.25

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 was developed to bring together key professionals from the council with procurement responsibilities.

A breakdown of Clackmannanshire Council Savings is at Appendix 7

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5. Procurement & Commercial Improvement Programme (PCIP)

The Scottish Government introduced The Procurement & Commercial Improvement Programme (PCIP) which was launched in 2015, and replaced the Procurement Capability Assessment

The PCIP assessment focuses on the policies and procedures driving procurement performance and importantly, the results they deliver.

On the 30th March 2017 Scotland Excel carried out a PCIP as part of the first round of such assessment of local authorities.

The overall score in the assessment at that time was **46%**. This placed Clackmannanshire Council in the F6 banding with regards to procurement performance according to the Scottish Government bandings, as depicted in the table below:

The Council undertook the second round of the Procurement and Commercial Improvement Programme (PCIP) which took place on 14th March 2019.

The assessors were pleased to confirm our score was **48%**.. This places Clackmannanshire Council in the banding (F6) with regards to procurement performance according to the Scottish Government bandings, depicted in the table below. This demonstrates an improvement from 46% in 2016/17.

They were encouraged that we were able to demonstrate some incremental improvements in the organisation's performance from the previous assessment

Full Assessment Performance Bandings

Current Performance Band	% Score
F1	>70%
F2	66<>69%
F3	61<>65%
F4	56<>60%
F5	51<>55%
F6	46<>50%
F7	41<>45%
F8	36<>40%
F9	31<>35%
F10	26<>30%
F11	20<>25%
F12/Non-Conformance	<19%

The PCIP identified a number of areas where Clackmannanshire Council is performing strongly, such as:

- Procurement Influence
- Procurement Strategy
- Risk Management

They also identified a number of areas where there is room for further improvement, such as:

- Learning and Skills: Resource and Skills

- Development and Tender

- Contract and Supplier Management

Appendix 9 provides the detailed assessment

6. Procurement strategy

The Procurement Reform (Scotland) Act 2014 Section 18 States that the Council must prepare a procurement strategy by 31 December 2016.

Following on from the interim procurement strategy approved by Council on 15th December 2016, approval was sought from the Partnership & Performance Committee to adopt the procurement strategy to cover the period from March 2019 to March 2022 to comply with the requirements of the Procurement Reform (Scotland) Act which was later ratified at the next Clackmannanshire Council meeting

The Strategy sets out how the Council will:

- Make procurement more straightforward for suppliers and the Council alike

- Increase the professionalism and commercial skill of those carrying out procurements for the Council

- Provide opportunities to local and SME suppliers, including third sector organisations, to participate by increasing visibility of the Council's procurement plans and opportunities

- Maximise innovation, sustainability and collaboration in procurement activities

- Work with the Integrated Joint Board(IJB) in the provision of Adult Social Care Services

The Procurement strategy provides a vision for procurement, identifies procurement principles and a work plan to deliver the 6 key themes. Its development followed on from the adoption of the interim strategy, which committed to an engagement exercise being carried out with local stakeholders.

- **Strategic Theme 1: Straightforward:**

    To make procurement as straightforward as possible for the Council and potential suppliers, in particular to improve access for local suppliers and SMEs and to eliminate anything that does not add value to the procurement

- **Strategic Theme 2: Professional:**

    To continue to embed professional procurement and contract management skills and support the growth of commercial acumen within the Council.

- **Strategic Theme 3: Maximise local opportunities:**

    To support and encourage an effective local supplier market including the

voluntary sector and the promotion of local social value in contracts.

- **Strategic Theme 4: Strategic:**

  To use sound procurement practices and innovative solutions to promote sustainability and value for money, making use of clear and detailed procurement/purchasing data, collaboration and partnership opportunities where appropriate.

- **Strategic Theme 5 Fair:**

  To ensure that, where applicable, contractors comply with Living Wage and Blacklisting Policies and to ensure that account is taken of the possible impact that the Council's approach to major projects might have on different groups of people.

- **Strategic Theme 6 Compliance:**

  To ensure that all procurement activity across the Council is compliant with procurement regulations, Contract Standing Orders and Financial Regulations.

The strategy will be reviewed annually through the action plan update to ensure ongoing alignment with corporate priorities. Appendix 11 provide a detailed update on progress.

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

The relatively small geographic areas covered by Clackmannanshire and small number of companies registered with Public Contracts Scotland are likely to be key factors in the share of spend. However it could easily be argued that Forth Valley as an area could be considered "Local" and our expenditure in Forth Valley equates to **over 41%** of the Council spend.

The data used to calculate these figures are based on expenditure by invoiced postcode. This brings up a number of anomalies as a number of our suppliers head offices are not based in the area that the services or goods are supplied from.

As an example, the Council spent £7,653,624 with Clackmannanshire Educational Partnership Ltd, which equates to 11% of our overall expenditure and Invoiced to their registered office in Windsor & Maidenhead.

It could be also be reasonably argued that at least 50% of this expenditure could be attributed to the spend in Scotland, Forth Valley and Clackmannanshire but the data does not allow us to extract to that level of detail.

Based on this assumption with just this one supplier our percentage expenditure in Scotland would be over 71% in Forth Valley 47% and in Clackmannanshire just under 26%

Our Spend in Scotland was **£42,467,670, which** equates to **66.30%** of our overall trade creditor expenditure

Region	Total Spend	Total Suppliers	% Of Spend
Scotland	£ 42,467,670	480	66.30

Our Spend in the Forth Valley area was **£26,380,684**, which equates to **41.18%** of our overall trade creditor expenditure

Region	Total Spend	Total Suppliers	% Of Spend
Scotland - Forth Valley	£ 26,380,684	209	41.18

Our Spend in the Clackmannanshire area was **£12,612,830**, which equates to **19.69%** of our overall trade creditor expenditure

Local Authority	Total Spend	Total Suppliers	% Of Spend
Clackmannanshire	£ 12,612,830	101	19.69

Please note that there was approximately **£50m** spent on Clackmannanshire suppliers by the 32 Scottish Councils
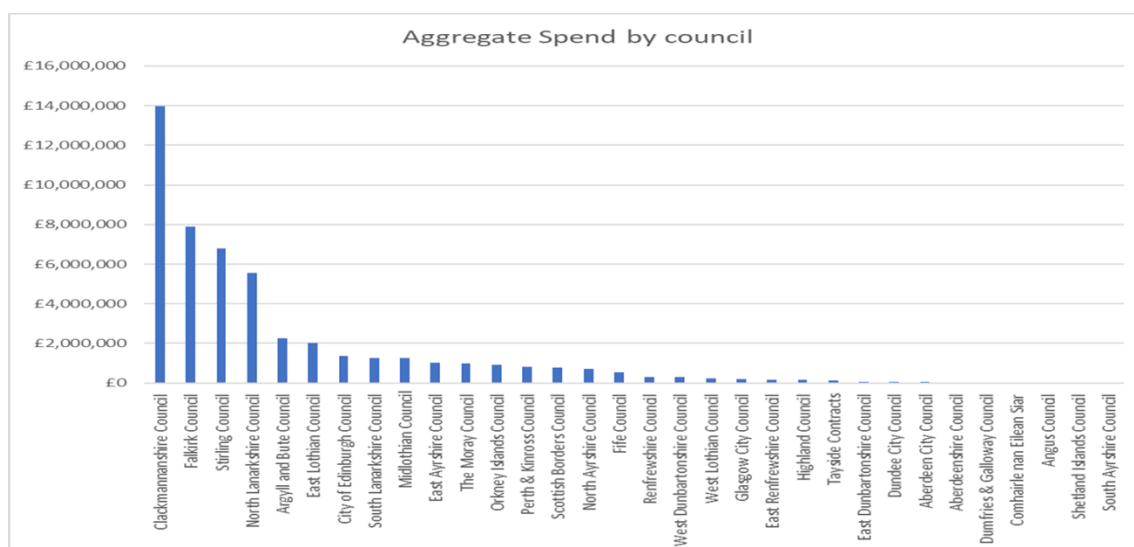
Local spend by Clackmannanshire Council is dominated by Social Care & Services where spend is £9,985,402, followed by Construction £1,136,738 and Travel & Accommodation £1,082,738 Please Note: Travel & Accommodation the spend is only on Travel

Table 8: Spend Summary by Business Sector Locally.

vCode Business Sector 19/20	Total Spend	% Of Spend	vCode Business Sector 18/19	Total Spend	% Of Spend
Social Care & Services	£ 9,985,402	79.18	Social Care & Services	£ 6,993,237	71.15
Construction	£ 1,136,402	9.01	Construction	£ 1,312,402	13.35
Travel & Accommodation	£ 1,032,738	8.19	Travel & Accommodation	£ 1,116,674	11.36
Arts, Sport & Leisure	£ 173,433	1.38	Arts, Sport & Leisure	£ 77,041	0.78
Marketing & Media	£ 67,173	0.53	Marketing & Media	£ 45,227	0.46
Human Resources	£ 60,709	0.48	Human Resources	£ 33,384	0.34
Facilities Management	£ 50,151	0.40	Facilities Management	£ 70,951	0.72
Animals & Farming	£ 42,350	0.34	Animals & Farming	£ 33,876	0.34
Transport	£ 20,332	0.16	Transport	£ 41,145	0.42
Other Goods & Services	£ 7,892	0.06	Other Goods & Services	£ 46,173	0.47
Clothing	£ 7,727	0.06	Clothing	£ 7,482	0.08
Retail & Wholesale	£ 6,478	0.05	Retail & Wholesale	£ 6,603	0.07
Waste & Environmental Services	£ 5,940	0.05	Waste & Environmental Servic	£ 6,094	0.06
Legal	£ 4,512	0.04	Legal	£ 6,579	0.07
Vehicles	£ 4,092	0.03	Vehicles	£ 7,315	0.07
ICT	£ 2,000	0.02	ICT	£ 3,208	0.03
Food, Beverage & Catering	£ 1,448	0.01	Food, Beverage & Catering	£ 9,502	0.10
Education	£ 1,000	0.01	Education	£ 8,500	0.09
Personal Care	£ 1,000	0.01	Personal Care	£ 2,000	0.02
	£ 12,610,779			**£ 9,827,393**	

Overall, spend categories

Total Spend - Top 10 Categories

- Social Care & Services
- Construction
- Facilities Management
- Utilities & Energy
- ICT
- Waste & Environmental Services
- Human Resources
- Travel & Accommodation
- Education
- Financial Services
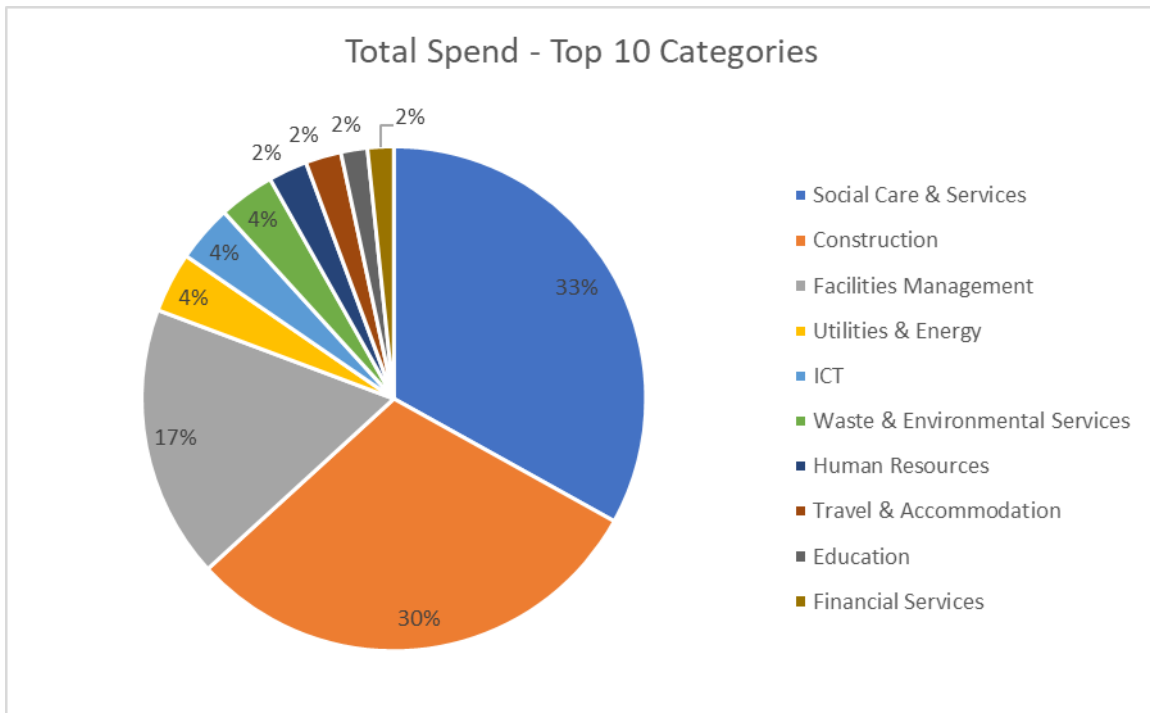
70% of Scottish Local Authority spend is on Scottish companies resulting in £5bn per year going into our economy.

Scottish LA spend 19/20

Legend:
- Scotland
- South West
- South East
- London
- West Midlands
- Yorkshire and The Humber
- North West
- East of England
- East Midlands
- North East
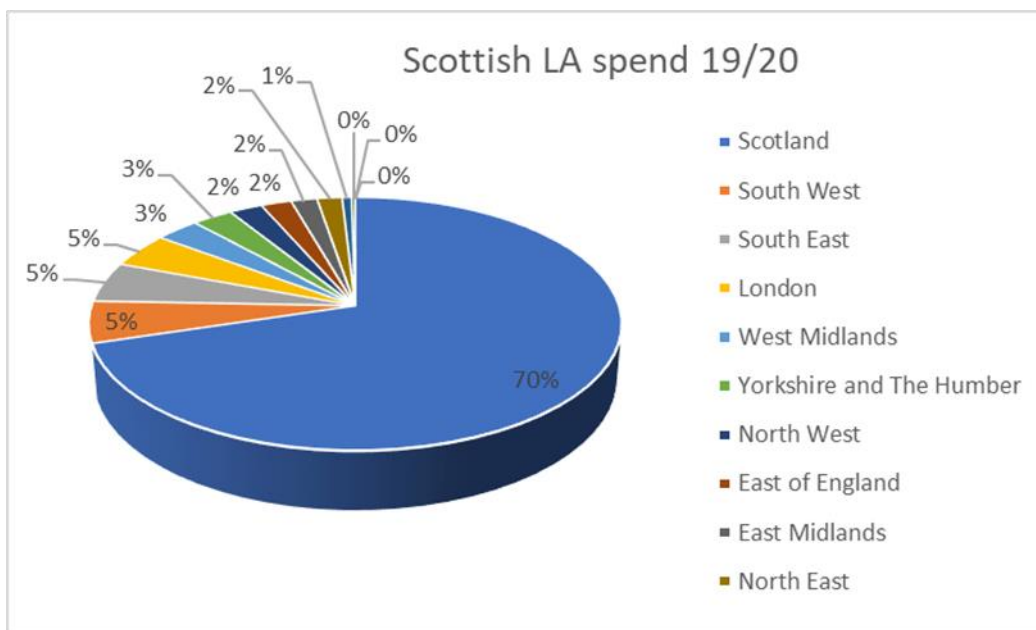
There have been a number of events to assist suppliers including the How to do Business with Clackmannanshire Council on the 23 April 2019 which was done in partnership with SDP Using Public Contract Scotland (PCS) for Childcare Practitioners. This course was developed specifically for childcare provider contractors preparing to bid for Clackmannanshire Council's Childcare Provider tender opportunity to ensure that they were familiar and comfortable using the PCS and PCS-tender portals.

