



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

Kilncraigs, Greenside Street, Alloa, FK10 1EB (Tel.01259-450000)

Audit Committee

Thursday 25 November 2021 at 9.30 am

**The meeting will be held by
Video Conference (MS Teams)**



Audit Committee

The remit of the Audit Committee is:

To ensure that the authority's assurance statements, including the annual governance statement, properly reflect the risk environment and any actions required to improve it.

In relation to the authority's internal audit functions:

- oversee its independence, objectivity, performance and professionalism
- support the effectiveness of the internal audit process
- promote the effective use of internal audit by approving the annual Internal Audit Plan

To consider the effectiveness of the authority's risk management arrangements and the control environment, reviewing the risk profile of the organisation and assurances that action is being taken on risk-related issues, including partnerships and collaborations with other organisations

To monitor the effectiveness of the control environment, including arrangements for ensuring value for money, supporting standards and ethics and for managing the authority's exposure to the risks of fraud and corruption

To consider the reports and recommendations of external audit and inspection agencies and their implications for governance, risk management or control

To support effective relationships between external audit and internal audit, inspection agencies and other relevant bodies, and encourage the active promotion of the value of the audit process

To review the financial statements, external auditor's opinion and reports to members, and monitor management action in response to the issues raised by external audit.

Members of the public are welcome to attend our Council and Committee meetings to see how decisions are made.

Details of all of our Council and Committee dates and agenda items are published on our website at www.clacks.gov.uk

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17 November 2021

A MEETING of the AUDIT COMMITTEE will be held via VIDEO CONFERENCE (MS TEAMS), on THURSDAY 25 NOVEMBER 2021 at 9.30 am.

**STUART CRICKMAR
Strategic Director (Partnership and Performance)**

B U S I N E S S

	Page no.
1. Apologies	--
2. Declaration of Interests Members should declare any financial or non-financial interests they have in any item on this agenda, identifying the relevant agenda item and the nature of their interest in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Officer.	--
3. Confirm Minutes of Meeting of the Audit Committee held on 30 September 2021 (Copy herewith)	05
4. Council Financial Performance 2021/22 – August Outturn – report by the Chief Finance Officer (Copy herewith)	11
5. Exceptions from the Application of Contracts Standing Orders – report by the Strategic Director (Partnership and Performance) (Copy herewith)	29
6. Corporate Risk Register - report by the Strategic Director, Partnership and Performance (Copy herewith)	33
7. Internal Audit Update Report – report by Internal Audit Manager (Copy herewith)	47
8. Procurement Annual Report – report by the Strategic Director, Partnership and Performance (Copy herewith)	53

Audit Committee – Committee Members (Membership 8 - Quorum 4)

Councillors

Wards

Councillor	Dave Clark (Convenor)	2	Clackmannanshire North	LAB
Councillor	Martha Benny (Vice Convenor)	2	Clackmannanshire North	CONS
Councillor	Tina Murphy	1	Clackmannanshire West	SNP
Councillor	Helen Lewis	2	Clackmannanshire North	SNP
Councillor	Derek Stewart	3	Clackmannanshire Central	LAB
Councillor	Chris Dixon	4	Clackmannanshire South	IND
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Denis Coyne	5	Clackmannanshire East	CON

The Council agreed that the Convenor of the Audit Committee will rotate between the 2 Opposition parties on an annual basis.



**MINUTES OF MEETING of the AUDIT COMMITTEE held Via MS Teams on THURSDAY
30 SEPTEMBER 2021 at 9.30 AM.**

PRESENT

Councillor Dave Clark (Convenor) (Chair)
Councillor Martha Benny (Vice Convenor)
Councillor Denis Coyne
Councillor Ellen Forson

IN ATTENDANCE

Stuart Crickmar, Strategic Director (Partnership & Performance) (Clerk to the Committee)
Pete Leonard, Strategic Director (Place)
Pamela Morrison, Audit Scotland
Ursula Lodge, Audit Scotland
Lindsay Sim, Chief Finance Officer (Partnership & Performance)
Chris Alliston, Senior Manager, HR and Workforce Development (Partnership & Performance)
Cherie Jarvie, Senior Manager, Partnership and Transformation (Partnership & Performance)
Catherine Quinn, Chief Education Officer (Interim) (People)
Seonaid Scott, Health and Safety Manager (Partnership & Performance)
Ali Hair, Organisational Development Adviser (Partnership & Performance)
Rose Hetman, Strategy and Performance Adviser (Partnership & Performance)
Judi Richardson, Performance and Information Adviser (Partnership & Performance)
Graham Templeton, Senior Internal Auditor (Partnership & Performance)
Melanie Moore, Committee Services, Legal and Governance (Partnership & Performance)

AC(21)30 APOLOGIES

Apologies for absence were received from Councillor Chris Dixon, Councillor Tina Murphy, Councillor Helen Lewis and Councillor Derek Stewart.

AC(21)31 DECLARATIONS OF INTEREST

None.

AC(21)32 CONFIRM MINUTES OF MEETING HELD 17 JUNE 2021

The minutes of the Meeting of the Audit Committee held on 17 June 2021 were submitted for approval.

Moved by Councillor Ellen Forson. Seconded by Councillor Martha Benny.

Decision

The minutes of the Meeting of the Audit Committee held on 17 June 2021 were agreed as a correct record.

AC(21)33 EXTERNAL AUDIT: MANAGEMENT REPORT 2020/21

The report, submitted by the Chief Finance Officer, summarised the key issues identified during the interim audit work. The findings from this work would influence the approach to the audit activity in respect of the audit of the financial year 2020/21.

Pamela Morrison and Ursula Lodge from Audit Scotland were also in attendance.

Motion

That Committee agrees the recommendation set out in the report.

Moved by Councillor Denis Coyne. Seconded by Councillor Martha Benny.

Decision

The Committee agreed to discuss and note the key issues identified in the report.

AC(21)34 INTERNAL AUDIT UPDATE REPORT

The report, submitted by the Internal Audit Manager, Falkirk Council provided an update on 2021/22 Internal Audit Plan.

Motion

That Committee agrees the recommendation set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Denis Coyne.

Decision

The Committee agreed to note progress being made with completing the 2021/22 Internal Audit Plan.

AC(21)35 COUNCIL FINANCIAL PERFORMANCE 2020/21

The report, submitted by the Chief Finance Officer, updated on the financial Performance for the Council, for the year ended 31 March 2021. The figures provided in this report are draft pending completion of the audit of the 2020/21 financial statements.

Motion

That Committee agrees the recommendations set out in the report.

Moved by Councillor Dave Clark. Seconded by Councillor Denis Coyne.

Decision

Having commented on and challenged the report, the Committee agreed to note the report on:

1. General Fund revenue underspend of £(9.721)m for the year to 31 March 2021, of which £(6.715)m is earmarked for specific purposes in future years;
2. The Clackmannanshire element of the Health and Social Care Partnership (H&SCP) underspend for the year of £(1.715)m;

3. The HRA revenue surplus over budgeted surplus for the year of £(1.944)m to 31 March 2021;
4. The HRA Capital programme underspend of £(4.654)m and carry forward of £(2.501)m;
5. The General Fund Capital Programme underspend of £(9,417)m, and
6. Progress in delivering the £3.343m savings programme, as at 31 March 2021.

AC(21)36 COUNCIL FINANCIAL PERFORMANCE 2021/22 – JUNE OUTTURN

The report, submitted by the Chief Finance Officer, provided an update on the financial performance for the Council as at June 2021, in respect of the General Fund (GF) revenue and capital spend and the achievement of savings to date, for the current financial year 2021/22 and the Housing Revenue Account (HRA) revenue and capital spend, for the current financial year, 2021/22.

Motion

That Committee agrees the recommendations set out in the report.

Moved by Councillor Martha Benny. Seconded by Councillor Ellen Forson.

Decision

Having commented on and challenged the report, the Committee agreed to note the report on:

1. General Fund revenue is forecasted overspend of £2.555m for the year to 31 March 2022, prior to allocation of £1.500m Covid19 funding resulting in a net projected overspend of £1.052m;
2. The Clackmannanshire element of the Health and Social Care Partnership (H&SCP) forecasted overspend for the year to 31 March 2021 of £1.673m;
3. The HRA forecasted revenue overspend for the year of £0.118m to March 2022;
4. The Housing Revenue Account Capital spend forecast on budget;
5. The General Fund Capital Programme forecasted underspend of £(1.316)m; and
6. Progress to date in delivering the £2.126 approved savings programme, currently forecast to achieve 88.6%, as at 31 March 2021.

AC(21)37 CORPORATE RISK REGISTER

The report, submitted by the Strategic Director, Partnership and Performance, provided the regular update on Clackmannanshire Council's Corporate Risk Log (Appendix A).

Motion

That Committee agrees the recommendations set out in the report.

Moved by Councillor Denis Coyne. Seconded by Councillor Ellen Forson.

Decision

Having commented and challenged the report, the Committee agreed to note the report.

AC(21)38 COVID 19 DEBRIEF UPDATE

Council agreed on 10 September 2020 to conduct a debrief on the Council's response to the global Coronavirus pandemic, and subsequently agreed the process that would be undertaken in October 2020. Since then, there have been a number of local and national developments which have been impacted this work commencing. The report, submitted by the Senior Manager, Partnership and Transformation, provided an update on the Covid 19 Debrief activity being taken forward by Clackmannanshire Council.

Motion

That Committee agrees the recommendation set out in the report.

Moved by Councillor Dave Clark. Seconded by Councillor Martha Benny.

Decision

The Committee agreed to note the update set out in the report; the next steps outlined; and note the debrief survey findings will be presented to Committee at the next meeting.

Action

Senior Manager, Partnership and Transformation

AC(21)39 BUILDING SECURITY: UPDATE

On the 19 April 2019, the Audit Committee agreed to follow up a report on Building Security as a result of an Internal Audit report that provided No Assurance. An updated report was prepared for Audit Committee in April 2020, however, as a result of the global pandemic that meeting was cancelled. This report, submitted by the Strategic Director, Partnership and Performance, provided the Audit Committee with an update on the current situation.

Motion

That Committee agrees the recommendation set out in the report.

Moved by Councillor Denis Coyne. Seconded by Councillor Martha Benny.

Decision

Having commented on and challenged the report, the Committee agreed to note the report.

AC(21)40 ANNUAL COMPLAINTS REPORT 2020/21

The report, submitted by the Strategy and Performance Adviser, presented to Committee an overview of performance in relation to complaints handling during in the year 2020/21.

Motion

That Committee agrees the recommendation set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Martha Benny.

Decision

Having commented on and challenged the report, the Committee agreed to note the performance of Council services in handling complaints.

AC(21)41 CYBER SECURITY AND RESILIENCE

The report, submitted by the Senior Manager, Partnership and Transformation, provided Committee with a high level update on the national Cyber Security and Resilience work being led by Scottish Government and the steps that the Council is taking around PSN compliance and cyber essentials.

Motion

That Committee agrees the recommendation set out in the report.

Moved by Councillor Denis Coyne. Seconded by Councillor Martha Benny.

Decision

Having commented on and challenged the report, the Committee agreed to note the report.

AC(21)42 HEALTH AND SAFETY ANNUAL REPORT

The report, submitted by the Strategic Director, Partnership and Performance, provided Committee the 2020/21 annual report on Health and Safety performance across the Council and sets out a plan of work in this area for the coming year.

Motion

That Committee agrees the recommendation set out in the report.

Moved by Councillor Martha Benny. Seconded by Councillor Dave Clark.

Decision

Having commented on and challenged the report, the Committee agreed to note the report.

Ends 10:56 hrs

Report to: Clackmannanshire Council

Date of Meeting: 25 November 2021

Subject: Council Financial Performance 2021/22 – August Outturn

Report by: Chief Finance Officer

1.0 Purpose

1.1 This paper provides an update on the financial performance for the Council, as at August 2021, in respect of the:

- General Fund (GF) revenue and capital spend and the achievement of savings to date, for the current financial year, 2021/22; and
- Housing Revenue Account (HRA) revenue and capital spend, for the current financial year, 2021/22.