The council were represented at The National Meet the Buyer 2019 event in Hampden Park on Wednesday 13 November 2019 where officers fielded enquiries from over 2000 people who came along to this event

Clackmannanshire Council also engaged with the supplier Development programme to actively provide in partnership a number of training events in Forth Valley that have all met with positive feedback these include:

Introduction to Tendering - Thursday 25 April 2019

Using PCS & PCS Tender - Thursday 23 May 2019

Tender Procedures & the ESPD – Wednesday 19 June 2019

Improving Your Bid Score - Tuesday 22 October 2019

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Understanding Community Benefits and Sustainability - Thursday 21 November 2019

Seeking Feedback and Improving Your Bid - Thursday 23 January 2020

The Supplier's Role in Contract Relationship Management - Thursday 20 February 2020

8. Contract standing orders

The Council's Procurement processes and procedures are documented in Contract Standing Orders (CSO's) and Financial Regulations. CSO's 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. CSO's are subject to any overriding requirements of the European parliament on the coordination of procedures for public works contracts, public supply contracts and public service contracts and The Public Contracts (Scotland) Regulations 2015.

CSO's 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.

CSO's are due for a full review in the 2012/21 financial year and a report will be submitted to Council for consideration and approval.

Exceptions to CSO's are documented and a full report on the exceptions noted in 2019/20 are at Appendix 8.

9. Purchasing system

In 2016 we saw the replacement of the Council's finance system which has been realising benefits of end to end processing by fully supporting the e-procurement (purchase to pay process) and is enhancing procurement and finance governance arrangements.

The benefits include; improved supplier payments, significant reduction in the purchase card transactions and enhanced procurement management information.

The Council is now using the new system to undertake the annual financial analysis and procurement category of spend.

The system was upgraded in February to further improve the functionality and enhance the business processes and governance arrangements this included:

- CiA Upgrade

This allows the use of the system on any device such as IPad's or smartphones.

- Dragitin and ITP (Intelligent Transaction Processing)

This ensures compliance with eInvoicing EU Directive which was due to be in place by April 2020

- Contract Management

This will provide us with a totally integrated procurement contract solution by combining the Contract Management, Purchasing, Catalogues and accounts payable modules with

electronic workflow and web services. This is yet to be implemented and was delayed due to COVID

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 was one of the reasons for implementing a new finance system. The figures shown in table 9 show the reductions in Purchase card spend and transactions. Further benefits will be realised when the Purchase Card module is implemented within the finance system.

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

The utilisation of the finance system rather than using the purchase card has provided improved workflow capabilities to route transactions for review and approval and show greater visibility on what is being spent. The use of electronic catalogues within the system has taken away the requirement to use purchase cards for the low value transactions which can be consolidated within the finance system and reduce the number of transactions. The reduction in volumes and expenditure is shown in table 9 below.

Table 9: Purchase Card transactions summary

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	**Variance from last year**
Purchase Card Transactions	35,949	23,054	3,678	3,265	3137	1318	**-1,819**
Spend	£2,214,250	£1,084,321	£801,608	£582,849	£714,090	£278,519	**-£435,571**
Cardholders	41	37	31	31	27	27	**0**

11. The Scottish procurement agenda

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

•   Procurement Reform (Scotland) Act 2014

This introduced a procurement regime in Scotland that sits alongside European procurement rules.

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

The duties and obligations under the 2014 Act, include:

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

These are separate statutory duties but are all intrinsically linked and the Council need to take a holistic approach to compliance. In addition, as the guidance published by Scottish Government is a statutory requirement, the Council must have regard to it.

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

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

In addition to this, 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 become law by the Scottish Public Contracts (Scotland) Regulations 2015.

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.

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 will continue to review and update procurement:
    - Policies, procedures and contract standing orders
    - Standard form tender documentation
    - Standard form contracts
- Policies, procedures and contract standing orders updates will:
    - Give prominence to sustainable procurement duty which will underpin all Council procurement activities including community wealth being
    - 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 where appropriate
    - Consider producing decision-making tools to assist those making procurement related decisions – checklists / flowcharts
    - Highlight 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 finance system which is helping to automate and streamline the entire procurement lifecycle and generate efficiencies; 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 implementation of 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:

- Control expenditure

- Manage business expenses simultaneously on both an accrual and cash basis, and report on committed funds to understand the expenditure before it is recorded on 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 able to mange more efficiently the:

- Maintenance of creditor information (including payment methods, trading status, trading terms, etc.)

- Management of purchase orders for catalogue-only items, non-stock items, capital assets and inventory items

- Use of purchase cards and provide an electronic, integrated and efficient solution to the reconciliation of corporate credit cards

Contract register

The contract register is publically available here you can see all current contracts, expired contracts and collaborative contracts and is updated on a regular basis, and can be accessed via Public Contracts Scotland

https://www.publiccontractsscotland.gov.uk/Contracts/Contracts_Search.aspx?AuthID=AA00260

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

Table 10: Regulated procurement summary

INTERNAL REF	TITLE	VALUE	Complied with Strategy	Community Benefits
2/6/1709	School based service to provide support to care experienced and disadvantaged young people	£495,000	Yes	Yes
2/6/1713	Early Learning and Childcare Funded Providers	£4,776,347	Yes	No
2/6/1719	Independent Advocacy Services	£105,627	Yes	No
2/6/1722	Unpaid carers Services for adult care services	£432,256	Yes	No
2/6/1723	Residual Waste Brokerage Service	£6,000,000	Yes	No
2/6/1726	Flooring Contract 2019-2023	£500,000	Yes	Yes
2/6/1727	Treatment of Organic Waste - Lot 2 Garden Waste	£452,000	Yes	No
2/6/1728	Treasury Management Advice Services	£94,410	Yes	No
2/6/1729	Unpaid carers for child care services	£141,252	Yes	No
2/6/1731	Central Heating Systems Design and Installation	£825,000	Yes	No
2/6/1733	Processing and Haulage of Dry Mixed Recyclate (DMR)	£1,770,160	Yes	No
2/6/1734	Dial a Journey - Door to Door Transport	£150,000	Yes	No
2/6/1738	Womens Aid	£484,326	Yes	No
2/6/1744	Maintenance And Conversions Multi Trade Measured Term Contract 2019-21	£1,000,000	Yes	Yes
2/6/1749	Assisted Collections of recyclable waste	£66,634	Yes	No
2/6/1750	School Travel Planning Services	£52,000	Yes	Yes
2/6/1758	Care and support for children and young people	£5,387,000	Yes	No
2/6/1759	Housing Analytics Service	£232,867	Yes	No
2/6/1761	Renewable Energy Programme	£351,450	Yes	No
2/6/1762	Leadership Academy	£90,000	Yes	No
2/6/1765	Support & Information Service for Self Directed Support Options 1,2 or 4	£87,736	Yes	No
2/6/1767	Medical Equipment Planned Servicing and Unplanned Repairs	£78,358	Yes	No
2/6/1770	Lotus Notes Software	£256,704	Yes	No
2/6/1773	Insurance and Claims Handling	£4,946,681	Yes	No
2/6/1776	Targeted support for digital learning transformation strategy	£148,900	Yes	No
2/6/1779	Forth Valley Alcohol & Drug Partnership	£261,000	Yes	No

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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 were three contracts during this year that required consideration as part of the regulation.

However, the Council has also imposed the following Community benefits as part of the procurement exercises listed detailed below.

INTERNAL REF	TITLE	VALUE	
2/6/1709	School based service to provide support to care experienced and disadvantaged young people	£495,000	Full Mentor recruitment and training provided to support 50 to 80 young people
2/6/1713	Early Learning and Childcare Funded Providers	£4,776,347	All Micro Businesses
2/6/1723	Residual Waste Brokerage Service	£6,000,000	National Contract - No assigned benefits for Clackmannanshire
2/6/1726	Flooring Contract 2019-2023	£500,000	1 APPRENTICES IN YEAR 1 OFF CONTRACT, TAKE ON 1 NEW QAULIFIED TRADESMAN IN YEAR 1, PROVIDE WORK EXPERIENCE 2X ANNUALLY FOR EDUCTAION , PROVIDE VOLANTEERS / DONATIONS / MATERIALS FOR LOCAL COMMUITIES 2X ANNUALLY, SPONSORS LOCAL TEAM / COMMUNITY ANNUALLY

2/6/1744	Maintenance And Conversions Multi Trade Measured Term Contract 2019-21	£1,000,000	Targeted Recruitment and Training - offering individuals and young people training, apprenticeships, jobs and work experience as part of a contract. Supply Chain Initiatives - offering Small and Medium Enterprises and Voluntary Sector organisations opportunities to provide goods and/or services as part of a contract. Social Enterprise - where a local social enterprise can either be established to service a contract, or an existing social enterprise be supported to deliver on part of a contract. Community Consultation - giving the local community an opportunity to express an opinion and possibly influence the design and delivery of a project or service in an area. Young Person Engagement - giving young people in the area an opportunity to engage in a project. The engagement can range from young people learning about a project to giving them the opportunity to shape and influence a project thus giving them more say in and connection to the future of their area. Educational Support - giving school children an opportunity to learn about a project by providing educational presentations or arranging school visits. Community Endowment Fund/Development Trust - where a financial sum may be made available to implement projects that the community considers to be a priority. This often ensures ownership, participation and support at a very local level. Public Art Projects - a tangible project that a community can focus on and be involved in either as a standalone activity or part of a wider regeneration initiative. Local Events - local ownership of a project or service. Physical Infrastructure - often delivered by the private sector as part of a Section 75 agreement in relation to a planning consent. Examples would be infrastructure required to enable a new development to be implemented for example roads and footpath/cycleway improvements, schools and libraries and play areas and open space. Local Sponsorship - private companies are often asked to sponsor organisations local to the area in which they are developing/delivering a service. Mentoring - private sector suppliers can offer support, normally as part of their Corporate Responsibility activity, where they can offer support and guidance to local organisations and individuals
2/6/1758	Care and support for children and young people	£5,387,000	All Micro Businesses

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

Suppliers whose main aim is the social and professional integration of disabled or disadvantaged persons, where at least 30% of their employees are disabled or disadvantaged workers are classed as Supported Businesses. It is possible for the Council to "reserve" the right to participate in a competition to supported businesses where it is assessed as appropriate.

The Council contract standing orders enable officers to reserve contracts with supported businesses more readily without having to resort to full tendering exercises.

We actively encourage the use of the supported business frameworks and currently using:

- Haven Sign Factory, Commercial signage
- Haven Recycling, IT Recycling
- Lady Haig Poppy Factory, Component assembly
- City Building (Contracts) LLP/RSBi, Furniture and associated products
- Royal National Institute for the Blind - Signage

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 procurement requirements for 2020 – 2021

Capital Programme 2020-2021		
Capital Programme 2019-2028	Plan	Revised 20/21 Budget £'000
Community Investment Grants	Corporate	100
City Deal	Corporate	1,207
City Deal Projects	Corporate	307
City Deal Tourism & Innovation Funds	Corporate	0
Parking Management Scheme	Corporate	591
Fitness Suite Replacement	Corporate	12
Forthbank HWRC Site Improvements	Property	130
Renewable Energy Projects	Corporate	50
Corporate		**2,397**
Fleet Replacement Programme	Fleet	1,415
Fleet		**1,415**
Alloa Digital Display Transformation	I.T.	80
Lornshill Digital Display Transformation	I.T.	80
Alva Digital Display Transformation	I.T.	80
IT Infrastructure	I.T.	144
Social Service Adaptations	I.T.	75
Schools ICT Upgrade - Alloa	I.T.	41
Schools ICT Upgrade - Lornshill	I.T.	42
Schools ICT Upgrade- Alva Academy	I.T.	42
Schools ICT Upgrade - All Primaries	I.T.	90
Digital Infrastructure Provision	I.T.	300
Social Services Integrated Systems	I.T.	393
I.T.		**1,367**
SWF/Wheeled Bins	Land	30
Park, Play Area & Open Space Improvements - Alloa	Land	50
Sunnyside Cemetery Extension	Land	150
Land		**230**
Villiage and Small Town - Alva	Land/Property/ Roads	325
Land/Property/Roads		**325**
Kilncraigs BPRA	Property	4,900
Kilncraigs Roof	Property	300

Craigbank Primary School Refurbishment	Property	48
Alva Primary School	Property	50
School Estate - Tullibody South Campus	Property	1,650
Clackmannan Primary School Refurbishment	Property	10
Deerpark Primary School - School Development	Property	10
St Serfs Primary School - School Development	Property	0
Statutory Compliance DDA Schools	Property	17
Park Primary	Property	2,600
Compliance - Asbestos Removal (Schools)	Property	20
Early Years Expansion	Property	0
Tillicoultry Primary School - School Development	Property	500
Fishcross Primary School - School Development	Property	10
Coalsnaughton Primary School	Property	10
Alloa South Campus	Property	0
Lochies School	Property	50
St Mungo's Primary	Property	150
Alloa Academy	Property	100
Alva Academy	Property	50
Lornshill Academy	Property	50
Property		**10,525**
Flood Prevention	Roads	86
Roads Improvements	Roads	1,904
Cycle, Walking and Safer Streets (CWSS)	Roads	100
Bridge Improvements	Roads	50
Lighting Replacement	Roads	250
Safer Routes to School	Roads	155
Roads		**2,545**
Total Capital Programme		**18,804**

The listing below is contracts due for renewal within the next two financial years. Please note some of these arrangements have the option for extension periods that etend the contracts beyond the original end date.

INTERNAL REF	TITLE	END DATE
2/6/1653	e Book Service	31/01/2020
2/6/1654	e Audio Service	31/01/2020
2/6/1639	Family Support and Intervention Service	01/04/2020
2/6/1638	Support Services to Young People who may be at risk of Offending Behavior	01/04/2020
2/6/1637	Parenting Support Services to Families with Children under 12 years old	01/04/2020
2/6/1636	Support Services - Families	01/04/2020
2/6/1411	Banking Services	01/04/2020
2/6/1458	Groceries & Provisions	01/05/2020
2/6/1528	Superimposed Road Markings	18/06/2020
2/6/1612	Legionella and Water Services Corporate Public Buildings 2018-22	30/06/2020
2/6/1729	Unpaid carers for child care services	01/07/2020
2/6/1235	Vending Service Concession	27/10/2020
2/6/1394	Hiring of Mini-Tractors 2017 - 2020	31/10/2020
2/6/1496	Fire & Intruder Alarm Upgrades in Primary Schools	31/10/2020
2/6/1665	Traffic Management Equipment and Ancillary Support Services.	01/11/2020
2/6/1795	NPS Scottish Welfare Provision SaaS	09/11/2020
2/6/1623	Money & Welfare Benefits Advice & Support	30/11/2020
2/6/1472	Window Cleaning Service 2016 - 2020 external and Internal	30/11/2020
2/6/1451	Common Area and Secure Door Entry Upgrade Programme 2016-20	01/12/2020
2/6/1593	Primary Schools Early years bundle	08/12/2020
2/6/1515	Supply and Delivery of Parts	13/12/2020
2/6/1664	Property Consultancy & Compliance Housing Assets 2018-2020	31/12/2020
2/6/1650	Advice Services	01/01/2021
2/6/1468	Roads, Transport and Environmental Related Professional Services	17/01/2021
2/6/1761	Renewable Energy Programme	31/01/2021
2/6/1512	Spring & Summer Bedding	31/01/2021
2/6/1510	Hardy Nursery Stock	31/01/2021
2/6/1420	Vehicle Tracking & Telematics Services	01/02/2021
2/6/1679	Green & Blue Domestic Bins	01/03/2021
2/6/1744	Maintenance And Conversions Multi Trade Measured Term Contract 2019-21	01/03/2021
2/6/1609	Trade Materials	01/03/2021
2/6/1768	Support the Safeguarding through Rapid Intervention (STRIVE) Pilot	31/03/2021
2/6/1697	Galvanised 1100 Bins	31/03/2021
2/6/1677	Organic Waste	31/03/2021
2/6/1571	Air quality monitoring station Servicing	31/03/2021
2/6/1575	Soft Skills Training	31/03/2021
2/6/1538	Library Management System	31/03/2021
2/6/1524	Council Tax/ Non Domestic Rates/Housing Benefits Processing System	31/03/2021
2/6/0874	Leisure Bowl management	31/03/2021

2/6/1736	Healthy Walking Project	01/04/2021
2/6/1739	Forth Valley Rape Crisis	01/04/2021
2/6/1738	Womens Aid	01/04/2021
2/6/1695	Revenue & Benefits System	01/04/2021
2/6/1611	Paygate Upgrade	01/04/2021
2/6/1620	PvcU Window and Door Products	01/04/2021
2/6/1348	Insurance and Claims Handling Services	01/04/2021
2/6/1691	Payment Services	20/04/2021
2/6/1790	Heating Services	17/05/2021
2/6/1518	Transport for Education and Social Care Requirements	25/06/2021
2/6/1610	Milk	27/06/2021
2/6/1789	Holistic Wellbeing Listening and targeted Counselling Services	29/06/2021
2/6/1727	Treatment of Organic Waste - Lot 2 Garden Waste	30/06/2021
2/6/1698	Bespoke Family Learning Programme	30/06/2021
2/6/1642	Microsoft OVS Agreement Education	30/06/2021
2/6/1793	Mental Health Counselling services for Adults - Mild to Moderate Mental Health Problems	01/07/2021
2/6/1518	Transport for Education and Social Care Requirements	01/07/2021
2/6/1797	Whiteboard Replacement	22/07/2021
2/6/1760	Street Lighting Columns	31/07/2021
2/6/1518	Transport for Education and Social Care Requirements	01/08/2021
2/6/1723	Residual Waste Brokerage Service	01/09/2021
2/6/1765	Support & Information Service for Self Directed Support Options 1,2 or 4	01/10/2021
2/6/1792	MIFI Devices Education	15/10/2021
2/6/1676	Telephone Support & Maintenance 2018 - 2021	31/10/2021
2/6/1764	Corporate performance Management and Risk Auditing System	11/11/2021
2/6/1712	Alarm Systems - Call outs	27/11/2021
2/6/1769	Mobile Iron - Education	30/11/2021
2/6/1660	Pump Stations Maintenance and Planned Inspections	10/12/2021
2/6/1569	Scaffolding Supply and Erection 2017-2021	18/12/2021
2/6/1595	MHR iTrent Hosting	01/01/2022
2/6/1733	Processing and Haulage of Dry Mixed Recyclate (DMR)	10/02/2022
2/6/1759	Housing Analytics Service	21/02/2022
2/6/1518	Transport for Education and Social Care Requirements	01/03/2022
2/6/1069	Supply of Electricity	31/03/2022
2/6/1770	Lotus Notes Software	31/03/2022
2/6/1749	Assisted Collections of recyclable waste	31/03/2022
2/6/1750	School Travel Planning Services	31/03/2022
2/6/1721	lPG fuel Supply to Muckhart Primary School	31/03/2022
2/6/1701	Veritas	31/03/2022
2/6/1669	VMWare Education	31/03/2022
2/6/1625	Advocacy Services for Adults with Learning Disabilities	31/03/2022
2/6/1372	Home Energy Efficiency Programme Administrative And Enabling Works	31/03/2022
2/6/1804	Leadership Development	01/04/2022
2/6/1754	Roads Maintenance and Improvements Framework	01/04/2022

2/6/1787	Health & Safety IT System	01/04/2022
2/6/1747	Health & Safety Training Framework Agreement	01/04/2022
2/6/1734	Dial a Journey - Door to Door Transport	01/04/2022
2/6/1693	Short Term Residential Care For Young People With Complex Health Needs As A Result Of Disability	01/04/2022
2/6/1630	Door Replacements	01/04/2022
2/6/1767	Medical Equipment Planned Servicing and Unplanned Repairs	01/05/2022
2/6/1711	SVQ Training in Business & Administration at SCQF levels 5 and 6 for Modern ...	31/05/2022
2/6/1732	Solid fuel - Biomass fuels	30/06/2022
2/6/1731	Central Heating Systems Design and Installation	01/07/2022
2/6/1618	Solid fuel including wood and biomass products	01/07/2022
2/6/1613	Reactive Fencing Repairs 2018-22	02/07/2022
2/6/1737	Active Travel	01/08/2022
2/6/1709	School based service to provide support to care experienced and disadvantaged young people	01/08/2022
2/6/1652	Out of Hours Family and Young peoples Early Intervention Support Service	01/09/2022
2/6/1605	Safe Electrical Testing and Repairs	18/09/2022
2/6/1696	Structural Works and Bricklaying Contract 2019-2022	23/09/2022
2/6/1779	Forth Valley Alcohol & Drug Partnership	30/09/2022
2/6/1632	Safe Electrical Periodical Electrical Testing Upgrade and Rewire 2018-22	01/12/2022
2/6/1659	Roof and Render Upgrade Works 2018-2022	01/12/2022
2/6/1687	Removal and Storage Services	02/12/2022
2/6/1675	Basic IT Support for Clients on Employability Programmes	31/12/2022

Appendix 5. Top categories of spend by total expenditure done

The top 10 categories represent 91% of the council's total spend

Business Sector	Total Spend	%age of Total
Social Care & Services	£20,788,327	30.17%
Construction	£18,953,490	27.51%
Facilities Management	£11,000,492	15.96%
Utilities & Energy	£2,432,311	3.53%
ICT	£2,298,126	3.34%
Waste & Environmental Services	£2,255,860	3.27%
Human Resources	£1,571,389	2.28%
Travel & Accommodation	£1,442,555	2.09%
Education	£1,067,760	1.55%
Financial Services	£1,055,452	1.53%
Food, Beverage & Catering	£956,739	1.39%
Vehicles	£871,697	1.27%
Security Equipment & Services	£731,600	1.06%
Healthcare	£646,547	0.94%
Professional Services	£402,199	0.58%
Transport	£355,974	0.52%
Arts, Sport & Leisure	£341,030	0.49%
Business Support Services	£323,396	0.47%
Other Goods & Services	£271,759	0.39%
Charitable & Religious Activity	£266,359	0.39%
Manufacturing & Machinery	£258,744	0.38%
Marketing & Media	£202,467	0.29%
Legal	£93,480	0.14%
Animals & Farming	£89,765	0.13%
Public Sector Bodies	£86,830	0.13%
Stationery & Office Products	£79,766	0.12%
Retail & Wholesale	£41,023	0.06%
Clothing	£18,771	0.03%

Total Spend - Top 10 Categories

- Social Care & Services
- Construction
- Facilities Management
- Utilities & Energy
- ICT
- Waste & Environmental Services
- Human Resources
- Travel & Accommodation
- Education
- Financial Services
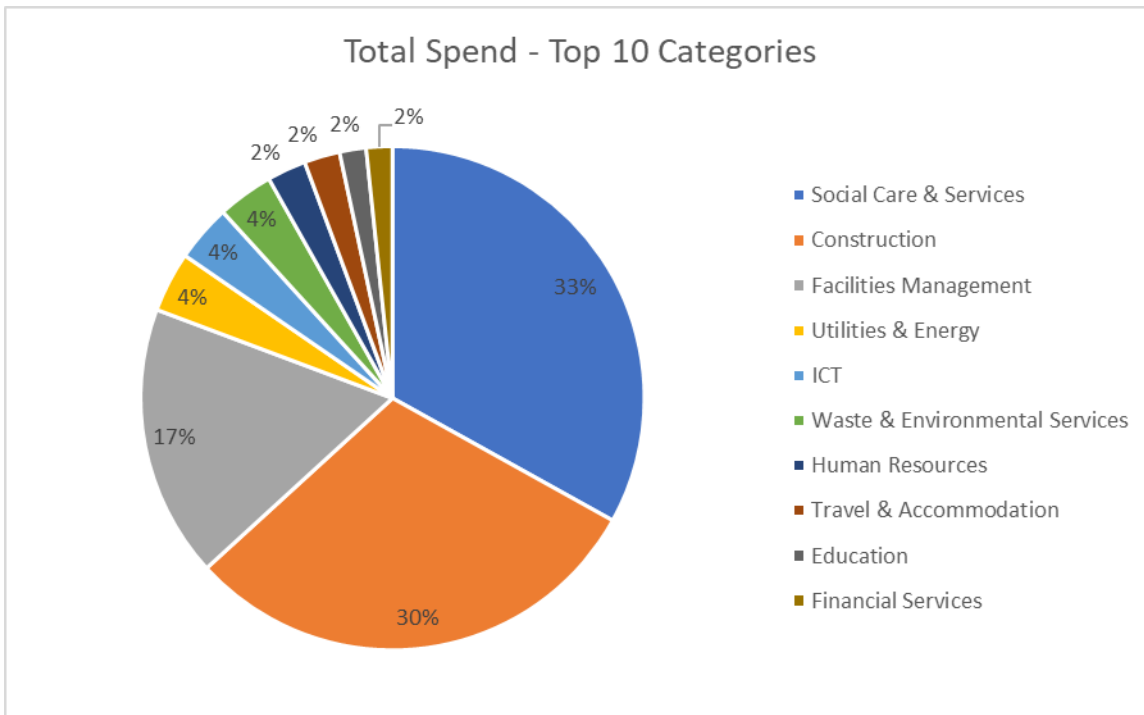
Top 10 Suppliers by total expenditure

The top 10 suppliers by spend represent 42% of our total spend.

There are 2 local suppliers representing 9% of our total spend

Supplier Name	Aggregate Spend	Local Authority	%age of total
HUB EAST CENTRAL SCOTLAND LTD	£ 7,817,617	Stirling	11%
Clackmannanshire Educ Partnership Ltd	£ 7,653,624	Windsor and Maidenhead	11%
Caring Homes Group Ltd Hillview	£ 3,288,133	Clackmannanshire	5%
Mears Care (Scotland) Ltd	£ 2,552,282	Clackmannanshire	4%
Sidey Solutions Ltd	£ 1,867,481	Perth and Kinross	3%
J H Civil Engineering Ltd	£ 1,819,644	North Lanarkshire	3%
EDF Energy 1 Ltd	£ 1,198,135	Plymouth	2%
HC-One Limited Orchard NH	£ 1,162,873	Darlington	2%
AVONDALE ENVIRONMENTAL LIMITED	£ 1,087,340	Falkirk	2%
Key Housing Association Ltd	£ 901,477	Glasgow City	1%

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Supplier Name	Aggregate Spend	Transactions	Trade Classification (Thomson)
HUB EAST CENTRAL SCOTLAND LTD	£ 7,817,617	42	Project Management
Clackmannanshire Educ Partnership Ltd	£ 7,653,624	20	Facilities Management
Caring Homes Group Ltd Hillview	£ 3,288,133	191	Nursing Homes
Mears Care (Scotland) Ltd	£ 2,552,282	86	Home Care Services
Sidey Solutions Ltd	£ 1,867,481	75	Pvc-u Products - Mnfrs & Suppliers
J H Civil Engineering Ltd	£ 1,819,644	65	Civil Engineers
EDF Energy 1 Ltd	£ 1,198,135	106	Electricity Companies
HC-One Limited Orchard NH	£ 1,162,873	130	Nursing Homes
AVONDALE ENVIRONMENTAL LIMITED	£ 1,087,340	12	Waste Disposal Services
Ailsa Building Contractors Ltd	£ 874,083	5	Building Refurbishment & Restoration Contractors
IKL CARE	£ 871,317	338	Home Care Services
Arthur J Gallagher	£ 801,492	17	Insurance - Other
Scottish Autism Central Area Office	£ 766,959	97	Residential Care Homes
Everwarm	£ 742,419	10	Insulation Installers
Parklands Care Home	£ 667,924	38	Residential Care Homes
A C GOLD SERVICES LTD	£ 657,308	31	Electricians & Electrical Contractors
Crossroads Caring Scotland Clackmannanshire	£ 643,864	191	Social Services
Marshall Construction Limited	£ 587,473	31	Builders
Action for Children Services Limited	£ 566,378	41	Adoption & Fostering
Flourish Home Support Services Ltd	£ 526,292	92	Home Care Services
Care Visions Group Ltd Foster	£ 515,815	117	Children's Homes
Common Thread Limited	£ 497,633	29	Childcare Services
M.A.B Preservation Limited	£ 491,395	52	Property Maintenance & Repairs
SWIIS Foster Care Scotland Limited	£ 482,626	145	Adoption & Fostering
Northgate Public Services (UK) Ltd	£ 473,739	20	Computer Systems & Software (development)
SCOTTISH FUELS	£ 432,316	71	Oil Fuel Distributors
HUNTERS EXECUTIVE COACHES LTD	£ 427,820	126	Coach Hire
MOTUS Commercials	£ 425,779	34	Commercial Vehicle Dealers
Aberlour Child Care Trust	£ 425,752	30	Childcare Services
NAS Services Limited	£ 420,882	13	Disability & Special Needs - Services

# Appendix 6. Participation in National Contracts

Scottish Government procurement (Cat A) Summary of contracts used spend and savings

Scottish Procurement advised that due to COVID pandemic they were unable to gather spend information from a small number of frameworks