2.0 Recommendations

2.1 Committee is asked to note the report, commenting and challenging as appropriate on:

2.1.1 GF revenue spend is forecasted overspend of £2.445m for the year to 31 March 2022, prior to allocation of £1.500m Covid19 funding resulting in a net projected overspend of £0.945m;

2.1.2 the Clackmannanshire element of the Health and Social Care Partnership (H&SCP) forecasted overspend for the year to 31 March 2022 of £1.535m;

2.1.3 the HRA forecasted revenue underspend for the year of £(0.090)m to 31 March 2022;

2.1.4 the Housing Revenue Account Capital forecasted underspend of £(0.468)m which will be proposed to carry forward to 2022/23;

2.1.5 the General Fund Capital programme is forecasting an underspend of £(1.316)m as at June 2021 and an update will be provided to the next Committee, and

2.1.6 progress to date in delivering the £2.126m approved savings programme, currently forecast to achieve 87.6%, as at 31 March 2022.

3.0 Background

3.1 This report summarises the forecasted financial position of the Council for the financial year ended 31 March 2022. This report consolidates all of the detailed financial data to provide a summary position. The report also provides details of individual Directorate positions.

4.0 General Fund Revenue

4.1 As at 31 August 2021 the General Fund is forecasting an overspend of £2.445m and the Clackmannanshire element of the H&SCP is forecasting an overspend of £1.535m, which brings the Council's overall position to an overspend of £3.980m for the year to March 2022 before allocation of COVID funding.

4.2 **Appendix 1** provides the breakdown by each Directorate and centrally held Corporate Service areas along with the position for Partnerships and Sources of Funding. Detailed variance analysis has been provided to each portfolio Committee.

4.3 Covid19 continues to impact the delivery of Services as we move through the Recovery phase of the pandemic. Elements of the variances attributable to Covid19 are shown within **Appendix 1** totalling £2.174m across the Directorates. The majority of this sits within the People Directorate with £1.525m attributable to Social Services Childcare. This mainly relates to Residential placements (£1.100m) and Corporate Parenting (£0.425m).

4.4 Loss of income continues to impact as chargeable services slowly start to reopen during the year. This is also reflected in the variances attributable to Covid19 within **Appendix 1**.

4.5 The Council received funding during 2020/21 and 2021/22 to mitigate the financial impact of Covid19. £1.500m of this is held within earmarked reserves which when applied to the projected general fund overspend due to Covid19 of £2.174m, reduces this to £0.674m. This would then reduce the projected general fund overspend of £2.445m to £0.945m. The financial impact of COVID will continue to be monitored and reported along with any additional funding received.

5.0 Clackmannanshire & Stirling Health and Social Care Partnership (H&SCP)

5.1 The Clackmannanshire element of the Health and Social Care Partnership is forecasting an overspend of £1.535m for the financial year. This is a favourable movement of £(0.138)m since the June outturn. Forecasts are based on financial performance for quarter 2 and care commitments recorded in the social care management information service (CCIS) forecast for the remainder of the year.

5.2 Detail of the forecast variances that make up this overspend are shown in **Appendix 3** which has been reported to the Integration Joint Board Finance and Performance Committee as part of their consolidated financial report.

- 5.3 This forecasted overspend should be viewed alongside the latest overall projected overspend on the Integrated Budget of the Health and Social Care Partnership for delegated Health and Social Care Services of £2.969m inclusive of COVID related demand pressures. This position was reported to the Integration Joint Board Finance and Performance Committee on 20 October 2021.
- 5.4 There still appears to be a Covid19 related impact on the levels of additional demands being observed to both maintain citizens care in their own homes in their communities and support discharge from acute hospital and other residential care. Therefore some additional funding support is being sought from Scottish Government via the quarterly Covid19 financial return. Quarterly returns are being submitted to Scottish Government and will be subject of review and consideration. Therefore any potential additional Scottish Government support is not assumed at this point. No Scottish Government support for unachieved savings is assumed in the current financial year as was provided in 2020/21 financial year.
- 5.5 The Integration Scheme requires a budget recovery plan to be prepared and it is envisaged the issues detailed above and detailed within the variances in **Appendix 3** would form the basis of such a recovery plan.

6.0 General Fund Capital

- 6.1 General Fund capital is forecasting an underspend of £(1.316)m to March 2022 as at June 2021. An update on this forecast will be provided to this Committee at its next meeting in February.

7.0 Progress on 2021/22 Approved Savings

- 7.1 At its budget meeting in March 2021, Council approved savings of £2.126m to be made in 2021/22. The table below shows the split of these savings across Directorates and indicates the forecasted achievement of those savings by 31 March 2022.

Table 2: General Services Revenue Budget 2021/22 distribution of planned savings by Directorate and forecasted achievement.

Directorate	Approved Savings	Achieved /Likely to be achieved	At Risk	Unlikely to be achieved
	2021/22 £'000	£'000	£'000	£'000
People	682	582	0	100
Place	776	751	25	0
Performance & Partnerships	668	530	138	0
Total approved savings	2,126	1,863	163	100
		87.6%	7.7%	4.7%

7.2 The above table indicates that 87.6% of savings have been or are likely to be achieved, with a further 12.4% at risk or unlikely to be achieved in 2021/22, these comprise of;

- PEMGT11 (£0.100m) - Review of high cost placements. There is currently an ongoing review of Commissioned Services within People and this saving will not be met in 2021/22, it is anticipated this will be met in 2022/23.
- PLPOL10 (£0.025m) – Targeted reduction in council generated waste. This is under review by the service but not expected to be met in 2021/22.
- P&PMGT5 (£0.138m) – Homelessness income cash saving. Based on current figures this saving is not expected to be met in full but this saving is demand driven and the position may change as actual figures become available.

The non-achievement of these savings are not thought to be as a direct result of Covid19.

7.3 Further detail of progress on individual savings within each directorate is provided in **Appendix 2**.

8.0 Financial Risks

The forecasts provided above are based on information currently available. The Covid19 pandemic has had a significant impact on the councils financial position through increased and additional costs, loss of income and the ability to achieve savings. This may be partly offset by some small savings from Services that are not being fully delivered or reprioritised.

Fluctuations in forecasts are to be expected throughout the year as the current situation continues and further updates will be brought to Committees as required.

9.0 Housing Revenue Account (HRA)

9.1 Revenue

The HRA Revenue account is forecasting a surplus of £(5.735)m which is £(0.090)m more than the budgeted surplus which is an improvement of £(0.208)m since the last forecast in June. **Appendix 4** provides details of the forecasted spend to 31st March 2022 with details of variances in **Appendix 5**.

9.2 Capital

9.3 The current net HRA Capital Budget is £8.992m. This is inclusive of carry forward of £2.501m from 2020/21 which was mainly due to slippage in planned work due to lockdown restrictions which will now be carried out in 2021/22.

9.4 At this time the HRA Capital Programme is forecast to underspend on its budget. The programme has previously been impacted with the recent Covid19 restrictions that were in place. The expectation is however that the majority of the programme will be delivered this year along with the uncompleted projects brought forward from 2020/21. Where slippage is identified, it is intended that this will be carried forward into 2022/23 for completion. This will be continually monitored during the year and any variances will be reported to committee through these reports.

9.5 **Appendix 6** provides details of the HRA capital programme for the current year, with individual projects listed within the various asset management plans.

10.0 Conclusions

10.1 General Fund revenue spend is forecasting an overspend of £2.445m for the year to 31 March 2022 before allocation of £1.500m Covid19 funding resulting in a net projected overspend of £0.945m;

10.2 The Clackmannanshire element of the H&SCP is forecasting an overspend of £1.535m for the year to 31 March 2022;

10.3 The Housing Revenue Account (HRA) revenue is forecasting an underspend for the year of £(0.090)m to 31 March 2022;

10.4 The Housing Revenue Account Capital forecasted underspend of £(0.468)m which will be proposed to carry forward to 2022/23.

10.5 The General Fund Capital programme is forecasting an underspend of £(1.316)m as at June 2021 and a further update will be provided to the next Committee, and

10.6 Of the £2.126m approved savings programme, 87.6% are forecast to be achieved.

11.0 Sustainability Implications

11.1 There are no direct environmental sustainability implications arising from this report.

12.0 Resource Implications

12.1 *Financial Details*

12.2 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

12.3 Finance has been consulted and has agreed the financial implications as set out in the report. Yes

12.4 *Staffing*

12.5 There are no direct staffing implications arising from this report.

13.0 Exempt Reports

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

14.0 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)

15.0 Equalities Impact

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

Yes No

16.0 Legality

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

17.0 Appendices

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

Appendix 1 – Council Summary at August 2021

Appendix 2 – Summary Savings by Directorate at August 2021

Appendix 3 – HSCP Variances at August 2021

Appendix 4 – HRA Revenue Outturn at August 2021

Appendix 5 – HRA Variances at August 2021

Appendix 6 – HRA Capital Outturn at August 2021

18.0 Background Papers

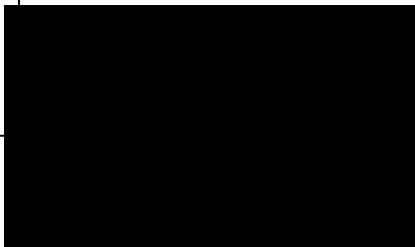
18.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Elizabeth Hutcheon	Management Accountancy Team Leader	6214

Approved by

NAME	DESIGNATION	SIGNATURE
Lindsay Sim	Chief Finance Officer	
Stuart Crickmar	Director of Partnership & Performance	

	<i>Revised Budget August £'000</i>	<i>Forecast to March 2022 £'000</i>	<i>Variance Forecast to Budget £'000</i>	<i>Variance due to Covid £'000</i>	<i>Variance due to non Covid £'000</i>
Resource & Governance	6,440	6,385	(55)	0	(55)
Strategy & Customer Services	3,351	3,461	110	100	10
Executive Team	511	478	(33)	0	(33)
Development & Environmental	15,488	15,330	(158)	63	(221)
Education Service	59,965	60,268	304	84	220
Housing & Community Safety	6,258	6,696	438	272	166
Social Services	15,429	16,854	1,425	1,525	(100)
Health & Social Care Partnership	19,875	21,410	1,535	0	1,535
Corporate Services	(374)	(30)	344	130	214
Misc Services - Non Distributed Costs	1,100	1,100	(0)	0	(0)
	128,043	131,952	3,909	2,174	1,735
less allocated to non general fund	(1,305)	(1,305)	0	0	
Services Expenditure	126,738	130,647	3,909	2,174	1,735
Add Requisitions from Joint Boards					
Central Scotland Valuation	459	459	0	0	0
	127,197	131,106	3,909	2,174	1,735
Add/Deduct					
Interest on Revenue Balances	(91)	(20)	71	0	71
Loans Fund Contribution	4,829	4,829	0	0	0
Contribution to Bad Debt Provision	200	200	0	0	0
	132,135	136,115	3,980	2,174	1,806
Sources of Funding					
General Revenue Funding/Non-Domestic Rates	(106,805)	(106,805)	0	0	0
Council Tax	(23,716)	(23,716)	0	0	0
Council Tax Reduction Scheme	0	0	0	0	0
Contribution from Reserves	0	0	0	0	0
Capital Stimulus Fund	0	0	0	0	0
Application of unapplied Capital receipt	(729)	(729)	(0)	0	(0)
Contribution from Earmarked Reserves	(885)	(885)	0	0	0
Contribution from Uncommitted Reserves	0	0	0	0	0
	(132,135)	(132,135)	0	0	0
Projected (Surplus)/Shortfall	(0)	3,980	3,980	2,174	1,806
Summarised by Division					
People	77,560	79,352	1,792	1,694	98
Place	18,867	18,805	(62)	44	(106)
Partnership & Performance	11,015	11,315	300	306	(6)
Health & Social Care Partnership	19,875	21,410	1,535	0	1,535
Corporate Services	4,564	4,979	415	130	285
Central Scotland Valuation	459	459	0	0	0
	132,341	136,320	3,980	2,174	1,806

Management Efficiencies

Service Reference	Description of Saving	2021/22 £	Achieved/Likely to be achieved £	Amber £	Red £	Unachieved due to Covid £	Service Updates
PEMGT2	External recharges to Regional Improvement Collaborative - CASH	79,830	79,830				Saving achieved
PEMGT3	Devolved school management savings	40,009	40,009				Saving likely to achieve
PEMGT5	Saving on subscription- Community L&D	3,600	3,600				Saving achieved
PEMGT6	Saving on Book Fund	5,000	5,000				Saving achieved
PEMGT7	PPP insurance rebate	7,000	7,000				Saving likely to achieve
PEMGT8	Speech & Language therapy	37,000	37,000				Saving likely to achieve
PEMGT9	Devolved underspend- CASH	100,000	100,000				Saving achieved
PEMGT10	Educational Psychology post into mental health	30,000	30,000				Saving likely to achieve
PEMGT11	Care cubed- Review of high cost placements	100,000			100,000		There is currently a review of Commissioned Services for Children underway and this saving will not be achieved in 21/22 but will move to 22/23
Total	Management Efficiencies	402,439	302,439	0	100,000	0	