Contract	Supplier	2019/20 Spend	2019/20 Savings
Desktop Client Devices	Hewlett Packard UK Ltd	£90,613	£51,391
Desktop client devices framework 2020	Hewlett Packard UK Ltd	£3,509	£1,516
Electricity 2019	EDF Energy Ltd	£1,098,624	£31,750
General stationery and office paper (2016)	Lyreco UK Ltd	£62,718	£14,137
IT Consumables (2016)	Banner Group Ltd	£1,195	£83
IT Peripherals (2018)	Computacenter	£8,779	£0
Liquid Fuel – Automotive fuel (Central)(2015)	Scottish Fuels	£134,381	£2,308
Liquid Fuel – Heating oil (Central)(2015)	Scottish Fuels	£13,103	£465
Liquid Fuel – Scotland Central (2019)	Scottish Fuels	£192,300	£5,481
Mobile Client Devices	Hewlett Packard UK Ltd	£186,143	£178,883
National Framework for Office Equipment and Services (2017)	Ricoh (UK) Ltd	£17,795	£4,034
National Framework for Tablet Client Devices	XMA Limited	£40,905	£4,971
Natural Gas	Total Gas & Power Ltd	£413,858	£22,091
Network Enablement Services Framework	Capita IT Services	£103,478	£0
Office Equipment – Multi-functional Devices & Services	Canon (UK) Ltd	£2,284	£661
Office Equipment – Multi-functional Devices & Services	Ricoh (UK) Ltd	£63,730	£18,443
Postal Services - Ad-hoc and hybrid mail (2016)	Royal Mail Group	£11,985	£779
Postal Services - Scheduled/Regular Bulk Mail (2016)	Royal Mail Group	£46,511	£3,023
Print And Associated Services 2019 - litho/ digital print services	Harlow Printing Ltd	£1,304	£158
Print And Associated Services 2019 - litho/ digital print services	Panda Litho Ltd	£608	£89
Provision Of Admin, Catering & Manual Staff Services –South Region	Pertemps Recruitment	£121,878	£10,532
Provision Of Admin, Catering & Manual Staff Services –South Region	BRIGHTWORK LTD	£41,181	£3,518
Provision Of Interim It Staff Services –National	HARVEY NASH PLC	£3,255	£251
Residual Waste Services	Avondale Environmental Ltd	£165,432	£3,309
Software – Value Added Reseller (VAR)	Softcat	£7,590	£64
Supported businesses (2018) - Signage	Haven Products Ltd	£12,459	£0
Temporary and Interim Staff - Administration West	Pertemps Recruitment	£30,907	£2,088
Temporary and Interim Staff - Catering/Manual East	Pertemps Recruitment	£30,689	£2,070
Temporary and Interim Staff - Catering/Manual East	BRIGHTWORK LTD	£114,523	£7,658
Temporary and Interim Staff - Catering/Manual West	Pertemps Recruitment	£45,974	£3,100
Temporary and Interim Staff - Interim Professionals	ASA INTERNATIONAL	£8,351	£556
Water and Waste Water Services	Anglain Water Business (National) Ltd	£319,480	£22,612
Web Based & Proprietary Client Devices	XMA Limited	£9,180	£4,639
Web Based & Proprietary Client Devices 2019	XMA Limited	£61,447	£7,505
		£3,466,169	**£408,167**

Participation in National Contracts

Scotland Excel - Local Authority sector contracts (Cat B) Scotland Excel advised that due to COVID pandemic they were unable to gather all spend information from a small number of frameworks so the reports only cover what has been possible to collect as soon as the information is available this will be reported
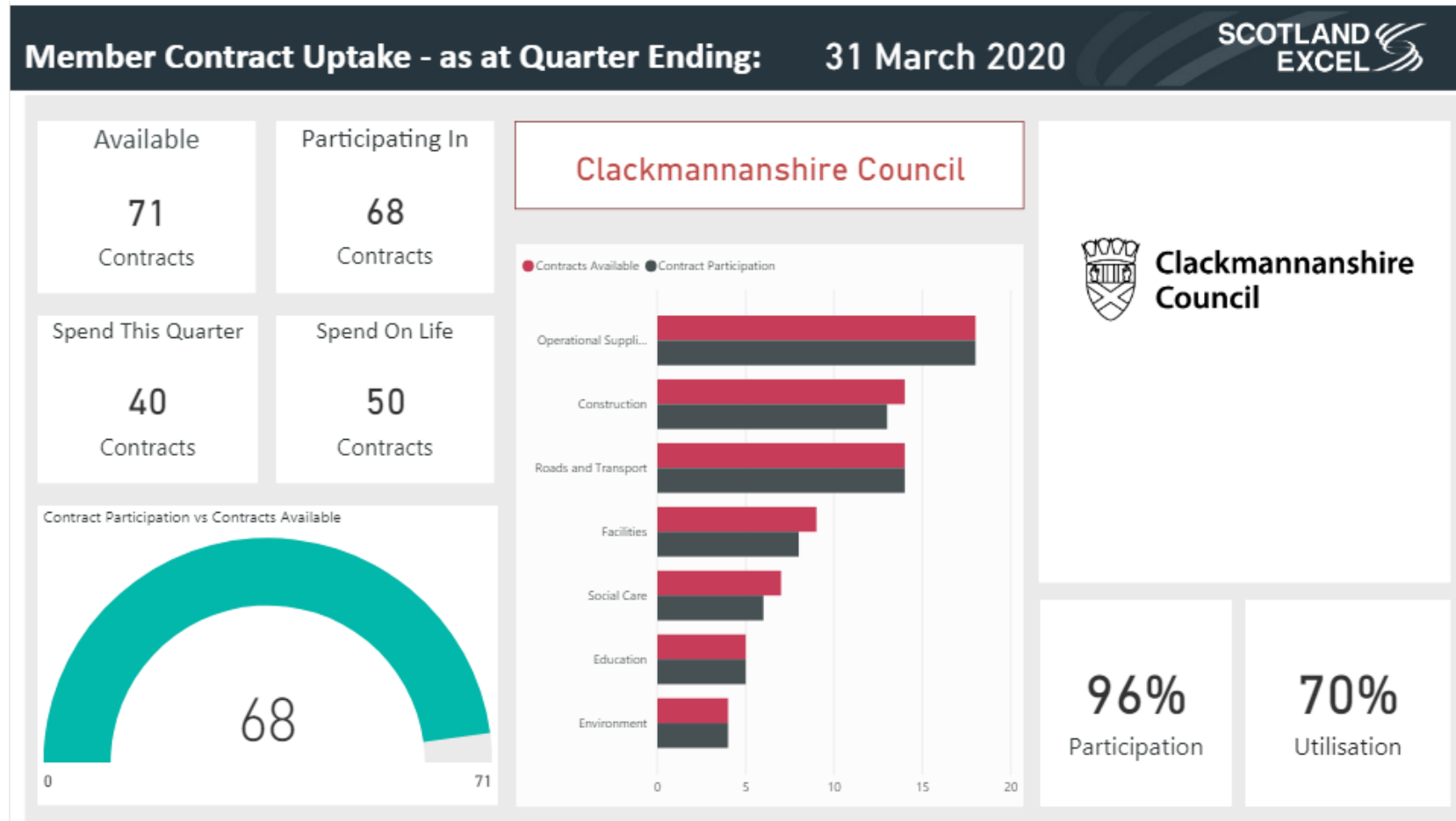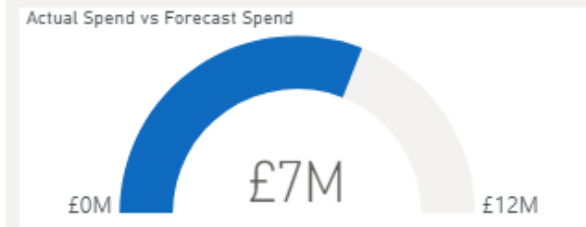
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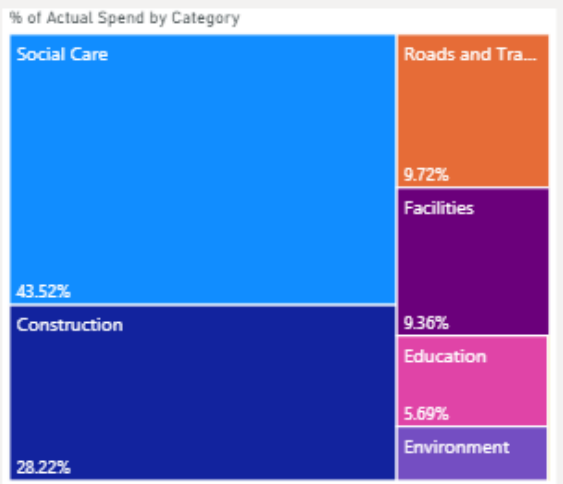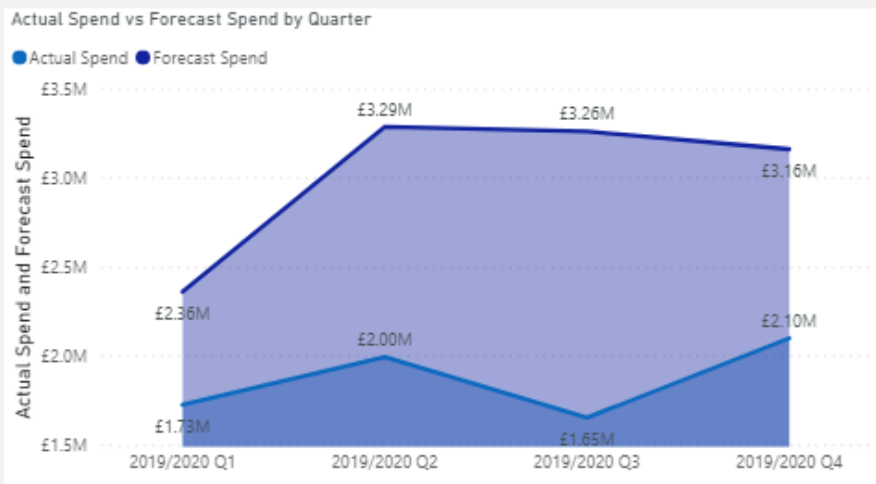
Appendix 7. Clackmannanshire procurement activity (Cat C) savings

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 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 2019 up to March 2020. Potential Overall Savings **£890,075** and a Potential Annual Saving for **2019/20 £357,372**

File Number	Form 1 Estimated Spend	Form 2 Amount of Award	Requirement	Supplier Name	Capital / Revenue	Goods, Services or Works	New / Recurring Contract	Procurement Overall Savings	Years	Potential Annual saving
2/6/1678	£ 250,000.00	£ 147,095.00	GIS SOFTWARE	Bramble Hub Limited	Revenue	Service	Recurring	**£102,905.00**	3	£ 34,301.67
2/6/1681	£ 1,000,000.00	£ 553,674.88	MFD REPLACEMENT PROGRAMME	RICOH UK Ltd	Revenue	Service	Recurring	**£446,325.12**	4	£ 111,581.28
2/6/1685	£ 20,000.00	£ 10,000.00	NDT OF STREET LIGHTING APPARATUS	Electrical Testing Limited	Revenue	Services	Recurring	**£10,000.00**	1	£ 10,000.00
2/6/1686	£ 20,000.00	£ 10,000.00	ELECTRICAL TESTING OF STREET LIGHTING	Gordon Electrical Limited	Revenue	Services	Recurring	**£10,000.00**	1	£ 10,000.00
2/6/1690	£ 49,000.00	£ 32,110.00	HEAVY GOODS VEHICLE BRAKE TESTER	Gemco Service Limited	Capital	Goods	New	**£16,890.00**	1	£ 16,890.00
2/6/1694	£ 40,000.00	£ 39,975.00	WEB BASED CONSULTATION SOFTWARE	DELIB Ltd	Revenue	Service	Recurring	**£25.00**	4	£ 6.25
2/6/1697	£ 85,000.00	£ 83,252.00	SURFACE DRESSING OF CARRIAGEWAYS	Keily Bros Ltd	Capital	Works	Recurring	**£1,748.00**	1	£ 1,748.00
2/6/1698	£ 150,000.00	£ 97,500.00	BESPOKE FAMILY LEARNING PROGRAMME	Columba 1400	Revenue	Service	New	**£52,500.00**	3	£ 17,500.00
2/6/1701	£ 90,000.00	£ 84,346.80	VERITAS	Bytes Software Services	Revenue	Service	Recurring	**£5,653.20**	2	£ 2,826.60
2/6/1702	£ 54,000.00	£ 51,717.05	CLEARSWIFT	Software Box Limited	Revenue	Service	Recurring	**£2,282.95**	2	£ 1,141.48
2/6/1710	£ 109,000.00	£ 71,700.00	MOBILE ROLL PACKER	Bergmann Direct Limited	Capital	Goods	New	**£37,300.00**	1	£ 37,300.00
2/6/1712	£ 49,999.00	£ 26,906.00	PROVISION OF CCTV SECURITY SYSTEMS	AFA Fire & Security Ltd	Capital	Goods	New	**£23,093.00**	0.5	£ 46,186.00
2/6/1728	£ 110,410.00	£ 94,410.00	TREASURY ADVISORY SERVICES	Link Asset Services	Revenue	Service	Recurring	**£16,000.00**	3	£ 5,333.33
2/6/1746	£ 26,000.00	£ 19,871.36	ADMINISTRATION OF STAFF SURVEY PROCESS	Craigforth	Revenue	Service	Recurring	**£6,128.64**	3	£ 2,042.88
2/6/1749	£ 77,500.00	£ 66,634.00	ASSISTED BLUE BOX COLLECTIONS	FCC Recycling limited	Revenue	Service	New	**£10,866.00**	1	£ 10,866.00
2/6/1755	£ 40,000.00	£ 28,515.86	BLADE SERVERS	Computacenter	Capital	Goods	New	**£11,484.14**	1	£ 11,484.14
2/6/1756	£ 22,000.00	£ 21,161.00	KILNCRAIGS BOILER REPLACEMENT - NUMBER 2 BOILER	James Ramsay (Glasgow) Ltd	Capital	Goods	New	**£839.00**	1	£ 839.00
2/6/1764	£ 38,601.00	£ 31,330.70	PERFORMANCE MANAGEMENT & RISK AUDITING SOFTWARE	Ideagen Gael limited	Revenue	Service	Recurring	**£7,270.30**	2	£ 3,635.15
2/6/1767	£ 205,124.00	£ 78,358.00	MEDICAL EQUIPMENT PLANNED SERVICING AND UNPLANNED REPAIRS	Prism UK Medical Ltd	Revenue	Service	New	**£126,766.00**	4	£ 31,691.50
2/6/1768	£ 49,999.00	£ 48,000.00	S.T.R.I.V.E. PILOT - VANGUARD	Vanguard Scotland Limited	Revenue	Service	New	**£1,999.00**	1	£1,999.00
								£890,075.35		**£357,372.28**

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 1of 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 notices 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 Number	Form 2 Amount of Award	Requirement	Supplier Name	Service
2/6/1708	£46,000	FOSTER CARE RECRUITMENT	Leith Buckley	Social Services
2/6/1730	£11,001,486	PROVIDE CARE AND SUPPORT SERVICES TO 53 SUPPLIERS	Various	Social Services
2/6/1734	£150,000	APPOINT ORDER OF MALTA DIAL A JOURNEY	Order of Malta	Roads & Transportation
2/6/1735	£105,000	APPOINT LIVING STREETS TO SUPPLY WALK ONCE A WEEK AND LITTLE FEET	Walk Once a Week/Little Feet	Roads & Transportation
2/6/1736	£40,000	APPOINT BRAVEHEART TO DELIVER LOCAL WEEKLY HEALTH WALKING PROJECT	Braveheart	Roads & Transportation
2/6/1737	£18,000	APPOINT CLACKMANNAN DEVELOPMENT TRUST TO DELIVER PROGRAMME OF ESCORTED WALKS AND CYCLES -	Clackmannan Development Trust	Roads & Transportation
2/6/1748	£6,000	EXTENSION TO INSURANCE BROKER CONTRACT	Arthur J Gallagher Ltd	Legal
2/6/1778	£20,000	MOT TESTING OF LIGHT VEHICLES -	JK Tyres Alloa	Fleet Services
2/6/1782	£32,000	APPOINT WDM TO PROVIDE ROADS/STREET LIGHTING/STRUCTURES MAINTENANCE MANAGEMENT AGREEMENT SOFTWARE PLATFORM	WDM	Roads & Transportation
2/6/1784	£33,000	APPOINT DELTA COMPUTER SYSTEMS TO CONTINUE TO SUPPLY LEISURE BOOKING AND MANAGEMENT SOFTWARE	Delta Computer Systems	Leisure Services
2/6/1786	£188,827	APPOINTMENT OF OPENREACH TO MAKE ALTERATIONS TO TELEPHONE CABLE INFRASTRUCTURE	Openreach	Hsg & Comm Safety
	£11,640,313			

Clackmannanshire Council
PCIP Report May 2019

SCOTLAND
EXCEL

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Introduction

On 14th March 2019, Scotland Excel carried out a Procurement and Commercial Improvement Programme (PCIP) assessment of Clackmannanshire Council as part of the second round of such assessments of local authorities in Scotland.