Transformation

Service Reference	Description of Saving	2021/22 £	Achieved/Likely to be achieved £	Amber £	Red £	Unachieved due to Covid £	Service Updates
PEMGT1	Transforming secondary curriculum	247,275	247,275				Saving likely to achieve
	Transforming Early Years Curriculum	32,000	32,000				Saving achieved
		279,275	279,275	0	0	0	

Summary By Type	2021/22 £	Achieved/Likely to be achieved £	Amber £	Red £	Unachieved due to Covid £
Management Efficiencies	402,439	302,439	0	100,000	0
Transformation	279,275	279,275	0	0	0
Total Division	681,714	581,714	0	100,000	0

85.3% 0.0% 14.7% 0.0%

Management Efficiencies

Service Reference	Description of Saving	2021/22 £	Achieved/Likely to be achieved £	Amber £	Red £	Unachieved due to Covid £	Service Updates
P&PMGT1	Reduction in Corporate Training Budget	12,000	12,000				Saving is achieved
P&PMGT2	To consolidate various approaches around cash handling	15,000	15,000				Initial data being gathered to enable procurement to proceed
P&PMGT3	Reduction in Various Budget Lines	1,200	1,200				Saving is achieved
P&PMGT4	Budget realignment in Strategy and Performance (across mileage, supplies and subscriptions).	3,000	3,000				Saving is achieved
P&PMGT5	Homeless Income - CASH	150,000	12,000	138,000			Early indications are that the grant percentage received last year will not be sufficient to cover the full saving.
P&PMGT6	Vacancy management based on turnover levels	290,000	290,000				This is outturned within the services.
P&PMGT9	Triennial valuations of pensions	162,000	162,000				
P&PMGT11	Budget Realignment - postages & stationery	2,000	2,000				Saving is achieved
P&PMGT12	Mileage - CASH	30,000	30,000				This is outturned within the services.
Total	Management Efficiencies	665,200	527,200	138,000	0	0	

Policy

Service Reference	Description of Saving	2021/22 £	Achieved/Likely to be achieved £	Amber £	Red £	Unachieved due to Covid £	Service Updates
P&PPOL3	To remove the residual budget remaining to conduct a citizens survey previously titled Clacks 1000.	3,000	3,000				Saving achieved.
		3,000	3,000	0	0	0	

Summary By Type	2021/22 £	Likely to be achieved £	Amber £	Red £	Unachieved due to Covid £
Management Efficiencies	665,200	527,200	138,000	0	0
Policy	3,000	3,000	0	0	0
Total Division	668,200	530,200	138,000	0	0

79.3% 20.7% 0.0% 0.0%

Management Efficiencies

Service Reference	Description of Saving	2021/22 £	Achieved/Likely to be achieved £	Amber £	Red £	Unachieved due to Covid £	Service updates
PLMGT1	Modern Apprenticeship Scheme	21,550	21,550				Saving is achieved
PLMGT2	Trading Standards SLA - CASH	30,000	30,000				Saving is achieved
PLMGT3	Corporate Energy Budget Savings	2,917	2,917				Saving is achieved
PLMGT6	Homelessness Income	300,000	300,000				Saving is achieved
PLMGT7	Homelessness Income - CASH	100,000	100,000				Saving is achieved
PLMGT8	Office moves	20,000	20,000				Saving is achieved
PLMGT9	Mail room	2,500	2,500				Saving is achieved
PLMGT12	Cash saving - Budget realignment within Economic Development - CASH	60,000	60,000				Saving is achieved
PLMGT14	GF Housing realignment	20,000	20,000				Saving is achieved
PLMGT15	GF Housing realignment- CASH	80,000	80,000				Saving is achieved
PLMGT16	Garden waste	50,000	50,000				Saving is achieved
PLMGT17	Decrease in Non Domestic Rates due to Rate poundage	44,000	44,000				Saving is achieved
Total	Management Efficiencies	730,967	730,967	0	0	0	

Policy

Service Reference	Description of Saving	2021/22 £	Achieved/Likely to be achieved £	Amber £	Red £	Unachieved due to Covid £	Service updates
PLPOL01	Generate income through corporate sponsorship of Council Assets: Roundabouts, Parks, Open Spaces, Roads, Cycle Paths	10,000	10,000				Service has advised this will be fully achieved
PLPOL10	Targeted reduction in council generated waste	25,000		25,000			Under review with Service
Total	Policy	35,000	10,000	25,000	0	0	

Transformation

Service Reference	Description of Saving	2021/22 £	Achieved/Likely to be achieved £	Amber £	Red £	Unachieved due to Covid £	Service updates
PLMGT17	Community Participation in the Provision of Annual Bedding Schemes	10,000	10,000				Saving is achieved
Total	Transformation	10,000	10,000	0	0	0	

Summary By Type	2021/22 £	Achieved/Likely to be achieved £	Amber £	Red £	Unachieved due to Covid £
Management Efficiencies	730,967	730,967	0	0	0
Policy	35,000	10,000	25,000	0	0
Transformation	10,000	10,000	0	0	0
Total Division	775,967	750,967	25,000	0	0

96.8% 3.2% 0.0%

Variances at 31 August 2021

Appendix 3

	Annual Budget 2021/22	Forecast to August 2021	Variance Forecast to Budget at August	Variance due to Covid	Variance due to Non Covid	Variance Forecast to Budget at June	Movement in variance June to August	Narrative
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Employees	8,716	7,991	(726)		(726)	(613)	(113)	Underspend across a range of services: including: Integrated Mental Health £(410k); Disability Day Care £(183k); Assessment & Care Management including Hospital Discharge £(105k) Intermediate Care £(52k) and Reablement £(58k). There is an overspend at Menstrie House of £252k and Ludgate Respite £88k (Excludes Covid related costs to be charged to NHS Mobilisation Fund) The increased underspend is the result of slippage in recruitment.
Long Term Care								
Nursing Homes	7,626	8,649	1,023		1,023	851	172	Nursing Home places fell by 55 at the start of the year but have now risen to 210 as homes have re-opened to admissions. This forecast is potentially subject to significant volatility depending on the future course of the pandemic. The movement reflects the increase in placements since June.
Residential Homes	3,169	3,171	2	0	2	(598)	600	Overall numbers remain stable at around 60. The movement is due to a realignment of budgets following the allocation of growth funds.
Community Based Care								
Care at Home	8,728	9,664	936		936	2,102	(1,166)	The forecast reflects the impact of Covid on the delivery of Care at Home with weekly hours currently standing at 12,000 compared to pre covid levels of 10,000. The full impact of Covid on service delivery is being reviewed to identify potential to charge costs to the NHS Mobilisation Fund. The positive movement since June is the result of the allocation of growth funding.
Day Care	230	250	21		21	22	(1)	Day Care for approximately 42 service users of which 19 have complex needs.
Direct Payments	953	1,172	219	0	219	114	105	Numbers have increased from 70 to 73 service users receiving a direct payment. The forecast has been revised to reflect actual pattern of payments to date. The movement since June reflects the increased number of payments.
Housing Aids and Adaptations	159	160	1	0	1	1	0	Demand driven adaptations within private sector homes. The number of adaptations was significantly impacted by Covid, but are now progressing.
Housing with Care	163	110	(54)	0	(54)	(54)	1	This budget is for Supported Accommodation provided by external organisations. Expenditure is less than budget as some of the care has transferred to Care at Home.
Respite	129	89	(40)	0	(40)	(29)	(12)	Costs for respite continue to increase as Respite plans for the year are confirmed.
Misc. Third Party Payments	1,080	1,321	241	0	241	(213)	454	This heading covers various payments to other agencies including other local authorities, registration fees and payments to voluntary organisations. The overspend is on payments for complex care and third sector organisations. The movement reflects the allocation of growth funds to address service pressures.
Premises Expenditure	11	34	23		23	23	0	The budget covers cleaning materials within operational buildings. This heading includes Covid related costs for cleaning materials.
Supplies and Services	403	377	(26)		(26)	(26)	(0)	Includes equipment, house adaptations, food and insurance, postage, printing and administration.
Transport Expenditure	48	35	(13)		(13)	(8)	(5)	Travel costs underspent as a result of Covid
Income								
Income	(4,269)	(4,398)	(129)		(129)	127	(256)	This income is largely contributions towards the cost of care. Movement since June reflects increased income for Residential Rare and Home Care as services re-open.
Resource Transfer (Health)	(7,271)	(7,215)	56		56	(26)	82	Includes income from NHS, integration funding and contributions for complex care as well as forecast contributions from the NHS Mobilisation fund for Covid.
Total	19,875	21,410	1,534	0	1,534	1,673	(138)	

Service Summary - Housing Revenue Account

As at August 2021

Description	Annual Budget for 2021-22	Forecast to March 2022	Variance August Forecast to Budget
Chief Officers Gross Salaries	23,968	23,968	0
Chief Officers Employers Superann	5,393	5,393	0
Chief Officers Employers NIC	529	529	(0)
Single Status Gross Salaries	6,046,802	5,416,192	(630,611)
Single Status Employers Superann	1,331,458	1,203,225	(128,232)
Single Status Employers NIC	568,261	511,294	(56,967)
Single Status Overtime	260,000	409,200	149,200
Single Status Absence Pay	0	39,039	39,039
Trainee Allowances Gross Salaries	16,262	13,171	(3,091)
Long Service Awards	2,350	2,350	0
Salary Related Admin Costs	2,160	0	(2,160)
Employee Management Costs	3,000	3,000	(0)
Conference Expenses And Subsistence	(0)	0	0
Staff Training	88,000	68,000	(20,000)
Vacancy Management	(430,233)	0	430,233
	7,917,950	7,695,362	(222,588)
Corporate Building Repairs	0	18,163	18,163
Annual Maintenance External Providers	300,000	250,000	(50,000)
Grounds Maintenance	0	0	0
Cleaning & Hygiene Materials	1,500	1,500	0
Gas	6,000	6,000	(0)
Electricity	20,000	20,000	(0)
Void Rent Loss	450,000	425,150	(24,850)
Rates	3,000	17,000	14,000
Council Tax	10,000	22,000	12,000
Property Insurance	203,000	209,060	6,060
Bad Debt Provision	400,000	400,000	(0)
Building Costs - Recharges Internal	103,000	103,000	(0)
Land Services - Internal Recharges	50,000	50,000	(0)
	1,546,500	1,521,873	(24,627)
Short Term Vehicle Hire	4,000	6,000	2,000
Staff Travel Mileage Expenses	23,500	2,129	(21,371)
Vehicles - Maintenance Recharges	345,000	393,000	48,000
	372,500	401,129	28,629
Purchase Of Equipment	23,070	52,570	29,500
Purchase Of Furniture	(8,000)	0	8,000
Storage & Removal Charges	2,000	2,000	(0)
Materials (issued from Stock)	700,000	799,000	99,000
Materials - Direct purchases from suppliers	450,000	550,000	100,000
General Consumables (small items)	35,500	45,500	10,000
Equipment Maintenance	10,000	20,000	10,000
Equipment Rental/Leasing	20,000	20,000	0
Scaffold Hire	50,000	50,000	0
Medical Supplies	1,100	1,100	0
Hospitality	100	100	(0)
Uniforms & Clothing	6,280	6,280	0
Office Equipment - Purchases	3,650	3,650	0

<i>Description</i>	<i>Annual Budget for 2021-22</i>	<i>Forecast to March 2022</i>	<i>Variance August Forecast to Budget</i>
Printing & Photocopying	7,800	4,000	(3,800)
Stationery	6,260	4,860	(1,400)
Publications	500	500	0
Insurance	32,120	42,311	10,191
Professional Fees	60,650	43,650	(17,000)
Performing Rights	300	300	(0)
Postages	8,000	4,500	(3,500)
Legal Expenses	32,000	16,000	(16,000)
Subscriptions	20,600	15,600	(5,000)
Telephones	150	150	0
Mobile Telephones	33,810	32,810	(1,000)
Computer Hardware Purchase	20,000	20,000	(0)
Computer Software Purchase	163,500	163,500	0
Computer Software Maint.	83,300	83,300	0
	1,762,690	1,981,681	218,991
Other Council Accounts	552,620	552,120	(500)
Voluntary Organisations Payment	67,730	67,730	0
Payments To Contractors	98,200	98,200	0
Payment To Subcontractor	500,000	500,000	0
Payments To Individuals	0	1,300	1,300
	1,218,550	1,219,350	800
Support Services	1,204,000	1,204,000	0
	1,204,000	1,204,000	0
Loans Fund Interest	1,154,700	1,312,185	157,485
Debt Management Expenses	23,370	20,400	(2,970)
Principal Repayments	304,000	304,185	185
	1,482,070	1,636,770	154,700
Total Expenditure	15,504,260	15,660,166	155,906
Charges for Services Standard VAT	(61,400)	(12,000)	49,400
Sponsorship Income	0	(0)	(0)
Other Income	(5,740)	(13,312)	(7,572)
Housing Rents	(19,850,150)	(19,889,870)	(39,720)
General Rents	(62,350)	(62,350)	(0)
Interest(Revenue Balance)	(10,000)	(10,000)	0
Internal Trading Contract	(1,160,000)	(1,407,900)	(247,900)
Total Income	(21,149,640)	(21,395,432)	(245,792)
Net Surplus	(5,645,380)	(5,735,266)	(89,887)

Place Directorate
HRA Variances at 31 August 2021

Appendix 5

<i>Housing Revenue Account</i>	<i>Annual Budget 2021/22</i>	<i>Forecast to March 20210</i>	<i>Variance Forecast to Budget at August</i>	<i>Variance due to Covid</i>	<i>Movement in variance June to August</i>	<i>Narrative</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>		
Employee expenditure	7,918	7,695	(223)	0	(309)	Employee expenditure is forecast to underspend by £(0.223)m, an improvement of £(0.309)m. Tenancy Team has reduced the salaries expenditure by £(0.118)m with non filling of vacancies and increased maternity leave. Service Delivery continues to have difficulties with resourcing & recruiting and this has resulted in a saving of £(0.119)m. The initial levels of overtime have reduced and the forecast has been reduced by £(0.045)m. Other amendments including superannuation & long term sick account for a saving of £(0.026)m.
Premises expenditure	1,547	1,522	(25)	0	(62)	Reduced use of Private Contractors and Void expenditure now anticipated.
Transport expenditure	373	401	29	0	42	Increased internal costs as increased number of vehicles continues to be required for safe working practices.
Supplies and Services	1,763	1,982	219	219	258	The Service is now start to feel the impact of increased costs in stock and materials arising from Brexit & Covid. There is also a backlog on equipment servicing and replacement required.
Third Party Payments	1,219	1,219	0	0	0	No variance
Support services	1,204	1,204	0	0	0	No variance
Capital financing costs	1,482	1,637	155	0	155	The budget for the HRA was based on the anticipated actual on the interest payable. The updating of this has resulted in an increase in the forecast interest.
Total Gross Expenditure	15,504	15,660	156	219	84	
Income	(21,150)	(21,395)	(245)	0	(292)	Income is forecast to overachieve by £(0.245)m, an increase of £(0.292)m. The initial increased overtime has now been reflected in increased rechargeable work from Elections of £(0.063)m. £(0.200)m additional income form work carried out on public buildings and £(0.019)m for other ad hoc capital jobs.
Total Net Expenditure	(5,645)	(5,735)	(90)	219	(208)	

Housing Capital Programme 2021-22 Period to August 2021	Project Code	21-22 Net Budget	Net Expenditure to 31/08/21	Forecast as at 31/08/21	Forecast to Budget Variance	Comment	C/F to 2022-23
SCOTTISH HOUSING QUALITY STANDARD							
TACKLING SERIOUS DISREPAIR PRIMARY BUILDING ELEMENTS							
Structural Works							
Structural Upgrades	10192	400,000	3,315	400,000	0	Emergency works & Barnhill Park. Works undertaken at High Street Alloa for Urgent Building Warrant - Job Concluded 9 of September 2021. Awaiting Final Valuation Including Engineering Fees - Budget will spend out .	
Asbestos Testing for Council Houses	10071	20,000	1,229	20,000	0	Reactive Works	
Asbestos Removal Works for Council Houses	10072	50,000	9,343	50,000	0	Reactive Works	
Structural Works		470,000	13,887	470,000	0		
SECONDARY BUILDING ELEMENTS							
Damp/Rot							
Damp & Rot Works	10195	100,000	58,109	100,000	0	Statutory work on Tolerable standard - Work Progressing . Will Spend out Budget	
Damp/Rot		100,000	58,109	100,000	0		
Roofs / Rainwater / External Walls							
Roof & Render Upgrading Works	10196	1,000,000	405,174	1,000,000	0	Programme on site extra costs but will remain within budget. Programme on Track to Spend out	
Roofs / Rainwater / External Walls		1,000,000	405,174	1,000,000	0		
Windows							
Window Replacement	10197	1,768,000	500,798	1,300,000	(468,000)	Contractor on site and Extra Resource on to catch up on programme - Forecast Underspend Uncertainty around the need for carry forward as new contract to be procured which might lead to delays in starting.	(468,000)
Windows		1,768,000	500,798	1,300,000	(468,000)		
		2,868,000	964,081	2,400,000	(468,000)		
ENERGY EFFICIENCY							
Central Heating - Design and Installation 2019-22	10193	112,000	41,913	112,000	0	Contractor working on Emergency Failures and Void Only - Budget will outturn	
Weir Multicon Upgrade 2018-2020	10178	750,000	496,781	750,000	0	Contractor on site at present. Potential Grant Income of £310k to supplement the Programme through BEIS . Project Will conclude in October 2021.	
Renewable Central Heating Systems	10232	60,000	0	60,000	0	Early design stages and discussions. Pilot Addresses given to Current Heating Term Contractor to Scope out and Cost up Options - Budget will outturn	
Energy Performance Certificates Programme	10233	10,000	0	10,000	0	Programme due to commence October 2021. Budget will spend out	
Full/Efficient Central Heating		932,000	538,693	932,000	0		
MODERN FACILITIES & SERVICES							
Kitchen Renewal							
Kitchen Replacement 2017-20	10158	200,000	35,390	200,000	0	Internal team working on this . Voids and Emergency Failure Only .	
Kitchen Renewal		200,000	35,390	200,000	0		
Bathrooms							
2016-20 Bathroom Replacements PCU Team	10141	50,000	17,267	50,000	0	Internal team working on this- Voids and Emergency Failures	
Bathrooms		50,000	17,267	50,000	0		
		250,000	52,657	250,000	0		
HEALTHY, SAFE & SECURE							
Safe Electrical Systems / CO Detectors							
Safe Electrical systems 2018-22	10171	1,100,000	34,649	1,100,000	0	Contractor Started back on site on the 9th of August 2021. Full Programme of works to meet the changes to the Tolerable Standard	Potential Carry Over Required due to late start
Safe Electrical Systems		1,100,000	34,649	1,100,000	0		
Communal Areas (Environmentals)							

Housing Capital Programme 2021-22 Period to August 2021	Project Code	21-22 Net Budget	Net Expenditure to 31/08/21	Forecast as at 31/08/21	Forecast to Budget Variance	Comment	C/F to 2022-23
External Works : Fencing, Gates, Paths	10090	315,000	0	315,000	0	Programme on Site - Budget will outturn	
Secure Door Entry Upgrade 2021-25	10160	130,000	0	130,000	0	New Contractor has been Appointed - Pilot	
Communal Areas (Environmentals)		445,000	0	445,000	0	Addresses Being Worked on	
		1,545,000	34,649	1,545,000	0		
NON-SHS ELEMENTS PARTICULAR NEEDS HOUSING (CITC)							
Conversions & Upgradings							
Conversions & Upgradings	10092	75,000	300	75,000	0	Working with Social Services. Early Conversations with Trades Resource at Kelliebank for Bathroom Adaptation Catch Up Programme	
Conversions & Upgradings		75,000	300	75,000	0		
Disabled Adaptations							
Aids & Adaptations	10161	50,000	0	50,000	0	Discussions with PCU Trades team on kick starting the programme for Bathroom Adaptations - Week Beginning 13th of September - Confident that the budget will outturn	
Disabled Adaptations		50,000	0	50,000	0		
Environmental Improvements							
HRA Roads & Footpaths Improvements	10099	100,000	0	100,000	0	Works Committed Through Roads Team	
MCB Tenant Community Improvement Fund	10100	402,000	7,718	402,000	0	Major project being carried out in alloa/sauchie by land services.	
Environmental Improvements		502,000	7,718	502,000	0		
		627,000	8,018	627,000	0		
Council New Build Housing							
Off The Shelf Purchase	10105	1,353,000	86,716	1,353,000	0	At present the housing market is bouyant and Service does not want to flame this by increasing bids. This may require a reassessment of the strategy on this project.	
Estate Management Redesign	10234	50,000	0	50,000	0	Metings on Chapelle Ongoing - Initial Cost Proposals forwarded to Housing	
Council New Build Housing		1,403,000	86,716	1,403,000	0		
		1,403,000	86,716	1,403,000	0		
OTHER							
Other Costs / HBMS							
Construction Design Management	10143	30,000	0	30,000	0	New Contract Currently being Procured Tender Returns Currently Being Evaluated - OM 9/9/21	
Computer Equipment - New (HBMS)	10111	260,000	0	260,000	0	Purchase and implementation of this will require significant internal investment from the current staff to ensure maximum benefit.	
Lock Up Strategy	10185	200,000	0	200,000	0	Demolition Tender Currently Being Evaluated - 9/9/21	
Westhaugh Travelling Site - Alva	10186	239,000	21,157	239,000	0	Funding bid submitted in August 21 and Outcome will be known in October 2021.	
IT Infrastructure - Clacks IT	10188	21,000	1,575	21,000	0		
Demolitions	10200	147,000		147,000	0	Possibility that this could be used at Glentana Mill.	
Other Costs / HBMS		897,000	22,732	897,000	0		
TOTAL CAPITAL EXPENDITURE		8,992,000	1,721,432	8,524,000	(468,000)		
Sale of Council Property							
Sale of Council Land	10148	0	0	0	0		
Sale of Council Property		0	0	0	0		
NET EXPENDITURE		8,992,000	1,721,432	8,524,000	(468,000)		(468,000)

Report to: Audit Committee

Date of Meeting 25th November 2021

Subject: Exceptions from the Application of Contract Standing Orders

Report by Strategic Director Partnership & Performance

1.0 Purpose

- 1.1 It is a requirement of Contract Standing Orders that exceptions should be reported to the next available Audit Committee. The purpose of this paper therefore is to provide detail on Exceptions to Contract Standing Orders submitted in the previous quarter.

2.0 Recommendations

- 2.1 The Committee is asked to note the report, commenting and challenging as appropriate

3.0 Considerations

- 3.1 Contract Standing Orders (CSO's) apply to all contracts entered into by Council officers. In some circumstances however, exceptions may be granted.
- 3.2 The appropriate senior manager must record their reasons in writing in the form of an exception report for a decision, which must be submitted to the Strategic Director, Partnership and Performance, for consideration.

The Strategic Director is required to consult with the Chief Finance Officer (S95) and Procurement Manager before taking any action that binds the Council. It is a requirement that any such exception shall be reported retrospectively in full to the next Audit Committee, including the reasons that fully justify the exception. A summary of CSO exemptions will also be provided as part of the Annual Procurement report to the Audit Committee.

- 3.3 Two exceptions were considered since the last report in April 2021

- 3.3.1 To permit appointment of Total Swimming - ReCreation to Supply RIBA Stage 1 Feasibility Study over a 3 month period to the value of £22,500 (plus VAT). Referenced 2/6/1887

Granted

Following approval by Council, officers from the People and Place Directorates have worked with Sport Scotland to identify a provider to undertake the feasibility study for the provision of a temporary pool to a site in Alloa

Through this exploratory work, it was established that there was one provider Total Swimming - ReCreation who has experience of providing solutions in the United Kingdom. This company also provided the service to Dumfries and Galloway and therefore have a recent proven track record

Conditions of Grant

Procurement Form 1 & 2 should be completed and authorised

The Proposed supplier should be set up in T1

A purchase order should be raised and a direct award notice published in Public Contracts Scotland

- 3.3.2 to permit the appointment of All Cleaned Up Scotland to supply cleaning service resource over a 37 week period from August 2021 through to 31st March 2022. The value of this work has been costed at between £5,000 and £10,000 per month (fluctuation in cost depending upon resource requirements each month and availability of ACU cleaning resource)

Not Granted

Based on the information provided the exception is not granted and the risk is with the service.