This document sets out:

- The questions reassessed and change in score.
- The key strengths and opportunities for development that the assessors identified from the PCIP self-assessment
- Qualitative narrative that identifies positive changes in local practice.

Supporting you to improve

As the national centre of expertise local government procurement, Scotland Excel is responsible for working with Scottish councils to improve procurement performance and practice. Working across the sector, and with individual councils, we can provide a range of support.

Support can include:

Workshops and masterclasses – covering a range of issues identified as key challenges across the sector, including input from experts and practitioners.

Accredited work based learning and development – delivered in person and online through the Scotland Excel Academy (academy.scotland-excel.org.uk)

Tailored change support – bespoke change support, delivered by our Business Change Project Managers, to enable the change you need.

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Overview of PCIP

The Procurement and Commercial Improvement Programme (PCIP) was introduced in 2015. The focus of PCIP is on the policies and procedures driving procurement performance and, more importantly, the results they deliver.

Scoring system

The PCIP consists of 24 questions divided into four sections which cover the breadth of procurement activity. Each question is worth a possible four marks. A breakdown of each section is shown below:

Scoring therefore is out of 96 points, converted to a percentage, with organisations being placed within the performance bandings, depicted in the table opposite.

Section	Number of questions	Marks available
Leadership and Governance	10	40
Development and Tender	6	24
Contract	5	20
Key Purchasing Processes	3	12

Full Assessment Performance Bandings

Current Performance Band	% Score
F1	>70%
F2	66<>69%
F3	61<>65%
F4	56<>60%
F5	51<>55%
F6	46<>50%
F7	41<>45%
F8	36<>40%
F9	31<>35%
F10	26<>30%
F11	20<>25%
F12/Non-Conformance	>19%

A note on the assessment approach and judgments

Scotland Excel assessors have made the judgements and recommendations in this report based on evidence presented to them by your council, either in the form of documentation or verbal evidence.

PCIP is not an audit. Restraints on time and resources, coupled with a desire to ensure a proportionate approach to the assessments, mean it is not possible for assessors to independently verify the evidence submitted as part of the pre-assessment, dashboard, or assessment day. Instead, evidence is assessed in good faith with the onus on the council to be open and transparent.

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Summary of overall performance

Summary of performance

Clackmannanshire Council received an overall score of 48%, placing it in the F6 Band. The council requested an increase in the following questions from each section and this indicates the differentiation between the 16/17 and 18/19 assessment score.

Section 1	Question Area	16/17	18/19
1.2	Procurement Influence	2	2.5
1.3	Procurement Strategy	2	2.5
1.7	Risk Management	2	2.5
1.8	Fraud Awareness and Prevention	2	2

Section 2	Question Area	16/17	18/19
2.1	Spend Analysis	1	2
2.6	Sustainability	1	1.5

Areas of Positive Practice and Opportunities for Improvement

PCIP Section	Positive Practice	Opportunities for Improvement
1. Leadership and Governance	• Maintaining good procurement representation within the organisation and the Procurement Matters Group which brings together those with delegated procurement authority (DPA) • Robust procurement control and monitoring of tender activity carried out by the DPA • Demonstration of involvement in in-house versus outsourcing decision making • There is clear linkage between the procurement strategy and the corporate strategy and reporting mechanisms are in place • Derek now sits on the Corporate Risk and Integrity Group	• Further consideration of resourcing requirements and outputs from the competency framework to ensure skill requirements for tendering are met • Requirement for annual fraud training • Develop and embed commercial competence throughout the council • Complete the review of tendering procedures and templates as referred to during the assessment
2. Development and Tender	• Sustainability strategy within the procurement strategy • The pro-active approach to forecasting and tracking spend through the Technology 1 system is good practice • Flexible framework completed	• Previous performance has on the whole remained the same however the individual scores are at the lower end of the scale so this is an area that requires overall improvement, e.g. the inclusion of robust implementation and exit requirements • Follow through with flexible framework action plan
3. Contract	• New supplier onboarding process implemented • Improved contractual compliance in social care	• There were no requests for score improvement in this section and scores remain at the lower end of the scale and therefore require overall improvement
4. Key Purchasing Processes	• Maintain positive performance in this area	• There were no requests for score improvement in this section however scores are at the higher end of the scale.

Section 1: Leadership and Governance

This section focuses on the leadership, management and governance of procurement within the organisation. In particular it looks at:

- The strategic importance of procurement to the organisation
- How procurement functions influence organisational strategy and support the organisation to achieve its aims
- How procurement functions influence external spend
- How procurement functions are managed, developed and continuously improved
- How the organisation manages risks and counters fraud in procurement
- The organisation's commercial competence and how this drives best value for public money

Key points to note on Section 1

- **The Council requested an increase in questions 1.2, 1.3, 1.7 and 1.8.**

- **Score increases were not requested for questions 1.1, 1.4, 1.5, 1.6, 1.9 and 1.10 and these areas may be considered as future opportunities for improvement.**

Clackmannanshire Council 2018/19 v All Council Average 2016/17 PCIP

	Clackmannanshire Council	Council average
1.1 Procurement Representation	3.00	3.32
1.2 Procurement Influence	2.50	3.06
1.3 Procurement Strategy	2.50	2.92
1.4 Learning & Skills: Resource & Skills	1.00	2.95
1.5 Learning & Skills: Capability & Skills	2.50	3.08
1.6 Internal Control Systems	3.00	2.66
1.7 Risk Management	2.50	2.29
1.8 Fraud Awareness & Prevention	2.00	2.77
1.9 Commercial Acumen	2.00	2.26
1.10 Continuous Improvement	2.00	2.55

■ Clackmannanshire Council ■ Council average

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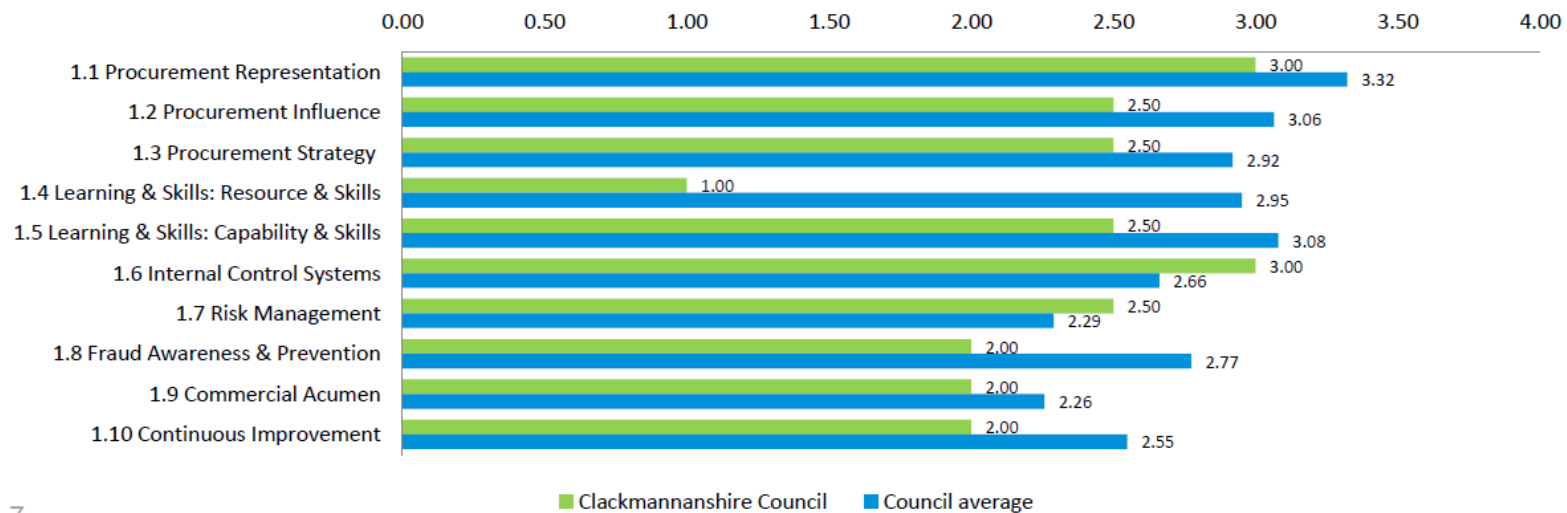
Section 2: Development and Tender

This section focuses on the organisation's approach to developing and tendering contracts to achieve value for money and other benefits. In particular it focuses on:

- How understanding and analysis of spend is used to drive best value and collaboration
- How commodity strategies and specifications are developed
- How contracts are implemented and exited
- How tenders are evaluated to ensure efficiency and effectiveness in delivery
- How environmental, social and economic sustainability are factored into the procurement process

Key points to note on Section 2

- **The Council requested an increase in questions 2.1 Spend Analysis and 2.6 Sustainability.**

- **A score increase was not requested for questions 2.2, 2.3, 2.4 and 2.5 and these may be considered as future opportunities for improvement.**

Clackmannanshire Council 2018/19 v All Council Average 2016/17 PCIP

	Clackmannanshire Council	Council average
2.1 Spend Analysis	2.00	2.58
2.2 Strategy Development	1.50	2.63
2.3 Specification	1.00	2.63
2.4 Implementation & Exit Strategies	1.00	1.76
2.5 Evaluation Criteria	1.00	2.15
2.6 Sustainability	1.50	2.45

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Section 3: Contract

This section focuses on the effectiveness of contract and supplier management. In particular it looks at:

- The organisation's approach to contract and supplier management and the benefits they derive from it
- How effective the organisation has been at working with suppliers throughout the lifetime of the contract to derive additional benefits
- How the organisation works to reduce maverick (off contract) spend
- Demand management
- How the organisation captures and utilises lessons learned from procurement

Key points to note on Section 3

- **The Council did not request an increase for any questions in section 3 and questions 3.1, 3.2, 3.3, 3.4 and 3.5 may be considered as future opportunities for improvement.**

Clackmannanshire Council 2018/19 v All Council Average 2016/17 PCIP

Question	Clackmannanshire Council	Council average
3.1 Contract & Supplier Management	1.00	2.06
3.2 Contractual Obligations & Additional Benefits	1.00	1.68
3.3 Contract Coverage / Maverick Spend	2.00	2.39
3.4 Demand Management	1.50	2.13
3.5 Lessons Learned	1.00	2.00

Clackmannanshire Council ■ Council average

SCOTLAND EXCEL

9

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Section 4: Key procurement processes

This section focuses on the key purchasing and logistical processes which underpin effective procurement. In particular, it looks at:

- The effectiveness of P2P processes
- How the organisation manages stocks and logistics to achieve best value
- How the organisation is implementing process automation (e.g. e-Procurement) and the effectiveness of its ICT strategy for procurement

Please note: Question 4.2 relates to sophisticated stock-holding and logistics arrangements which are not required by local authorities. To account for this in comparisons with other sectors, local authorities were awarded double marks for this question, up to a total of 4 marks.

Key points to note on Section 4

- **The Council did not request an increase for any questions in section 4 and questions 4.1, 4.2 and 4.3 may be considered as future opportunities for improvement.**

Clackmannanshire Council 2018/19 v All Council Average 2016/17 PCIP

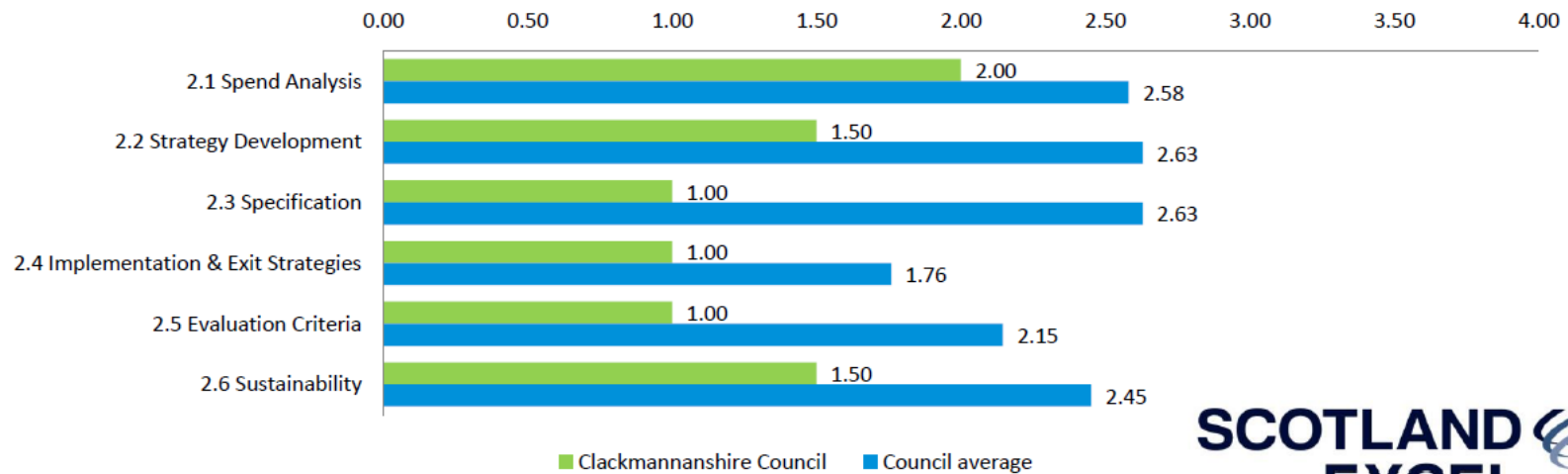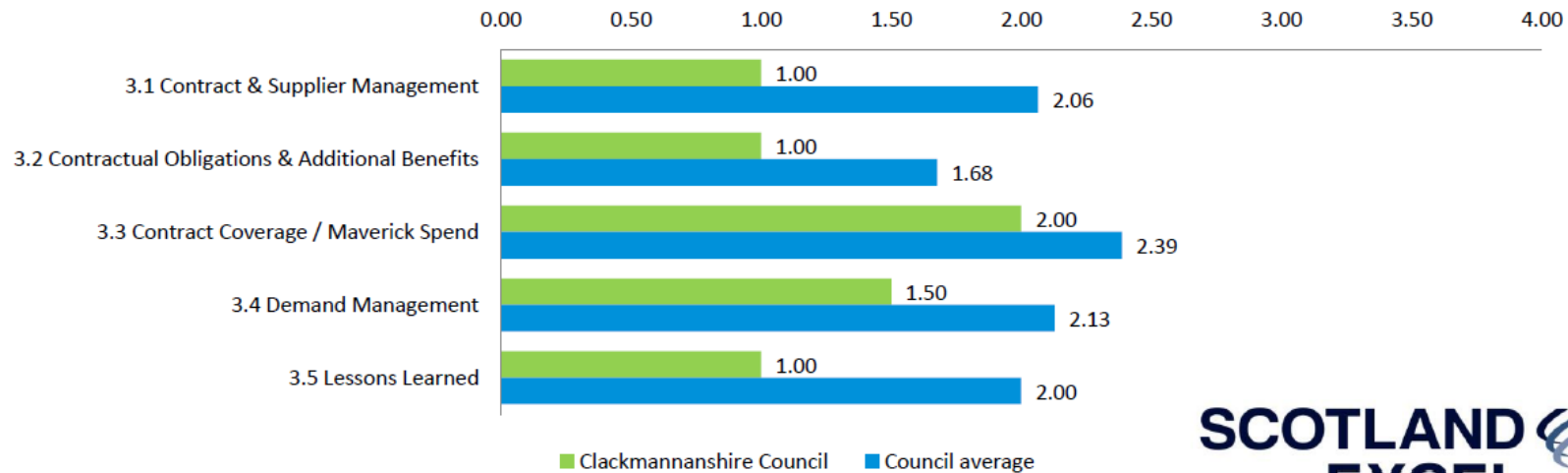|	Clackmannanshire Council	Council average
4.1 Goods Receipt & Payment Process	3.00	2.94
4.2 Stock Management (double marks)	3.00	3.50
4.3 Procurement Process Automation	3.00	2.27