The exception would be retrospective and we can not grant retrospective exceptions and cannot grant an exception that is in breach of Financial Regulations and Contract Standing Orders.

The circumstances and mitigations were covered in the previous exception approved in February 2021 and were foreseen The lack of sufficient planning and / or internal process delays do not constitute special, exceptional or emergency circumstances

This work has been undertaken since the start of the School year so the consequences of not approving the request does not mean that the service will stop and provide high risk of viral infection outbreak, subsequent building closures, reputational and financial claims risks high due to likely and potential school closures

Conditions

There will still be a requirement to raise a purchase order in order to pay any subsequent invoices

4.0 Sustainability Implications

4.1 There are no direct sustainability implications arising from the recommendations in this report.

5.0 Resource Implications

5.1 Financial Details - there are no direct implications for the Council's budget arising from this report

8.2 Staffing - there are no direct implications for the Council's establishment arising from this report

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 & flourish

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

Contract Standing Orders

Financial Regulations

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?

N/A

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".

none

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)

No (please list the documents below)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Derek Barr	Procurement Manager	2017

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnership & Performance	

Report to **Audit Committee**

Date of Meeting: **25th November 2021**

Subject: **Corporate Risk Register**

Report by: **Strategic Director – Partnership & Performance**

1.0 Purpose

- 1.1. This report provides Audit Committee with the regular update on Clackmannanshire Council's Corporate Risk Log (Appendix A).

2.0 Recommendations

- 2.1. That Committee notes the report, commenting and challenging as appropriate.

3.0 Considerations

3.1. Purpose of Risk Management

- 3.1.1. The Council has several key goals regarding how it will achieve the priorities set out in the Local Outcomes Improvement Plan (LOIP) and how it will transform the Council under the Be the Future programme. In order to effectively plan how we will achieve these goals, we must also consider the internal and external challenges with the potential to prevent or hinder their achievement. An effective risk management approach ensures that the Council is aware of such factors and, where appropriate, takes action to reduce or remove risks to ensure the success of its initiatives.
- 3.1.2. The purpose of risk management is not to prevent activities from taking place, but to ensure that all relevant factors are taken into account in their planning and execution so that the best possible outcomes are realised. In recent years it has been well-recognised that Council officers and services deal, on a daily basis, with a wide variety of operational risks to individuals, communities and internal management processes. However, the corporate risk management approach must take a wider, more strategic view and consider short-, medium- and long-term implications, as well as (often complex) inter-dependencies.
- 3.1.3. The impact of the pandemic on Council services and the local community has been significant, and this approach remains critical in light of the Council's ongoing response and recovery planning. The hierarchy of risk logs from teams, services, directorates and partnerships up to the corporate log should ensure that each level has holistic oversight of the most significant issues which must be monitored and managed. In addition, consideration of risk at a Civil Contingencies and Incident Management level has been critical as has the risk assessment process which has formed a significant part of the Council's ability to respond and manage service provision safely.

3.2. Corporate Risk Management Process

- 3.2.1. The corporate risk log is owned by the Strategic Leadership Group, and the Strategic Director – Partnership & Performance is responsible for the corporate Risk Management approach. The Council follows a systematic risk process, reporting corporate and service risks to Committee on a regular basis. The process is assessed via internal and external governance and audit mechanisms, and peer-reviewed by other local authorities.
- 3.2.2. Each corporate risk review involves gathering information from internal and external sources (environmental scanning) and review of the log by a range of different individuals and groups. Meetings are held with risk owners and/or delegated officers to:
- Review changes and developments in existing corporate and service risks;
 - Investigate emerging externally-identified risks for local relevance;
 - Evaluate emerging internally-identified risks (Internal Audit/self-assessment); and
 - Consider significant risks, or those with implications across multiple services, for escalation to the corporate log, where they are managed until their severity reduces.
- 3.2.3. It would be impossible to remove all risk from our operations as most of our functions have inherent risks, as do most changes. Moreover, we cannot choose not to make changes, as this would involve exposure to other risks, such as failing to fulfil statutory duties, comply with new legislation or take advantage of new opportunities/technologies. The aim, therefore, is not to be 'risk averse' but 'risk aware'.
- 3.2.4. We identify our approach to managing each risk as:
- | | |
|------------|--|
| Treat: | we will take action to reduce the risk; |
| Tolerate: | actions within our control have been completed and plans are in place; |
| Transfer: | the risk will be passed to another party, such as insurers; |
| Terminate: | the activity that is causing the risk will be ceased. |

3.3. Current Risk Profile & Development Activity

- 3.3.1. As can be seen from Appendix A, the positive impact of our mitigation actions is being mirrored in a number of areas by worsening external factors, resulting in little direct change in risk scores. While progress in the Be the Future Transformation programme, and the implementation of Health & Safety actions have reduced these risks, the pandemic and EU withdrawal has increased Workforce Planning concerns.
- 3.3.2. It has been agreed that the broad Governance risk will be removed, as any specific governance concerns are detailed explicitly and, similarly, EU Withdrawal is replaced by the new Supply/Labour risk on immediately materialising impacts. While Attainment remains a key focus, it is more appropriate for this to be managed via the People Directorate Risk Log, with scrutiny via Business Plan reports to People Committee. This will, however, still be reflected on the corporate log, as it is itself one impact of wider Poverty and socio-economic factors noted elsewhere. The other change is the re-escalation of Industrial Unrest due to national balloting regarding pay awards, though this remains amber locally.
- 3.3.3. Council risk management remains focussed on pandemic response, with the log capturing many anticipated challenges which will continue developing throughout response and recovery. The Corporate Risk & Integrity Forum meets quarterly at the Extended Strategic Leadership Group, ensuring visibility, ownership and input at a senior level, and enabling timely action to minimise negative impacts. Senior managers achieved risk accreditation in 2020 through a 2-day course from Gallagher Bassett, who offer regular training opportunities, reviews and guidance materials. Work also continues on supporting teams and directorates, implementing internal audit recommendations, and partnership work, such as a current review of the Health & Social Care Partnership joint risk strategy.

4.0 Sustainability Implications

4.1. There are no direct sustainability implications arising from this report.

5.0 Resource Implications

5.1. *Financial Details – There are no direct financial implications arising from this report.*

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. Yes ✓

5.4. *Staffing – There are no direct staffing implications arising from this report.*

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 No ✓

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. If there are no appendices, please state "none".

Appendix A – Corporate Risk Log

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 ✓

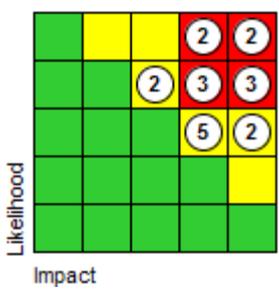
Author(s)

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Judi Richardson	Performance & Information Adviser	2105

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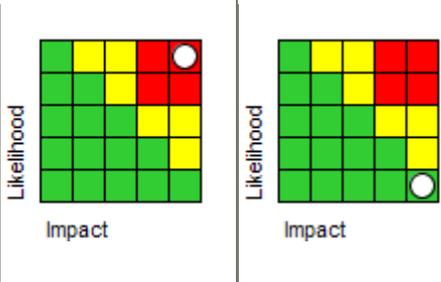
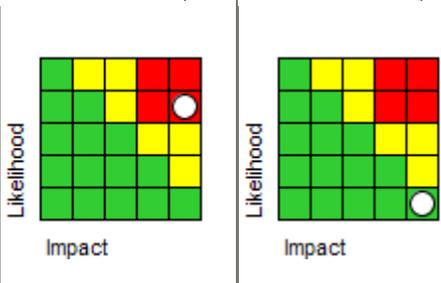
NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnerships & Performance	

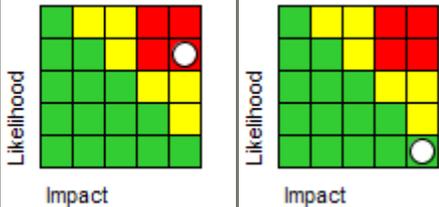
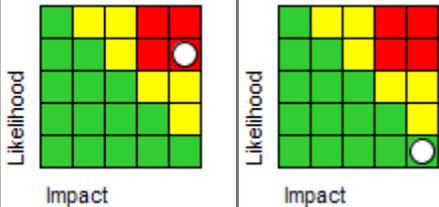
Appendix A - Corporate Risk Log

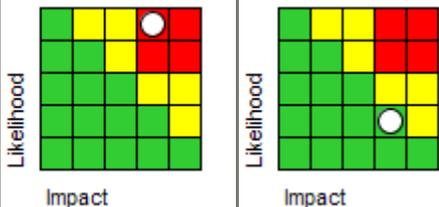
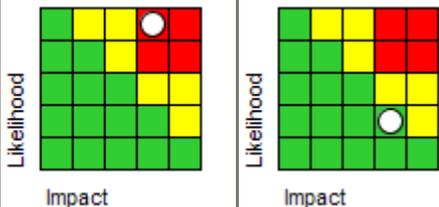
Summary of Changes	Distribution of Scores
<p>At the 2021/22 half year stage (out of a total of 19 risks):</p> <p>Status</p> <p>10 risks are red (2 more than previous report (30-Sep-21), though 2 will be removed). 9 risks are amber (same as previous). No risks are green (same as previous, though reasonable as the corporate log aims to highlight only the most significant issues).</p> <p>Approach</p> <p>14 risks are being Treated (same as previous). 5 risks must be Tolerated (increase of 2 newly added).</p> <p>Change in Scores Since Last Review</p> <p>1 risk has increased, 2 have reduced, and 11 remain the same. 2 risks have been newly added to this log (Industrial Unrest re-escalated and EU Withdrawal refocussed on the materialising impacts of Supply/Labour). 3 risks will be removed from the log following this report (EU Withdrawal, Governance & Attainment – these remain key areas of focus but this merely reflects changes in how they are articulated and managed – see main report & risk details).</p>	 <p>Likelihood</p> <p>Impact</p>

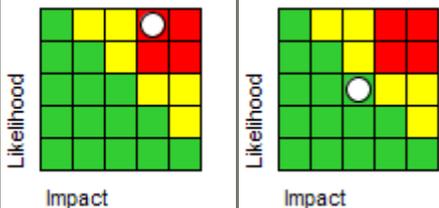
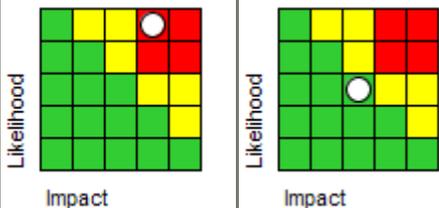
Code	Title	Score	Status	Approach	Change
COU CRR 022	Public Health Emergency	25		Tolerate	
COU CRR 008	Insufficient Financial Resilience	25		Treat	
COU CRR 005	Impact of Poverty, Inequality & Changing Demographics	20		Treat	
COU CRR 034	Insufficient Pace and Scale of Organisational Transformation	20		Treat	
COU CRR 011	Harm to Child(ren)	20		Treat	
COU CRR 045	Unknown Terms of EU Withdrawal	20		Treat	
COU CRR 050	Supply Chain & Labour Market Disruption	20		Tolerate	
COU CRR 012	Health & Safety Breach	16		Treat	
COU CRR 047	Inadequate Workforce Planning	16		Treat	
COU CRR 033	Major Governance Failure	16		Treat	
COU CRR 049	Continued Contribution to Climate Change	15		Treat	
COU CRR 038	Failure to Prevent Extremism and/or Radicalisation	15		Treat	
COU CRR 046	IT System Failure	12		Treat	
COU CRR 009	Information Not Managed Effectively	12		Treat	
COU CRR 023	Industrial Unrest	12		Tolerate	
COU CRR 048	Increasing Attainment Gap	12		Treat	
COU CRR 037	Failure to Address Serious Organised Crime	12		Treat	
COU CRR 040	Failure of Public Utility Supply	12		Tolerate	
COU CRR 031	Failure to Prepare for Severe Weather Events	12		Tolerate	