SCOTLAND EXCEL

10

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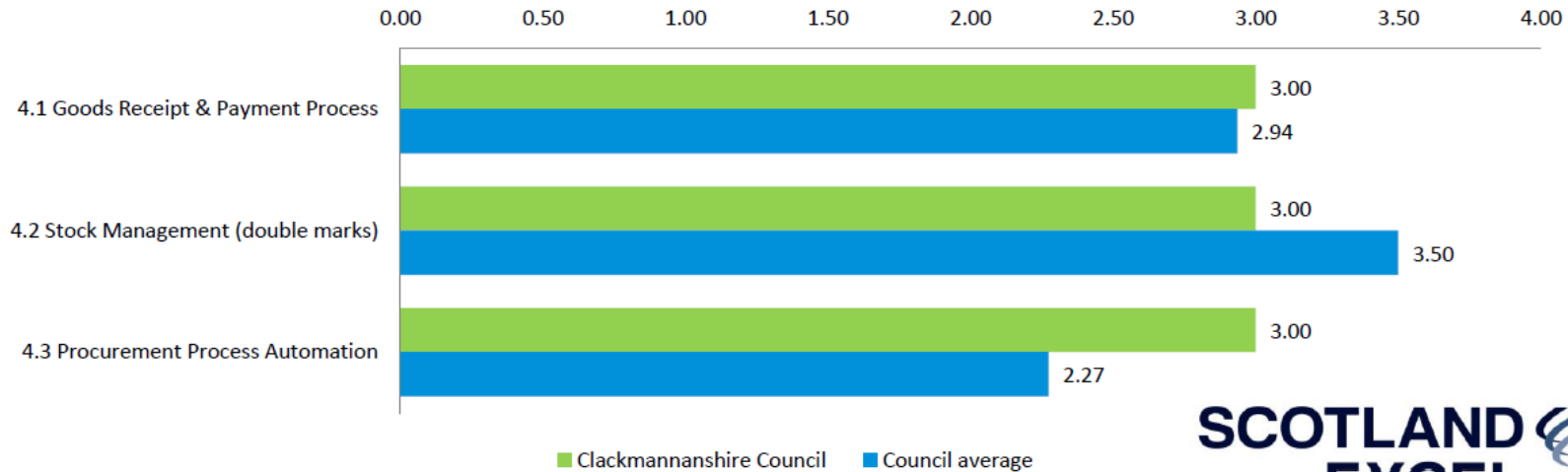
Appendix 10. Spikes Cavell (The Hub) charts

Spend by Local Authority Area

Local Authority	Total Spend	Total Transactions	Total Suppliers	% Of Spend	% Of Invoices	% Of Suppliers
Clackmannanshire	**£ 12,612,830**	**5698**	**101**	**19.69**	**19.56**	**12.52**
Stirling	£ 10,072,576	2217	61	15.72	7.61	7.56
Windsor and Maidenhead	£ 7,653,624	20	1	11.95	0.07	0.12
North Lanarkshire	£ 4,188,234	544	32	6.54	1.87	3.97
Falkirk	£ 3,695,277	1681	47	5.77	5.77	5.82
Glasgow City	£ 3,220,702	2301	59	5.03	7.90	7.31
Perth and Kinross	£ 2,308,475	272	17	3.60	0.93	2.11
Darlington	£ 1,306,929	147	4	2.04	0.50	0.50
West Lothian	£ 1,291,868	173	12	2.02	0.59	1.49
Plymouth	£ 1,252,860	119	2	1.96	0.41	0.25
Fife	£ 1,095,875	1146	25	1.71	3.93	3.10
South Lanarkshire	£ 892,166	1451	17	1.39	4.98	2.11
Dacorum	£ 641,908	36	2	1.00	0.12	0.25
City of Edinburgh	£ 572,168	801	32	0.89	2.75	3.97
Dumfries and Galloway	£ 506,728	60	2	0.79	0.21	0.25
Halton	£ 503,053	48	2	0.79	0.16	0.25
Westminster	£ 491,327	148	3	0.77	0.51	0.37
East Dunbartonshire	£ 462,352	547	12	0.72	1.88	1.49
Ashford	£ 442,168	661	2	0.69	2.27	0.25
South Gloucestershire	£ 436,582	14	2	0.68	0.05	0.25

Spend by Scottish Region – Forth Valley

Region	Total Spend	Total Transactions	Total Suppliers	% Of Spend	% Of Invoices	% Of Suppliers
Scotland - Forth Valley	**£ 26,380,684**	**9596**	**209**	**41.18**	**32.94**	**25.90**
South East	£ 9,665,792	1463	50	15.09	5.02	6.20
Scotland - Glasgow and Strathclyde	£ 9,491,028	5516	147	14.82	18.93	18.22
Scotland - Tayside Central and Fife	£ 3,714,165	2172	53	5.80	7.46	6.57
Scotland - Edinburgh and Lothians	£ 1,943,180	1028	55	3.03	3.53	6.82
South West	£ 1,922,374	600	24	3.00	2.06	2.97
London	£ 1,838,006	765	37	2.87	2.63	4.58
West Midlands	£ 1,478,809	1826	42	2.31	6.27	5.20
North East	£ 1,409,923	368	11	2.20	1.26	1.36
East of England	£ 1,321,576	541	30	2.06	1.86	3.72
Yorkshire and The Humber	£ 1,223,739	1723	42	1.91	5.91	5.20
East Midlands	£ 1,165,252	2042	41	1.82	7.01	5.08
North West	£ 1,136,154	1084	40	1.77	3.72	4.96
Scotland - South	£ 536,929	77	4	0.84	0.26	0.50
Northern Ireland	£ 383,388	74	5	0.60	0.25	0.62
Scotland - Aberdeen and North East	£ 348,531	126	10	0.54	0.43	1.24
Scotland - Highlands and Islands	£ 53,153	14	2	0.08	0.05	0.25
Wales	£ 43,724	117	5	0.07	0.40	0.62

Spend by Region – Scotland

Region	Total Spend	Total Transactions	Total Suppliers	% Of Spend	% Of Invoices	% Of Suppliers
Scotland	**£ 42,467,670**	**18529**	**480**	**66.30**	**63.60**	**59.48**
South East	£ 9,665,792	1463	50	15.09	5.02	6.20
South West	£ 1,922,374	600	24	3.00	2.06	2.97
London	£ 1,838,006	765	37	2.87	2.63	4.58
West Midlands	£ 1,478,809	1826	42	2.31	6.27	5.20
North East	£ 1,409,923	368	11	2.20	1.26	1.36
East of England	£ 1,321,576	541	30	2.06	1.86	3.72
Yorkshire and The Humber	£ 1,223,739	1723	42	1.91	5.91	5.20
East Midlands	£ 1,165,252	2042	41	1.82	7.01	5.08
North West	£ 1,136,154	1084	40	1.77	3.72	4.96
Northern Ireland	£ 383,388	74	5	0.60	0.25	0.62
Wales	£ 43,724	117	5	0.07	0.40	0.62

Invoices by value

Invoice Distribution by Range of Invoice Values (Low End)

Invoice Distribution - Invoice Distribution by Range of Invoice Values (Low End)

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Invoice Range

● Volume   — Value (Percent %)

Spend by range

Spend Distribution by Spend Range (Detail)

Spend Distribution - Spend Distribution by Spend Range (Detail)

Spend Range (Detail)

● Suppliers — % Of Spend

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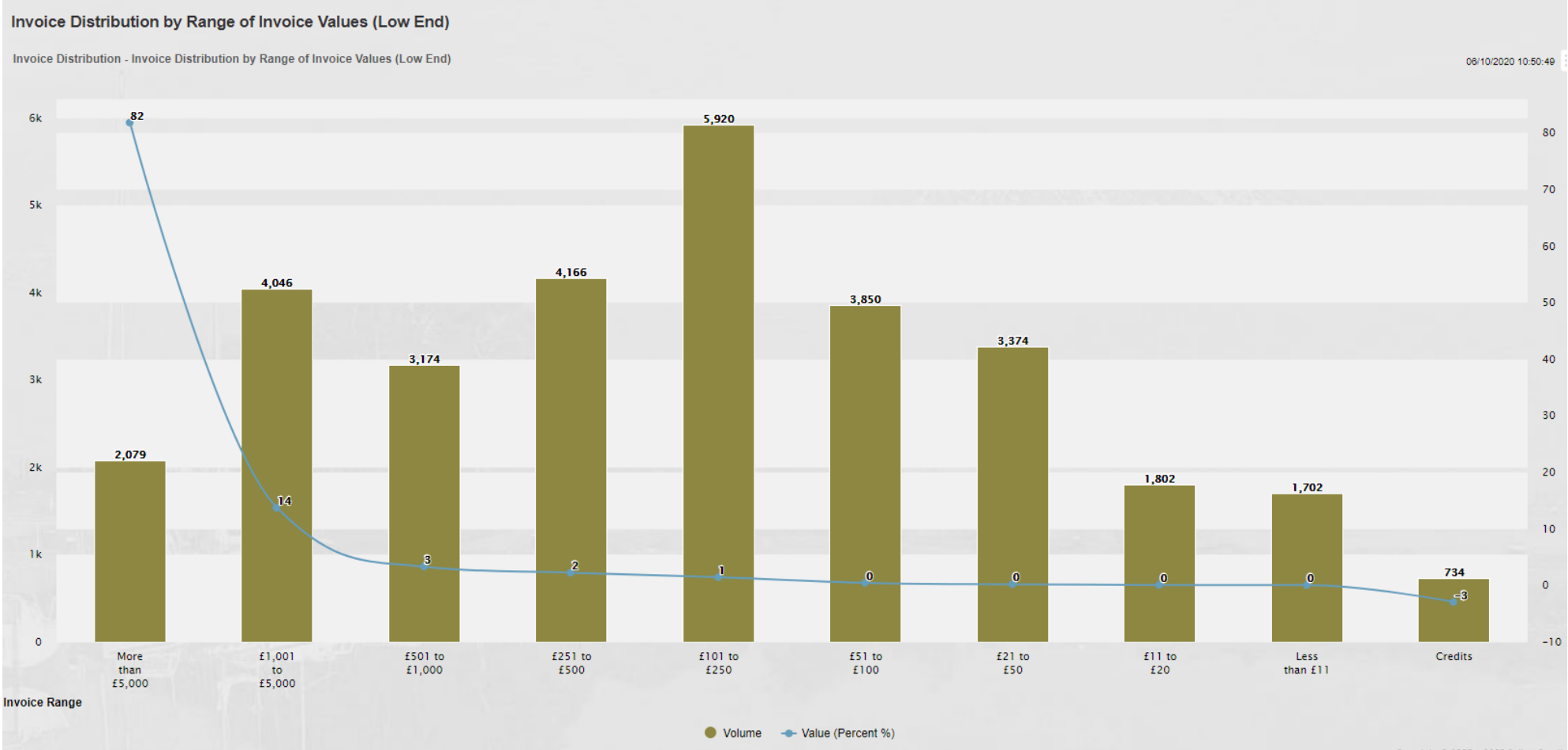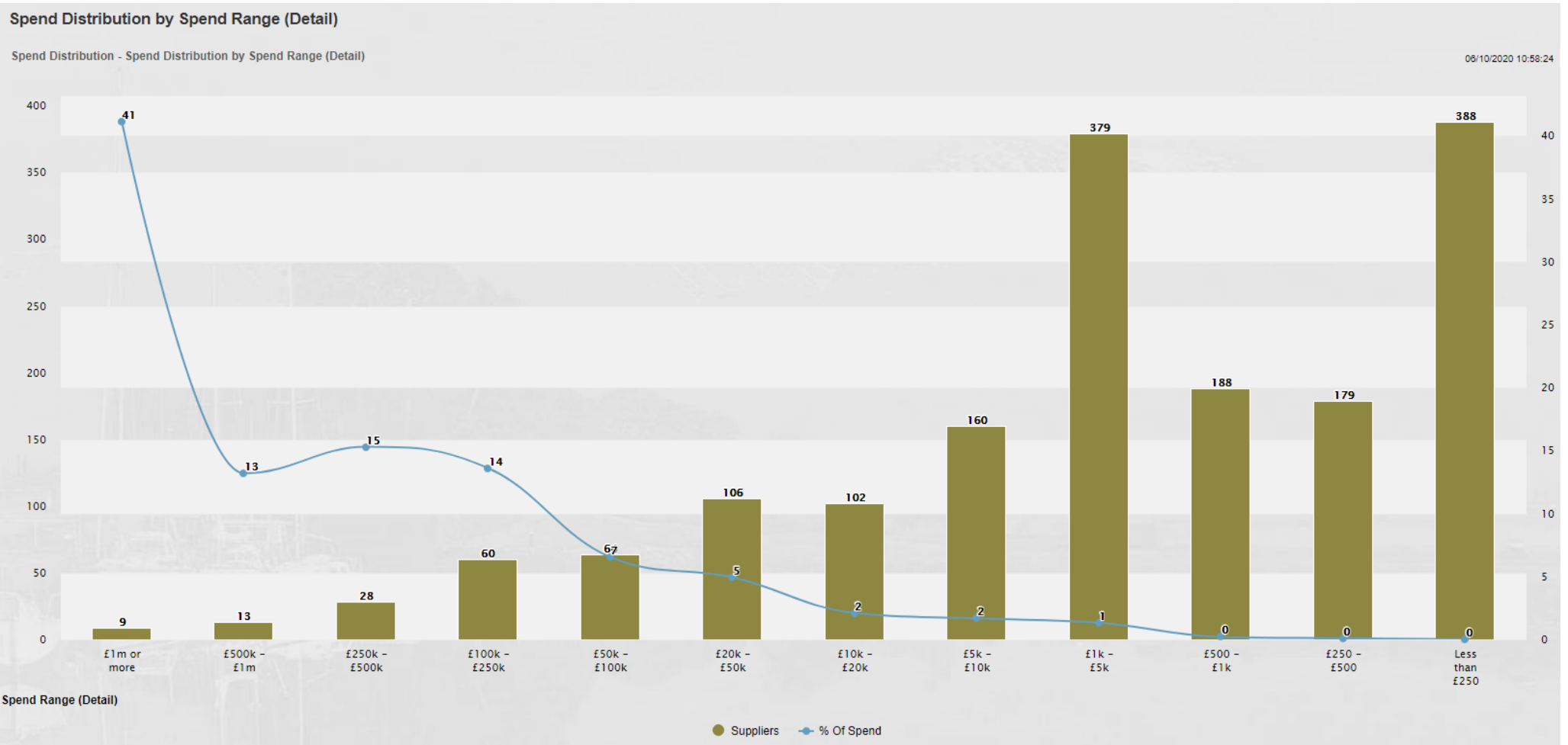
Top 25 spend by Cost Centre

Cost Centre Code	Cost Centre Description	Total Spend	Total Value (%)	Suppliers	Transactions
0	Balance Sheet	£18,183,515	26.29	127	906
1149	Secondary Schools PPP	£7,611,207	11.00	6	29
1419	Physical Disability Assessment & Care Management	£6,176,667	8.93	58	1005
1404	Learning Disability Assessment & Care Management	£5,454,363	7.88	44	850
1414	Older People Assessment & Care Management	£3,778,278	5.46	46	679
1398	HRA Operations	£2,205,408	3.19	114	8622
1434	External Foster Care	£1,904,165	2.75	12	553
1473	Residential Schools	£1,806,679	2.61	12	170
1072	Waste Treatment	£1,654,975	2.39	13	190
1406	Mental Health Assessment & Care Management	£1,652,921	2.39	43	540
1515	Utilities Management	£1,619,541	2.34	18	176
1208	Central IT Software Maintenance	£872,711	1.26	24	89
1516	Building Repairs & Maintenance	£857,868	1.24	89	1245
1100	Roads Operations	£737,051	1.07	61	1088
1228	Early Years Centrally Held	£723,384	1.05	38	231
1102	Fleet Operations	£692,417	1.00	66	813
1264	ASSISTANCE TO PUPILS SPECIAL	£620,422	0.90	23	222
1547	Continuing Care	£590,601	0.85	3	66
1506	HEEPS AB 2017-18	£497,413	0.72	2	4
1431	Disability Team	£468,621	0.68	28	420
1360	Homeless & Specialised Accom	£466,886	0.67	29	940
1426	Childrens Commissioned Services	£465,984	0.67	3	29
1252	ASSISTANCE TO PUPILS-SECONDARY	£439,878	0.64	5	125
1163	Catering Central	£363,547	0.53	19	584
1104	Grounds Maintenance	£321,081	0.46	75	576
1164	Catering Secondary	£295,431	0.43	12	995
PCARD	PCARD	£278,520	0.40	394	1305

Top 100 spend by Subjective Code

Subjective Code	Subjective Description	Total Spend	Total Value (%)	Suppliers	Transactions
40025	Payments To Contractors	£9,718,789	14.05	149	734
40021	Home Care	£7,724,650	11.17	32	968
40018	Private Nursing Homes	£7,489,775	10.83	22	527
60005	Asset Additions - Other Land and Building	£5,179,947	7.49	44	173
40017	Private Residential Homes	£4,715,669	6.82	36	531
60004	Asset Additions - Council Dwellings	£4,179,810	6.04	22	220
60001	Assets under Construction	£4,003,866	5.79	17	63
60006	Asset Additions - Infrastructure	£2,316,983	3.35	38	287
40042	Fostering & Kinship Payments	£1,925,144	2.78	14	552
60002	Asset Additions - Vehicle, Plant and Equipment	£1,550,749	2.24	31	93
40016	Educational Establishments Payment	£1,342,780	1.94	22	258
30006	Materials - Direct purchases from suppliers	£1,334,047	1.93	182	5438
40015	Voluntary Organisations Payment	£1,314,773	1.90	21	107
20016	Electricity	£1,208,707	1.75	12	234
20048	Pupil & Client Transport	£1,173,049	1.70	33	514
40026	Waste Contractors - Landfill	£1,090,094	1.58	5	18
30005	Materials (issued from Stock)	£973,884	1.41	68	2886
20007	Annual Maintenance External Providers	£896,682	1.30	88	1411
40034	Payment To Subcontractor	£875,193	1.27	29	758
40019	Supported Accommodation	£855,648	1.24	8	119
40036	Other Agencies Payment	£816,011	1.18	102	403
30112	Computer Software Maint.	£812,777	1.17	29	99
30069	Provision Of Food	£734,013	1.06	22	1756
10066	Agency Staff Costs	£671,232	0.97	10	1369
30000	Purchase Of Equipment	£519,319	0.75	153	759
40024	Day Care	£456,556	0.66	12	179
40045	Payments To Individuals (no service provision to the Council	£446,137	0.64	18	543

20036	Vehicles - Diesel	£403,684	0.58	4	40
40031	Waste Contractors - Recycling	£392,721	0.57	9	112
20013	Gas	£364,506	0.53	10	128
30001	Purchase Of Furniture	£363,720	0.53	21	908
30082	Professional Fees	£353,911	0.51	48	157
90048	Material Damage Insurance Premiums Paid	£333,487	0.48	1	5
20023	Water Charges	£324,848	0.47	8	92
90039	Liabilities Premiums Paid	£314,530	0.45	2	7
30008	Per Capita Teaching Materials	£282,125	0.41	139	977
	PCARD	£278,520	0.40	394	1305
40014	SQA Fees	£241,316	0.35	2	11
30011	Per Capita Art	£201,571	0.29	9	33
20011	Cleaning & Hygiene Materials	£177,160	0.26	13	791
10091	Staff Training	£175,445	0.25	85	207
	Unknown Subjective	£165,770	0.24	13	257
20044	Short Term Vehicle Hire	£160,866	0.23	18	327
30076	Printing & Photocopying	£150,029	0.22	14	41
40020	Respite Care	£136,768	0.20	19	92
30007	General Consumables (small items)	£134,476	0.19	80	804
40028	Waste Contractors - Composting	£131,666	0.19	2	55
30049	Equipment Maintenance	£122,424	0.18	86	379
30101	Subsidy	£113,474	0.16	7	44
90050	Motor Vehicles Insurance Premiums Paid	£112,056	0.16	1	1
30050	Equipment Rental/Leasing	£104,048	0.15	22	332
30108	Computer Hardware Purchase	£84,720	0.12	9	88
30106	Mobile Telephones	£81,171	0.12	3	38
30111	Computer Software Purchase	£80,567	0.12	10	15
30099	Subscriptions	£75,097	0.11	55	99
20043	Vehicles - Materials Direct	£73,349	0.11	16	234

20038	Vehicles - External Maintenance	£71,634	0.10	34	226
30090	Postages	£69,595	0.10	10	78
40067	Payments to Individuals (services provided to the Council)	£62,262	0.09	19	53
30105	Telephones	£61,175	0.09	4	16
20039	Vehicles -Tyres	£56,937	0.08	1	67
30077	Stationery	£56,061	0.08	38	468
30085	Per Capita Strategic Improvement Fund	£52,528	0.08	22	44
30100	Grants & Donations	£52,176	0.08	8	24
90028	WASP Leisure	£51,690	0.07	1	10
30083	Minor Adaptations	£49,024	0.07	10	420
30071	Uniforms & Clothing	£44,960	0.06	23	297
40029	Waste Contractors - Anaerobic Digestion	£43,519	0.06	1	12
90045	Claim Handler Imp Payment	£40,000	0.06	1	2
10092	Staff Training - Teachers	£38,800	0.06	26	68
30092	Legal Expenses	£38,594	0.06	14	252
40048	Client Amenities	£36,397	0.05	15	36
30079	Advertising - General	£33,639	0.05	8	99
90035	Engineering Insurance Premiums Paid	£32,657	0.05	1	3
30107	Telephone System Maint.	£28,649	0.04	1	1
40046	Self Directed Support - Payment to Individuals	£28,432	0.04	10	57
30051	Scaffold Hire	£28,075	0.04	1	16
20009	Grounds Maintenance	£26,527	0.04	23	113
30003	Storage & Removal Charges	£22,122	0.03	5	252
50065	Respite Care (Private)	£21,856	0.03	6	11
20052	Vehicles - General Consumables	£21,593	0.03	13	84
40000	Other Council Accounts	£21,587	0.03	26	43
40030	Waste Contractors - Material Recovery Facility (MRF)	£21,000	0.03	1	1
30110	Computer Hardware Maint.	£20,767	0.03	3	9
30084	Performing Rights	£20,509	0.03	3	6

30066	Catering Disposables	£19,803	0.03	5	77
20035	Vehicles - Petrol	£17,312	0.03	2	19
20018	Rents	£16,480	0.02	5	13
30056	Library Books - Adult Fiction	£16,393	0.02	3	57
90036	Fidelity Insurance Premiums Paid	£15,260	0.02	1	1
10081	Employee Management Costs	£14,868	0.02	6	23
30078	Publications	£14,500	0.02	6	8
20014	Renewable Fuel	£14,093	0.02	1	6
30059	Library Ebooks/Magazines Adult	£13,013	0.02	1	7
60007	Asset Additions - Intangible	£12,489	0.02	3	8
30014	Per Capita English	£11,673	0.02	11	39
30046	Per Capita Music	£10,653	0.02	2	3
20032	Fixtures & Fittings	£10,168	0.01	5	7
90051	Motor Vehicles Fund Claims Paid	£10,158	0.01	3	3
40053	Trainee Travel Expenses	£9,868	0.01	3	13

Nearly two thirds of Scottish Public Sector spend is on Scottish companies resulting in £8bn per year going into our economy.

Public Sector Spend 19/20

- Scotland — 63%
- South East — 9%
- London — 5%
- East of England — 4%
- South West — 4%
- West Midlands — 4%
- North West — 3%
- Yorkshire and The Humber — 3%
- East Midlands — 2%
- North East — 2%

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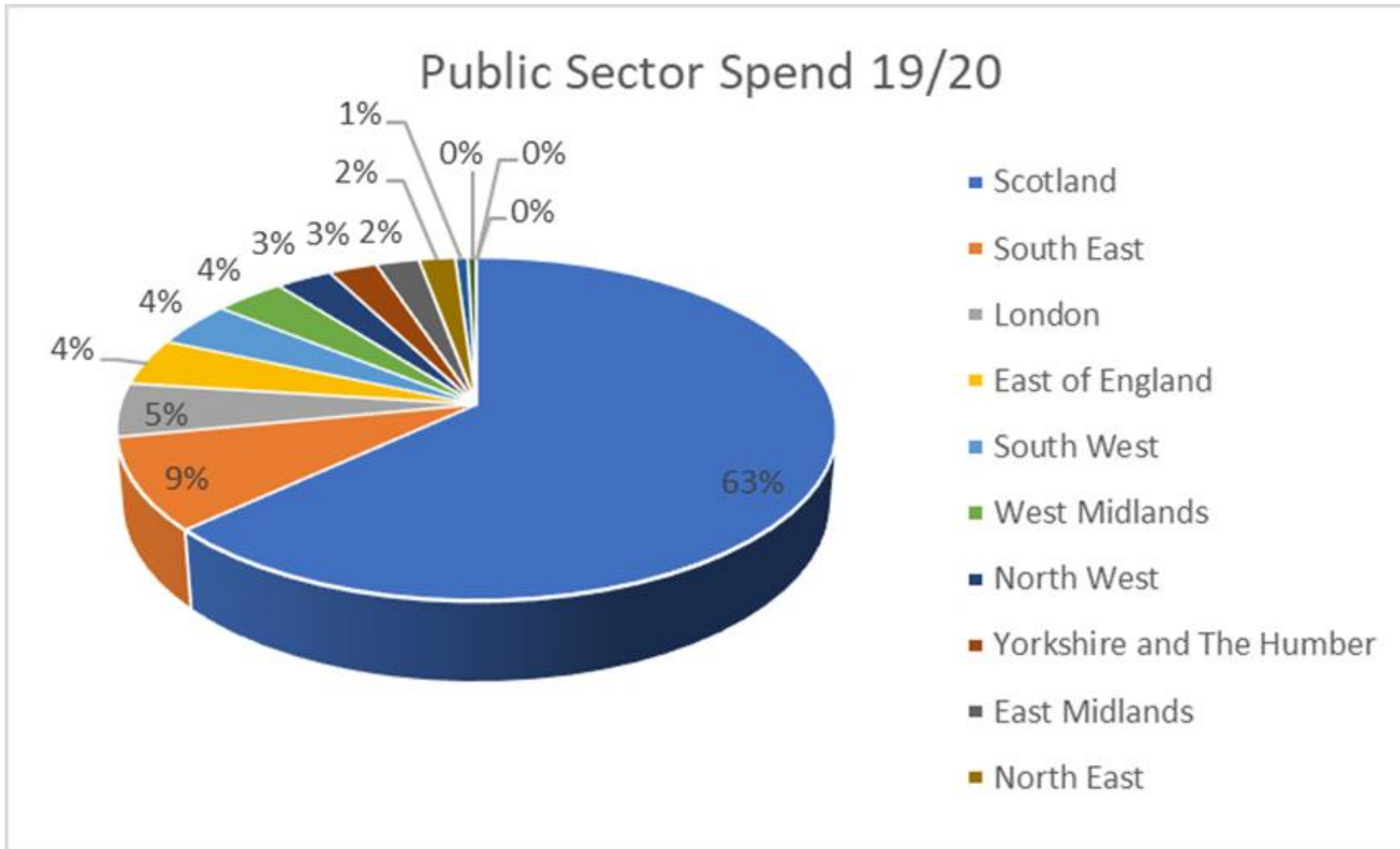
Appendix 11. Procurement Strategy Action Plan – Annual Update

The table below summarises the actions and initiatives planned over the Strategy period to achieve the outcomes set out in the Vision for Procurement at section 5.
A number of these are aspirational and priority will be given to statutory obligations.
Elements of the effectiveness of the procurement strategy will be measured via the Procurement & Commercial Improvement Programme (PCIP).