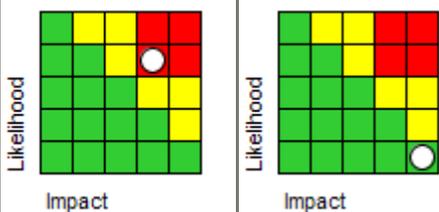
Approach Treat

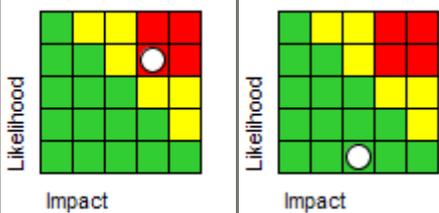
  Insufficient Financial Resilience		Senior Manager Finance & Revenues	Current Score	25	Target Score	5
Risk	The Council does not have a balanced budget to meet essential service demands, customer needs, or external agendas.					
Potential Impact	Reputational and legal implications and severe, extended loss of service provision. Possibility of Alliance, Health & Social Care and other partners also experiencing budget pressures contributes to potential impact, given the interdependencies.					
Note	The cumulative funding gap to 2023 has been reduced from £20.5m to £14.5m as reported to Council in December 2020. Although this has reduced, there is a continuing need for service redesign to ensure service delivery. Given the significant savings already achieved, as well as impacts and costs relating to Covid, and challenges around national budget uncertainty, it is extremely challenging to identify new proposals. Significant priority is being given to progressing the Council's organisational redesign and transformational change.					
Related Actions	Audit of 2020/21 Accounts by Audit Scotland	COU EXA 201	Existing Controls	Budget Strategy & Monitoring		
	Use the agreed strategic change framework and organisational design principles to implement a whole organisation redesign	EXA BVA 1A0		Contract Standing Orders		
	Balance the drive for savings with the need for sufficient officer time and skills to support change and consider how to make more use of external assistance to support improvement	EXA BVA 4F0		Financial Regulations		
  Impact of Poverty, Inequality & Changing Demographics		Chief Executive	Current Score	20	Target Score	5
Risk	Services are not appropriately redesigned based on changing needs in relation to the ageing population, health, complexity of care or socio-economic factors, specifically poor outcomes associated with welfare reform, poverty and/or inequality.					
Potential Impact	Inappropriate allocation of resources & assets, misalignment of corporate objectives to need, inability to demonstrate Best Value, and possible financial and reputational consequences of responding to unplanned situations.					
Note	The LOIP and Health & Care Strategic Plan set out partnership outcomes to strengthen community & place-based services. Key priorities are to reduce children living in poverty, develop inclusive growth and empower families & communities. Relevant actions include City Region Deal, Community Wellbeing & Community Wealth Building, as well as data analysis to inform decision-making and Poverty Impact Assessments. The risk score takes into account EU withdrawal, pandemic impacts and recent Child Poverty statistics.					
Related Actions	Clackmannanshire Alliance Local Outcome Improvement Plan 2017-27	CPP LOI	Existing Controls	Customer Consultation & Engagement		
	Implement Health & Care Partnership Strategic Delivery Plan	CRR HSC SDP		Budget Strategy & Monitoring		

 	Insufficient Pace and Scale of Organisational Transformation	Chief Executive	Current Score	20	Target Score	5
Risk	The Council fails to proactively drive the fundamental redesign of services and organisational planning/development with the speed required to address the funding gap due to ineffective change management.					
Potential Impact	Failure to maintain the required level of provision for statutory services. The corporate business improvement programme does not establish sustainable service delivery and a sustainable cost base for the future.					
Note	The new Strategic Director and Senior Manager (Transformation) are now in post and the Programme Management Office has been established. The Be the Future Transformation Portfolio has been reviewed and short-, medium- and long-term plans developed. Significant progress is being made on a number of key priority workstreams including City Region Deal; Wellbeing Hub/Leisure Review, and Wellbeing Economy/Community Wealthbuilding.					
Actions	Be the Future Transformation Programme	COU BTF	Controls	Be the Future Board		

 	Harm to Child(ren)	Strategic Director - People	Current Score	20	Target Score	8
Risk	A lack of capacity or stability in key roles reduces the Council's ability to fulfil statutory requirements and intervene to prevent the serious harm of a child/children.					
Potential Impact	Effects of injury or death on individual, family, friends & staff members, reputational & legal implications, with associated costs, as well as impact of reputational damage & negative publicity on morale, workforce development and sustainability.					
Note	Senior management appointments have been/are being progressed, following a review of People directorate structures. Planning and measures are being put in place to address staffing, leadership, assurance and improvement planning, including quarterly reports to People Committee. A new Children's Services Plan has been approved and a new Public Protection Framework is being developed, as well as continuing work on implementing the Child Protection minimum dataset and continuing review of Public Protection risk logs.					
Related Actions	Develop and Implement a new Corporate Parenting Strategy for 2018/2021	LOI LP1 102	Existing Controls	Child Protection Procedures Public Protection Chief Officers Group Public Protection Committee		

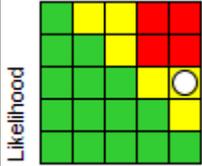
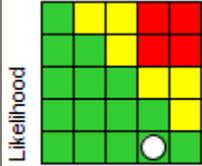
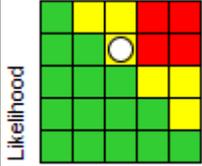
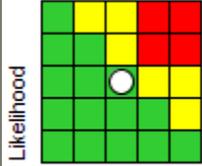
 	Unknown Terms of EU Withdrawal	Chief Executive	Current Score	20	Target Score	9
Risk	The Council is unable to prepare for the potential impact of Brexit due to uncertainty around the terms of withdrawal, future relationships with European Union nations, or the timing of withdrawal (possible extension of Article 50 period).					
Potential Impact	Inability to assess/mitigate/prepare for impact on migration, trade, regulation, security, or wider impacts across sectors (see Brexit Update to Council, 25-Oct-18). Also differing geographical impacts for Clacks (economic resilience) and Scotland (food/drink) than UK. Local impact most likely workforce, economy/procurement & value/funding of goods & services.					
Note	While work is ongoing with ScORR and CoSLA regarding Scottish & UK planning assumptions, it is felt that now particular risks are materialising in this area, this more general risk should be removed from the corporate risk log, in favour of the specific issues which are emerging and must be managed. See the newly added risk regarding Supply Chain/Labour Market, and additional areas will be included as they materialise.					
Actions			Controls	Brexit Update Reports to Council		

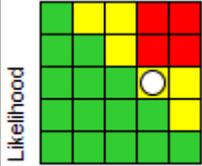
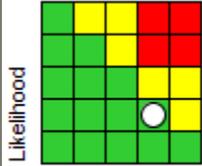
 	Health & Safety Breach	Chief Executive	Current Score	16	Target Score	5
Risk	Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith Council control.					
Potential Impact	The effects on individuals and their families, financial penalties (including Health & Safety Executive intervention fees), criminal proceedings, adverse publicity, increased insurance or damage to Council assets.					
Note	H&S development work has been interrupted as the team has been heavily involved in establishing safe working arrangements in light of the Covid 19 pandemic. However a new IT system is being developed to help manage H&S risks across the Council.					
Related Actions	Health & Safety action plan, based on recommendations from Gallagher Bassett	CRR P&P HR1	Existing Controls	Health & Safety Management System		
	Governance improvement actions across all services	CRR P&P LD1		Health & Safety Handbook for Managers		

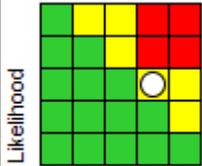
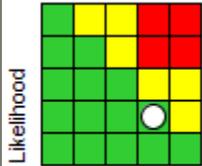
 	Inadequate Workforce Planning	Senior Manager HR & Workforce Development	Current Score	16	Target Score	3
Risk	Due to lack of workforce planning the Council fails to ensure sufficient capacity/resource to deliver key Council service or fails to adequately develop its workforce to ensure that skills, knowledge and structures are appropriate, sustainable financially viable and compatible with our corporate vision.					
Potential Impact	Loss of key staff from posts identified as single points of failure, including statutory officers, leading to inability to delivery key functions and lack of adequate professional advice to Council Officers/Elected Members.					
Note	The Council has in place an approved Strategic Workforce Plan covering the period 2019-2022 as well as a detailed Workforce Delivery Plan. Workforce planning is also embedded as part of the business planning cycle. COVID-19 has however exposed capacity and resource issues in a number of critical services across the Council. As we emerge from COVID continued pressures are placed on the Council, this in addition to an ambitious transformational programme, which will require resourcing, potential increased absences associated with long covid, an aging workforce, retention issues, potential recruitment difficulties e.g. within social care and/or other professional roles will exacerbate these issues and make it increasing difficult to maintain service delivery or indeed be able to deliver on the Be the Future agenda.					
Related Actions	Implement the Workforce Plan 2019-22	CRR P&P HR3	Existing Controls	Strategic Workforce Plan		

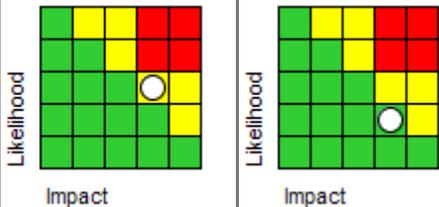
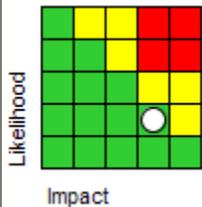
 R	Major Governance Failure	Strategic Director - Partnership & Performance	Current Score	16	Target Score	8
Risk	A significant failure of compliance with statutory duties due to a lack of awareness or understanding of corporate policies or codes of conduct, or through non-adherence, including through management or elected member override of controls.					
Potential Impact	Significant reputational damage, injury or loss of life, legal action, financial loss or disruption to service delivery. Staffing changes and re-design reaffirm need to closely monitor & manage compliance with statutory requirements & good practice.					
Note	The Corporate Risk & Integrity Forum discuss governance & compliance on a quarterly basis, and elected member training will be conducted following elections to strengthen the role of committees in scrutinising governance. This risk was added to the corporate log following concerns regarding the Annual Governance Statement process several years ago, which has since been substantially reviewed. Therefore, it is now felt appropriate to remove this broad and generic risk, while the rest of the log continues to reflect any highlighted areas of concern that arise through the AGS or other processes.					
Related Actions	Audit of 2020/21 Accounts by Audit Scotland	COU EXA 201	Existing Controls	Scheme of Delegation		
	Annual Internal Audit & Fraud Programme	COU IAF		Governance & Audit Processes		
	Governance improvement actions across all services	CRR P&P LD1		Committee Structures & Remits		

 	Continued Contribution to Climate Change	Strategic Director - Place	Current Score	15	Target Score	5
Risk	The Council fails to play its part in addressing the climate emergency, such as by not reducing emissions, not undertaking efforts to adapt to the more frequent and extreme impacts of climate change or not improving energy efficiency in the area, by not making available adequate resources, not developing, using, or promoting sustainable practices, materials & technologies, or by failing to act as a local ambassador for national & international good practice as it emerges.					
Potential Impact	Worsening environmental impacts (see related Severe Weather risk), increased fuel poverty in the area (with knock-on health/social impacts), missed efficiency savings, missed economic opportunities and poorer air quality. Also political/reputational impacts of not supporting national/ international policy, and potential legal implications of not meeting targets or demonstrating progress.					
Note	The Council submits Public Bodies Climate Change Duties reports to the Scottish Government annually, and is developing/ implementing several related strategies & projects. These will not only ensure the Council adopts appropriate practices (in its own assets, housing stock, etc.) but also that it disseminates information to residents & businesses (through energy & fuel poverty advice, community food growing schemes, etc.) while facilitating waste reduction and the use of low-carbon technology such as sustainable transport across the local authority. The International Environment Centre proposal, as part of the City Region Deal, will place Clackmannanshire at the forefront of Scotland's Climate Change mitigation efforts.					
Related Actions	Develop Net Zero strategy and action plan	PLC 213 101	Existing Controls	Local Biodiversity Action Plan		
	Develop routemap to compliance with EESSH2 for all Council Housing stock.	PLC 213 104		Regional Energy Masterplan		
	Deliver CRD programme in line with delivery plan/financial profile	PLC 213 111		Sustainable Food Growing Strategy		

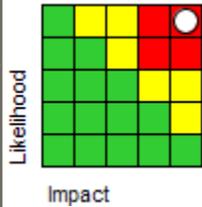
		Failure to Prevent Extremism and/or Radicalisation	Senior Manager Partnership & Transformation	Current Score	15	Target Score	4
Risk	Radicalisation of someone from the area results in terrorist incident (or other malicious attack), causing physical or financial harm to individuals or groups (here or elsewhere), or fear of such an incident affects quality of life.						
Potential Impact	Casualties/fatalities, property/infrastructure damage, need for evacuation/temporary housing or wider economic damage. Financial harm to individuals, businesses or the Council. Disruption to services or reputational/legal implications.						
Note	Continue to implement CONTEST delivery plan through work with our partners and through the Forth Valley CONTEST Board. Prevent is the strand within CONTEST focussed on preventing radicalisation and extremism in communities. Training for staff is provided as part of mandatory training programmes and on specific aspects of the national Prevent strategy. The national Prevent referral pathway has also been reviewed in 2021.						
Related Actions	Actions from Internal Audit of CONTEST, Prevent & Serious Organised Crime Readiness		CRR P&P SP2	Existing Controls	Forth Valley Local Resilience Partnership		
					CONTEST Delivery Plan & Working Groups		
					WRAP Training (High Priority Staff)		
		IT System Failure	Senior Manager Partnership & Transformation	Current Score	12	Target Score	9
Risk	Full or partial loss of network/hardware/software/telecoms technologies (temporary or prolonged) due to cyber attack/other emergency, failure to manage maintenance/backups/suppliers/contracts, or lack of investment in systems/staff/training (i.e. failure of IT services to uphold priorities of Confidentiality, Integrity and Availability).						
Potential Impact	Financial impact from loss of productivity, service disruption (inc. statutory/vulnerable groups), inability to communicate, harm to staff/customers (access to records/Potentially Violent Persons register) & legal/regulatory/reputational implications.						
Note	The Council is progressing a programme of investment in ICT infrastructure as part of its Digital Transformation Strategy and roadmap. This will see a programme of cloud hosted services and the retirement of legacy systems over the next 4 years; implementation of m365; replacement of key ICT systems and investment in modern technology to support service delivery and future ways of working and our Digital Transformation ambitions. The recent Digital Maturity Assessment; Audit Scotland review and our work in partnership with Digital Office is helping shape this work. A report on Cyber Security compliance is scheduled for Autumn.						
Related Actions	Develop & deliver the Council's Digital Transformation Strategy		CRR P&P IT1	Existing Controls	Business Continuity Plans		
	Complete actions from IT Asset Management Plan		CRR P&P IT2		Service Level Agreements & Contracts		

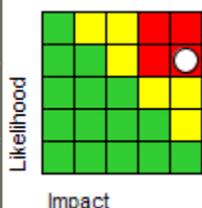
 	Information Not Managed Effectively	Strategic Director - Partnership & Performance		Current Score	12	Target Score	8
Risk	Information is not protected due to lack of compliance with information sharing, data protection, records management or IT principles/protocols (Confidentiality, Integrity & Availability), or poor management of information leads to inefficiency (duplication across multiple systems) and decisions based on poor quality/inaccurate business intelligence. Failure to use information to properly manage performance and plan responses						
Potential Impact	Legal/reputational/financial implications from breaches, inefficiencies costing time/money, non-completion of (possibly statutory) duties. Loss of productivity, impacting morale, or uninformed decision-making if information not available/used.			Likelihood		Likelihood	
Note	Opportunities arising from the implementation of MS 365 but this will need an implementation plan which includes records management.			Impact		Impact	
Related Actions	GDPR Implementation Project Plan	COU GDP	Existing Controls	Data Sharing Agreements			
	Develop & deliver the Council's Digital Transformation Strategy	CRR P&P IT1		GDPR Guidance & Training			
	Develop a programme of digitisation to support redesign and service change	EXA BVA 1A4		Records Management Working Group			

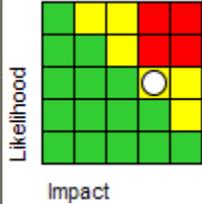
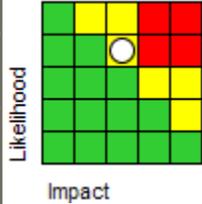
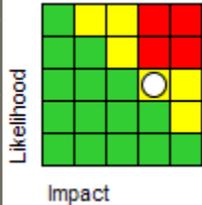
 	Increasing Attainment Gap	Chief Education Officer - interim		Current Score	12	Target Score	8
Risk	The Council fails to reduce the educational attainment gap between pupils from more and less deprived areas due to financial pressures, workforce issues, or wider economic, demographic and poverty-related issues.						
Potential Impact	Reputational damage, implications for inspection & funding, and continued poor school leaver destinations, participation & young people reaching potential, longer-term impacts on social mobility, poverty, life chances and economic growth.			Likelihood		Likelihood	
Note	Recovery Plans now form part of School Improvement Plans (2021-22). Support continues from Centre Teams, government funding for staff, digital resources & equipment, and focus on outdoor learning. Health & wellbeing impacts and emerging challenges are being addressed by Educational Psychology and partners, and targeted support provided to close any identified attainment gaps. As the criteria for inclusion on the corporate log is for a risk to require management across multiple directorates, or to be red for any particular directorate, this risk will now be managed via the People Directorate risk log with scrutiny via People Committee.			Impact		Impact	
Related Actions	Increased attainment in Literacy and Numeracy	NIF 21 10	Existing Controls	Education Senior Management Team			
	Collective efforts ensure that interventions continue to be targeted to those areas of greatest need to improve outcomes and close the poverty related attainment gap	NIF 21 16		Scottish Attainment Challenge			
	Covid-19 Education Recovery Plan	PPL EDU CRP		National Improvement Framework			

 	Failure to Address Serious Organised Crime	Senior Manager Partnership & Transformation	Current Score	12	Target Score	8
Risk	Public bodies fail to address organised crime involving drugs, violence, fraud, corruption, money laundering and/or human trafficking (with women and girls particularly vulnerable), due to a lack of preventative processes or information sharing.					
Potential Impact	Physical or financial harm to individuals, businesses, communities or the Council. Direct or indirect disruption to Council services and associated reputational and/or legal implications.					
Note	Situational awareness and monitoring of significant developments or intelligence is ongoing. Web pages for staff have been updated with the latest advice on cyber crimes and keeping safe and briefings are shared with staff from Scottish Business Resilience Centre and the National Crime Agency.					
Related Actions	Serious Organised Crime action plan, based on Police Scotland self-assessment	COU SOC	Existing Controls	Serious Organised Crime Delivery Plan		
	Implement Council CONTEST Delivery Plan, based on the Government's CONTEST Strategy	CRR P&P SP1		Let Scotland Flourish Strategy		
	Actions from Internal Audit of CONTEST, Prevent & Serious Organised Crime Readiness	CRR P&P SP2		National Fraud Initiative		

Approach Tolerate

 	Public Health Emergency	Chief Executive	Current Score	25	Existing Controls
Risk	Significant numbers of Council staff and customers become ill due to the occurrence of a public health emergency, such as a flu pandemic, with spread potentially exacerbated through failure to vaccinate or follow hygiene protocols.				Business Continuity Plans Pandemic Flu Plan Major Incident Procedures
Potential Effect	Short- & long-term health implications for public & staff (inc. absence if ill or caring for others). Disruption to support & front-line services, inc. to already vulnerable groups. Consideration required of minimal service provision requirements.				
Note	The Covid 19 pandemic remains an ongoing incident requiring Council's continued response and recovery activity. The Council's Incident Management Plan was implemented on the 9 March, 2020 and Major Emergency Operating Procedures (MEOPs) were agreed and enacted. All Business Continuity plans have been reviewed and we are actively involved in response planning with the Forth Valley Resilience Partnership. Continuity of crucial services has largely been achieved. Ongoing response and recovery work however is still required particularly around outbreak management, community testing, vaccinations and community support for those people isolating. Council has agreed an internal debrief process will be undertaken to identify lessons learned and inform ongoing response and recovery work.				

 	Supply Chain & Labour Market Disruption	Chief Executive	Current Score	20	Existing Controls
Risk	Disruption to UK supply chains & labour markets as a result of EU withdrawal, increasing costs & delays in sourcing goods (particularly in construction), already materialising and could continue for an extended period or escalate				SLAs & Contracts Recruitment & Retention Policy Procurement Processes & Procedures
Potential Effect	The Council could fail to recruit or retain staff with the required knowledge & experience, and/or be subject to direct or third-party impacts if suppliers are unable to source goods/materials or staff to fulfil contractual obligations				
Note	While contracts and other mechanisms and monitoring may reduce the impact to a certain extent, we must broadly tolerate this significant external risk				

 N	Industrial Unrest	Chief Executive	Current Score	12	Existing Controls
Risk	Industrial action by Council staff, partners or suppliers arises, normally in relation to local or national budget-related changes to terms and conditions, or restructuring.				Business Continuity Plans
Potential Effect	Immediate effects on service delivery & those dependent on services, with financial and reputational damage, and residual impact on staff morale & productivity. In case of partners/suppliers may have to support or reduce activity/service delivery.				Trade Union Comms Protocol
Note	National discussions regarding pay award for 2021/22 with a revised offer made to unions on 30 July 2021. SJC, Craft and SNCT groups have rejected the revised offer and conducted ballots for industrial action but the required threshold was not met. Further ballots are being held and if required thresholds are met, action may take place in Oct/Nov (further update can be provided at committee). The current offer of £194m requires councils to make choices across services funded from core, but anything beyond this is deemed unaffordable and unsustainable in the current fiscal context, and would come with consequences for services locally.				Forth Valley Local Resilience Partnership
 	Failure of Public Utility Supply	Strategic Director - Partnership & Performance	Current Score	12	Existing Controls
Risk	Loss of gas, electricity, water or communications over a significant area due to failure of a provider's infrastructure as a result of a local or national event.				Business Continuity Plans
Potential Effect	Fatality, injury or health risk, requirement to evacuate & find alternative accommodation, including for vulnerable people. Disruption to businesses, with potentially large costs, and impact on contact with health, care and emergency services.				Major Incident Procedures
Note	This risk remains a concern due to infrastructure & power interdependencies, particularly black start outage recovery time (now believed to be minimum 7 days). Priority for the Resilience community, particularly due to Councils' duty of care. Planning & work ongoing, regular testing of plans, lessons learned from previous incidents and quarterly meetings with resilience partners including SPEN, SGN and Scottish Water.				Emergency Response Plan
 	Failure to Prepare for Severe Weather Events	Strategic Director - Place	Current Score	12	Existing Controls
Risk	Inability to respond to severe weather events due to lack of appropriate planning & equipment (e.g. 4x4 vehicles). Most likely flooding from rain/coastal surge, winter weather or heatwave (increasing frequency & severity due to climate change).				Business Continuity Plans
Potential Effect	Widespread community dislocation, damage to property, businesses, roads & utility infrastructure (inc. telecoms & power), or inability of staff to get to workplace. Increased workload in numerous services, impact on delivery, reputation & finances.				Winter & Flood Management Plan
Note	Resilience groups, including 2 newly established in Alva and Dollar continue to plan and mitigate risks, and discussions held with Police Scotland on how to improve community resilience response for flooding e.g road closures on minor roads. Increased resilience is, however, currently mirrored by us now entering the winter period and in light of the potential 'layering' of risks this year around supply chain and ongoing pandemic response (plus additional risk of flu and other viruses at this time of year), therefore the risk score remains consistent.				Forth Valley Local Resilience Partnership

Report to: Audit Committee

Date of Meeting: 25 November 2021

Subject: Internal Audit Update Report

Report by: Internal Audit Manager

1.0 Purpose

1.1. This report provides an update on 2021/22 Internal Audit work.

2.0 Recommendations

2.1. It is recommended that the Committee notes progress being made with completing the 2021/22 Internal Audit Plan.

3.0 Progress With Completing 2021/22 Internal Audit Plan

3.1 The 2021/22 Internal Audit Plan was agreed by Audit Committee on 29 April 2021. It set out 15 assignment areas (17 reviews) to be completed by the team during the year. Members will recall when approving the Internal Audit Plan it was recognised that it had to be flexible, given that priorities, resource, and Directorate capacity have, and will continue to, fluctuate and change as a result of Covid-19. A summary of progress with planned work is set out at Appendix 1.

3.2 To date, 4 assignments have been completed to final report stage. A further 8 are in progress or have been completed to draft report stage. A summary of progress is set out at Appendix 1. The Scope and Executive Summary of the reports finalised since the last meeting of Committee in September are at Appendix 2.

3.3 Over the remainder of 2021/22 Internal Audit will continue to progress the programme of work set out at Appendix 1. As previously advised, however, this is subject to change, and resource will be directed to where it adds most value.

4.0 Conclusions

4.1. The team are making good progress with 2021/22 Internal Audit work. This will contribute to a balanced and evidenced based year end opinion on arrangements for risk management, governance, and control.