Definitions

Responsible   "The person or persons that will undertake the objective"
Accountable   "The person that is answerable and has liability for the objective"
Consult   "Prior to making a decision"
Inform   "After decision is made"

PROCUREMENT ACTION PLAN March 2019 – March 2022			
Strategic Theme 1 Straightforward Procurement			
To make procurement as straightforward as possible for the Council and potential suppliers, in particular to improve access for local suppliers and SMEs and to eliminate anything that does not add value to the procurement			
Action	Responsibility	Target Date	Update February 2020
Deliver electronic procurement systems to satisfy new legislative requirements.	TechnologyOne Project Team	Reviewed on an annual basis	No change to legislation TechologyOne Financial System upgraded
	Accountable		
	Chief Accountant		
	Consult		
	Procurement Manager		
	Inform		
	Strategic Director (Partnership & Performance)		
Review impact of newly implemented EU Procurement Rules and UK legislation and make necessary changes to existing approaches.	**Responsibility**	A per Scottish Procurement policy notes which are published on an ad hoc basis to provide advice on current policy issues.	No change to legislation All SPPN's have been noted
	Procurement Manager		
	Accountable		
	Strategic Director (Partnership & Performance)		
	Consult		
	CMT		
	Inform		
	CMT		
Guidance produced for local/third sector suppliers and SMEs is clear concise and easy to follow, and includes a section with regard to local and national support bodies, and how they can improve access.	**Responsibility**	Reviewed on an annual basis	How to do business with Clackmannanshire Council updated for National meet the buyer event in November 2019
	Procurement Manager		
	Accountable		
	Strategic Director (Partnership & Performance)		
	Consult		
	CMT		
	Inform		
	Elected members		
Continue to use Public Contract Scotland portal as our main advertising media for all regulated procurements.	**Responsibility**	Ongoing	Continuing to use and update
	All Purchasing staff		
	Accountable		
	Heads of Service		
	Consult		
	Procurement Manager		
	Inform		
	All Council staff		

PROCUREMENT ACTION PLAN March 2019 – March 2022			
Strategic Theme 2 Embed procurement and contract management Skills			
To continue to embed professional procurement and contract management skills across the Council. This goes hand in hand with moves to increase the commercial acumen of the Council			
Action	**Responsibility**	**Target Date**	
Provide strategic professional advice to the corporate review of how to transform the way the Council procures its works, services and supplies and to propose a new model for procurement and purchasing activities across the Council.	Procurement Manager	Ongoing	Ongoing continuing to provide advice
	Accountable		
	CMT		
	Consult		
	CMT		
	Inform		
	Elected Members		
Provide support and learning and development opportunities to staff, contractors, stakeholders, unions and elected members engaged in procurement processes to ensure they are able to deliver effectively and are empowered to deal with and understand the impact of any procurement decisions/ issues.	**Responsibility**	Reviewed on an Annual basis	Various training Sessions delivered throughout the year SDP training available and Serious organised crime web training issued to all procurement matters personnel
	Procurement Manager		
	Accountable		
	CMT		
	Consult		
	CMT		
	Inform		
	All Stakeholders		
Review the role of the Procurement Matters Group and the terms of reference for the group. The procurement matters group is a management model where employees identified as having responsibility for procurement within their job role would have this aspect of their role managed by the Procurement Manager.	**Responsibility**	Sept. 2019	Meetings taking place quarterly rather than monthly to encourage better participation and attendance. No real effect and will review again early in the new financial year
	Procurement Manager		
	Accountable		
	CMT		
	Consult		
	CMT		
	Inform		
	Procurement Matters Group Internal Audit		
Assist Clackmannanshire Third Sector Interface (CTSI) in the development and delivery of training with regard to 'Understanding Social Enterprise/Third Sector Legal Structures', and the impact/opportunities re Community Benefit Clauses	**Responsibility**	Dec. 2019	Early discussions taken place Delay due to COVID
	Procurement Manager and CTSI		
	Accountable		
	Procurement Manager		
	Consult		
	CTSI		
	Inform		
	Elected Members		

Collaborate with CTSi on the production of a guide for analysing and measuring social value/impact in the assessment of bids.	**Responsibility**		Dec. 2019	Not started re profile to next year Delay due to COVID
	Procurement Manager and CTSI			
	Accountable		Dec 2020	
	CTSI			
	Consult			
	CTSI			
	Inform			
	CMT			
Brexit - Public Procurement Regulations have been implemented to UK law from four European Directives. The principles contained within the directives of equal treatment, non-discrimination, transparency and proportionality are enshrined within the Scottish Procurement Regulations and ultimately our procurement activity. Upon departure from the European Union it is unlikely that there would be any significant impact to procurement legislation and the way in which procurement activity is conducted However we will consider any of the implications of Brexit across our procurement portfolio, with focus on procurement regulations, trade, migrant labour workforce, and take all available practical steps. This will include working with the Scottish Government and Scotland Excel	**Responsibility**		April. 2019	Awaiting outcome re profile to at least next year
	Purchasing staff			
	Accountable		April 2020	
	Purchasing staff			
	Consult			
	Scottish Government & Scotland Excel			
	Inform			
	Purchasing Staff			

PROCUREMENT ACTION PLAN March 2019 – March 2022			
Strategic Theme 3 Support and encourage the local supplier market			
To support and encourage an effective local supplier market including the voluntary sector and the promotion of local social value in contracts.			
Action	Responsibility	Target Date	
Revise guidance on Council's website about selling to the Council.	Procurement Manager	Dec. 2019 There after on an annual basis	Updated November 2019
	Accountable		
	Procurement Manager		
	Consult		
	Procurement Matters Group		
	Inform		
	Strategic Director (Partnership & Performance)		
Refresh and publish online schedule of proposed procurements to promote future contract opportunities.	**Responsibility**	As part of the procurement annual report and as per capital budget as agreed by Council February / March each year	Ongoing
	Procurement Manager		
	Accountable		
	Heads of Service		
	Consult		
	All Services		
	Inform		
	All Stakeholders		
Where possible, utilise the Public Contract regulations to enable Officers to place contracts with supported businesses more readily without having to resort to full tendering exercises, e.g. • Identify third sector suppliers that meet 'Supported Business' criteria; and • Identify opportunities to make use of reserved contracts for local supported businesses at monthly CTSI meetings.	**Responsibility**	Ongoing	Lost one company which has gone out of business but gained two others this year
	Purchasing Staff		
	Accountable		
	Heads of Service		
	Consult		
	Procurement Manager		
	Inform		
	Procurement Matters group		
For non regulated procurement exercises officers will purchase via local suppliers and will include at least one local supplier to tender where there is one available.	**Responsibility**	Every procurement journey route 1 procurement	Still being maintained
	Purchasing Staff		
	Accountable		
	Heads of Service		
	Consult		
	Procurement Manager		
	Inform		
	Procurement Matters group		

Support businesses local to Clackmannanshire through a range of initiatives including: • Making it simpler to do business with the Council; • Reduce to a minimum the bidding burden on suppliers; • Have regard to the impact on small/local firms of the way in which a procurement is structured and how they are paid; • Provide clear information about selling to the Council on the Council's website. • Production of a clear and concise guide for Third Sector suppliers that includes guidance with regard to partnership/consortia bids • Run a series of 'Meet the Supplier' events to encourage greater engagement from the third sector with the procurement process, and to create greater understanding of Third sector suppliers amongst council officers	**Responsibility** Procurement Manager Supplier Development programme CTSI **Accountable** Procurement Manager **Consult** All Stakeholders **Inform** Elected Members	Throughout each year and reported in the procurement annual report	Ongoing
Take in to account and align with the Council's Local Outcome Improvement Plan (LOIP) and that communication of its purpose, priorities and outcomes are better communicated across departments. Where possible align the procurement journey so that procurement exercises are attractive to local businesses and people and ensure fair opportunities for all.	**Responsibility** Purchasing Staff **Accountable** Heads of Service **Consult** Procurement Manager **Inform** CMT	Every procurement exercise	Written into all procurement authorisation documentation

Extend awareness of implications of Public Procurement Reform legislation through; • Workshop discussions to brief third sector on Council procurement policy and changes in legislation; and • Establish monthly communication between Council procurement manager and CTSI.	**Responsibility** Procurement Manager CTSI **Accountable** Procurement Manager CTSI **Consult** Procurement Manager CTSI **Inform** Procurement Manager CTSI	Sept. 2020	Early Discussions Delay due to COVID
Better Align Service Level Agreements with Alliance Priorities by: • Mapping grant-aid and commissioned spend from the Council to the local third sector; and • Initiating a review and appropriate changes to Service Level Agreements based on Alliance policy priorities.	**Responsibility** Purchasing staff **Accountable** Heads of service **Consult** CMT Elected members **Inform** All grant aid funded suppliers	October 2020	Not Started Delay due to COVID
Advise and work in partnership with the Integration Joint Board (IJB) in line with The Public Bodies (Joint Working) (Scotland) Act 2014 as the IJB are not able to contract or hold contracts with third parties as contractual arrangements remain with the local authority.	**Responsibility** Social Services Commissioning IJB **Accountable** Social Services Commissioning IJB **Consult** Procurement Manager **Inform** CMT	Every adult commissioning exercise	Ongoing work to be done on Awareness of individual procedures

Increase local procurement expenditure by 2.5% per year from 14% to 21.5% or greater over the life of the strategy	**Responsibility**	21.5% spend with local suppliers by March 2022	20% financial year 19/20
	Purchasing Staff		
	Accountable		
	Procurement Manager		
	Consult		
	All Stakeholders		
	Inform		
	Elected Members		

PROCUREMENT ACTION PLAN March 2019 – March 2022			
Strategic Theme 4 Sound procurement practices and innovative solutions			
To use sound procurement practices and innovative solutions to promote sustainability and value for money, making use of clear and detailed procurement/purchasing data, collaboration and partnership opportunities where this accords with the Council's Principles of partnership working.			
Action	**Responsibility**	**Target Date**	
Ensure that all regulated procurements comply with the sustainable procurement duty and in the case of commissioning ensure these are aligned to the Integration Joint Board joint strategic commissioning plans which pull together the forecast of overall need across the local authority area, together with the availability of services or resources to meet that need and makes recommendations following an option appraisal for how these should be met	**Responsibility**	All regulated procurement exercises	Ongoing
	Purchasing Officers Social services commissioning		
	Accountable		
	Heads of Service		
	Consult		
	Procurement Manager IJB		
	Inform		
	CMT		
Establish systems to record the impact of procurement policies and practices on the council's climate change duties.	**Responsibility**	March 2021	Not Started
	Procurement Manger		
	Accountable		
	Heads of Service		
	Consult		
	CMT		
	Inform		
	Elected members		

Review scope for and deliver further corporate contracts to consolidate spend.	**Responsibility**		Ongoing agenda item with the Procurement Matters Group	Ongoing
	Procurement Matters Group			
	Accountable			
	Heads of Service			
	Consult			
	CMT			
	Inform			
	CMT			
Revise template documents and guidance with intention of promoting scope for innovation by the market in appropriate procurements.	**Responsibility**		Ongoing agenda item with the Procurement Matters Group	Ongoing
	Procurement Manager			
	Accountable			
	Procurement Manager			
	Consult			
	Procurement Matters Group			
	Inform			
	Purchasing Staff			
When exploring outsourcing and private partnership solutions, these will not be procured in insolation and consultation with staff, service users, unions and stakeholders will be undertaken when market testing.	**Responsibility**		When required	Ongoing
	Heads of Service			
	Accountable			
	CMT			
	Consult			
	All Stakeholders			
	Inform			
	Elected Members			
Utilise the Scottish Government's sustainable prioritisation tool to identify and prioritise procurement activity.	**Responsibility**		March 2021	Tool being revised to web format once complete we will be able to utilise
	Purchasing Staff			
	Accountable			
	Heads of Service			
	Consult			
	Procurement Manager			
	Inform			
	CMT			

Utilise the Flexible Framework Self-Assessment Tool (FFSAT) to provide a Sustainable Action Plan to establish the performance level of sustainable procurement across the council.	**Responsibility**		September 2021	Tool being revised to web format once complete we will be able to utilise
	Purchasing Staff			
	Accountable			
	Heads of Service			
	Consult			
	Procurement Manager			
	Inform			
	CMT			
Create and manage a sustainable register to capture, monitor and report on the sustainable outcomes achieved via procurement activity, and link to related internal and external reporting requirements.	**Responsibility**		December 2021	Not Started
	Procurement Manager			
	Accountable			
	Procurement Manager			
	Consult			
	All stakeholders			
	Inform			
	CMT			
Explore innovative solutions through greater collaborative approaches between the Council and the local Third sector	**Responsibility**		September 2020	Early Discussions Delay due to COVID
	Purchasing Staff CTSI			
	Accountable			
	Purchasing Staff CTSI			
	Consult			
	Procurement Matters Group CTSI			
	Inform			
	CMT			
Explore the development of a subcontractor community benefit directory	**Responsibility**		December 2020	Early Discussions Delay due to COVID
	CTSI			
	Accountable			
	CTSI			
	Consult			
	Procurement Manager			
	Inform			
	Procurement Matters Group			

PROCUREMENT ACTION PLAN March 2019 – March 2022			
Strategic Theme 5 Fair procurement			
To ensure that, contractors comply with our Living Wage and Blacklisting Policies and to ensure that we take account of the possible impact that our approach to major projects might have on different groups of people.			
Action	**Responsibility**	**Target Date**	
Ensure that all procurement follows the fundamental principles of (transparency, equal treatment and non-discrimination, proportionality and mutual recognition), the legal requirements of the Procurement Reform (Scotland) Act 2014, The Public Contracts (Scotland) Regulations 2015, The Procurement (Scotland) Regulations 2016, statutory guidance issued under the Act and Scottish public procurement policy generally and including the Scottish specific equality duty.	Purchasing Staff	Every Regulated procurement exercise	Ongoing
	Accountable		
	Heads of Service		
	Consult		
	Procurement Manager		
	Inform		
	CMT		
Establish simple methodology for assessing best value case for using the Living Wage requirement in service and works contracts,	**Responsibility**	December 2019	Not Started re profile to next year Delay due to COVID
	Procurement Manager		
	Accountable	July 2020	
	Procurement Manager		
	Consult		
	Procurement Matters Group		
	Inform		
	CMT		
Procurement will also foster and adopt the Fair Work directive where legally permissible by removing contractors who use Zero Hour Contracts and contractors who do not provide a minimum of pay in line with the living wage	**Responsibility**	Where Identified	Ongoing
	Procurement Manager		
	Accountable		
	Procurement Manger		
	Consult		
	Procurement Matters group		
	Inform		
	Purchasing Staff		

			Ongoing	Ongoing
Embed Blacklisting protocols in procurement processes for construction contracts.	**Responsibility**		Ongoing	Ongoing
	Procurement Manager and Works purchasing officers			
	Accountable			
	Procurement Manger			
	Consult			
	Procurement Matters group			
	Inform			
	Purchasing Staff			
Procurement will encourage, through the tender process and support to contractors, provision of apprenticeships and promote health and safety and utilise environmentally sustainable solutions	**Responsibility**		Every appropriate regulated procurement exercise	Ongoing
	Purchasing officers			
	Accountable			
	Purchasing officers			
	Consult			
	Procurement Manager			
	Inform			
	Procurement Matters group			
Ensure that where appropriate EQIA's are completed for regulated procurements.	**Responsibility**		Every appropriate regulated procurement exercise	Ongoing
	Purchasing officers			
	Accountable			
	Purchasing officers			
	Consult			
	Stakeholders			
	Inform			
	Procurement Manager			

PROCUREMENT ACTION PLAN March 2019 – March 2022			
Strategic Theme 6 Compliance			
Procurement will continue to identify, manage and control risk by developing policy and procedures which consider risk, and balance operational effectiveness and compliance.			
Action	**Responsibility**	**Target Date**	
Update Council Contract Standing Orders to support compliance with the new procurement rules and cascade changes to informed clients and key stakeholders.	**Responsibility**	December 2019	Started to revise but awaiting Brexit outcome in case of legislative changes
	Procurement Manager		
	Accountable		
	Strategic Director (Partnership & Performance)		
	Consult		
	Elected Members, CMT and procurement Matters group		
	Inform		
	Purchasing Officers		
Adapt internal procedures, processes and documentation to reflect the required legislative changes.	**Responsibility**	On going	On going
	Procurement Manager		
	Accountable		
	Procurement Manager		
	Consult		
	Procurement Matters group		
	Inform		
	Purchasing Officers		
Produce a procurement workforce plan to consider what skills and development requirements will be necessary within the Council to comply with the procurement rules.	**Responsibility**	March 2020	Not Started Delay due to COVID
	Procurement Manager		
	Accountable		
	Procurement Matters Group		
	Consult		
	Purchasing Officers OD Officer		
	Inform		
	CMT		
Implement measures in conjunction with Internal Audit to ensure that the opportunity for procurement fraud is minimised	**Responsibility**	Ongoing	Ongoing
	Procurement Manager and Internal Audit		
	Accountable		
	Heads of Service		
	Consult		
	Heads of Service		
	Inform		
	CMT		

Produce an annual procurement report in line with legislative requirements as soon as possible after the financial year end.	Responsibility	Quarter 3 Annually	Ongoing
	Procurement Manager		
	Accountable		
	Strategic Director (Partnership & Performance)		
	Consult		
	CMT and Elected members		
	Inform		
	Scottish Government		