5.0 Sustainability Implications

5.1. None Noted.

6.0 Resource Implications

6.1. Financial Details

6.2. 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

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

6.4. Staffing

7.0 Exempt Reports

7.1. 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 No

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: Internal Audit Plan – Progress at 02 November 2021
- Appendix 2: Summary of Key Findings from Assignments Complete to Final Report – Not Previously Reported to Committee.

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)

NAME	DESIGNATION	TEL NO / EXTENSION
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Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnerships and Performance	

INTERNAL AUDIT PLAN 2021/22 – PROGRESS AT 02 NOVEMBER 2021

	Client / Directorate	Assignment	Status
Other Client Work			
1.	Central Scotland Valuation Joint Board	Records Management	Fieldwork Underway
2.	Clacks and Stirling IJB	To Be Confirmed by IJB Chief Internal Auditor	Not Started
Annually Recurring Assignments			
3.	All Directorates	National Fraud Initiative	In Progress – Ongoing
4.	All Directorates	Continuous Auditing	In Progress – Ongoing
5.	Place	Climate Change Act Public Body Duties Audit	Fieldwork Underway
6.	All Directorates	Consultancy Work	In Progress – Ongoing
Committed Assignments			
7.	Place / All Directorates	Covid-19 Grants: <ul style="list-style-type: none"> • Discretionary Fund • Contingency Fund / Contingency Fund Plus • Taxi and Private Hire Driver Support Fund / Taxi and Private Hire Vehicle Driver and Operator Support Fund 	3 x Final Reports Issued – Substantial Assurance
8.	Partnership and Performance / All Directorates	Staff Wellbeing and Support Arrangements	Draft Report Issued
9.	Place / All Directorates	Legionella Management Arrangements	Fieldwork Underway
10.	Partnership and Performance / All Directorates	Use and Control of Social Media	Final Report Issued
Indicative Assignments			
11.	Place / All Directorates	Operational Fleet – Management and Monitoring	Fieldwork Underway
12.	Place / All Directorates	Non Domestic Rates	Not Started
13.	All Directorates	Savings Tracking	Not Started
14.	People	Leisure Banking	Not Started
15.	All Directorates	Contract Management and Monitoring	Not Started

Summary of Key Findings from Assignments Complete to Final Report – Not Previously Reported to Committee

Assignment	Directorate	Assurance
Use and Control of Social Media	Partnership and Performance / All Directorates	Substantial
Scope	Final Report Executive Summary	
<p>We reviewed the arrangements at a corporate level for the use, management, and monitoring of the Council's social media accounts: This included:</p> <ul style="list-style-type: none"> • the adequacy of corporate strategy, procedures, guidance; training, and support to social media account holders; • arrangements for identifying and assessing social media risks; • the clarity of roles and responsibilities; • social media user account management arrangements; and • the adequacy of management information and reporting of social media channel performance. 	<p>A visible and strong social media presence is an important element of communication for the Council. The corporate Facebook and Twitter accounts are regularly updated and monitored by the Communications Team.</p> <p>Social Media has been a key communication tool for the Council during the pandemic. It has been used, for example, to inform communities about changes to Covid regulations as well as changes to Council service provision.</p> <p>Corporately, we found that a robust internal control framework was in place. The corporate Social Networking Policy and Social Media Acceptable Use Guidelines are comprehensive, and set out roles and responsibilities. It has been identified, by the Communications Team, that both documents require to be updated and we have made some suggestions of areas where the Policy and Guidelines could be further enhanced.</p> <p>We found that robust systems of controls are in place for the management of the corporate Facebook and Twitter accounts. The Communications Team are also responsible for monitoring all corporate account posts.</p>	

Report to Audit Committee

Date of Meeting: 25th November 2021

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 2020-21 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 seventh 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 2020-21 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 23%) and in line with agreed targets.
- In this reporting period, 92 local suppliers were used by the Council. When the definition of local supply is extended to Forth Valley, the picture is more positive, with 39.79% remaining in the local economy. It 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.
- Overall during the period expenditure compared to the previous year has reduced by over 7 million pounds and spend in construction and construction materials has reduced by over 3 million pounds

- 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 through community wealth building with emphasis on the importance of the Scottish model of procurement and engagement with local businesses to increase awareness of opportunities to the Council.
- 4.2. Figures suggest that we increased the annual share of spend with local suppliers from 15.56 % to 19.69 % in the previous annual report an increase of 4.13 % In this reporting period we further increased this by 3.69% to 23.36% . Greater detail of this is shown per business sector in table 7 of the report. Our Spend in the Forth Valley area was £24,820,830, which equates to 39.79% 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.
- 4.4. In partnership with Clackmannanshire Third Sector interface(CTSI) and Samtaler a social value creation agency we have created a community benefit wish list and have asked community groups and third sector organisations to identify items they require to support their work.

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

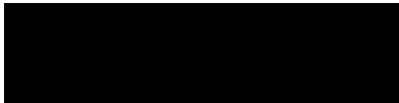
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnership & Performance	



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

Annual Procurement Report

Financial Year 2020 – 2021

Contents

1.	Purpose	3
2.	Introduction	4
3.	Clackmannanshire procurement position background & key statistics	6
4.	Annual procurement savings achieved	11
5.	Procurement strategy	12
6.	Local suppliers	13
7.	Contract standing orders	15
8.	Purchasing system	16
9.	Purchasing cards	16
10.	The Scottish procurement agenda	17
11.	Other activities - Looking forward	19
Appendix 1.	Regulated procurements completed	21
Appendix 2.	Community Benefits	22
Appendix 3.	Supported Business	23
Appendix 4.	Future procurements	24
Appendix 5.	Top categories of spend by total expenditure	28
Appendix 6.	Participation in National Contracts	31
Appendix 7.	Clackmannanshire procurement (Cat C) savings	34
Appendix 8.	Exception reports	35
Appendix 9.	Spikes Cavell (Spending Charts)	36
Appendix 10.	Procurement Strategy Annual Update	49

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 20
- a review of whether those procurements complied with the authority's procurement strategy, page 20
- 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 20
- 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 21
- a summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report, page 22
- a summary of the regulated procurements the authority expects to commence in the next two financial years, page 23

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.

Scottish Procurement



Scottish Model of Procurement



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

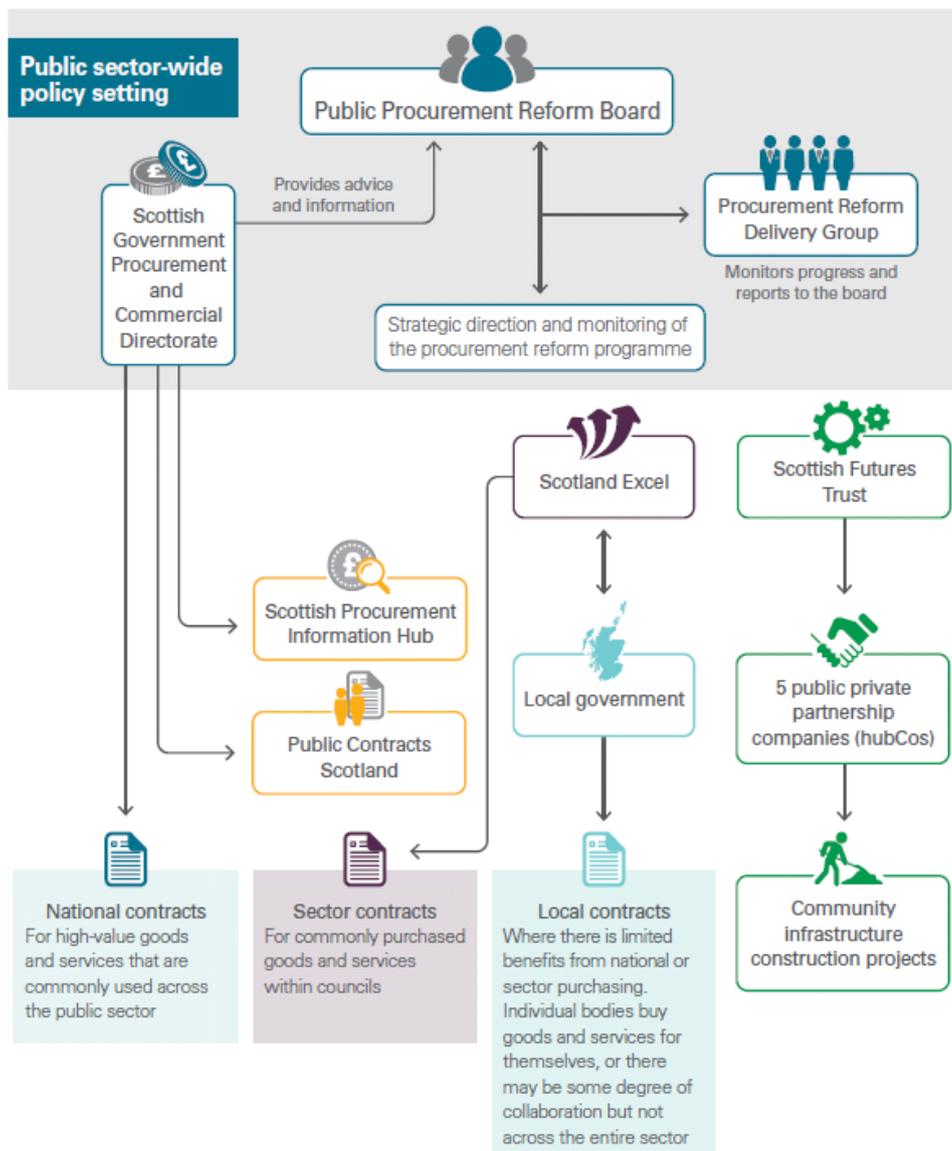
public procurement in Scotland delivers environmentally sustainable, socially responsible and innovative goods, services and works.

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 2020/21.

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 2020/21 on the Council spend on goods, services and works with trade creditors.

Table 1: Key Statistics

2020/21 Published Data Overview

£62,803,274			£57,948,752	
Total Spend			Core Trade Spend	
1383	1327	56	654	92
Input Suppliers	De-duplicated Total Suppliers	Duplicate Suppliers	SME Suppliers	Local Suppliers
25530	£47,327	0.2%	64%	23.36%
Transactions	Avg. spend per supplier	Purchase Card Spend	SME Spend	Local Spend

Key:

Total Spend – The total amount of spend for the financial year 2020 /21

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

	17/18	18/19	19/20	20/21	Variance
Number of Suppliers - Trade Creditors	2054	2021	1754	1383	-371
Total Value of Procurement Spend	£56,631,333	£63,629,995	£65,194,550	£57,948,752	£7,245,798
Number of Invoices	30,127	34,617	30847	25530	5,317
% Spend with SMEs	60%	53%	55%	64%	9%
% Spend Locally	14%	16%	19.69%	23.36%	3.69%

Procurement expenditure has increased over the period from 2017/18 to 2020/21 from £56,631,333 to £57,948,752 However expenditure decreased significantly over the period 2019/20 to 2020/21 by £7,245,798

The Council paid **92.3%** 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 **9%** 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

	2019/20	2018/19	2019/20	2020/21
Contract Notices Published	13	18	16	13
Contract Award Notices	37	42	42	38
Number of Quick Quotes Published	34	23	23	17

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

Overall Spend in %	2016/17	2017/18	2018/19	2019/20	2020/21
Social Community Care	31.34%	31.75%	30.44	30.74	36.97
FM Services	15.87%	16.39%	14.19	13.11	14.71
Construction	16.37%	14.37%	11.33	11.74	8.43

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	% Of Spend	Total Suppliers	% Of Suppliers	Total Transactions	% of Transactions
Social Community Care	£ 23,130,701	36.97	133	16.90	3650	15.00
Facilities & Management Services	£ 9,204,468	14.71	36	4.57	1027	4.22
Construction	£ 5,273,258	8.43	53	6.73	1293	5.31
Information Communication Technology	£ 2,982,899	4.77	76	9.66	641	2.63
Construction Materials	£ 2,824,723	4.51	69	8.77	6078	24.97
Utilities	£ 2,246,373	3.59	16	2.03	704	2.89
Environmental Services	£ 2,144,299	3.43	30	3.81	297	1.22
Vehicle Management	£ 2,094,778	3.35	45	5.72	1042	4.28
Consultancy	£ 2,091,328	3.34	16	2.03	105	0.43
Housing Management	£ 1,967,513	3.14	7	0.89	200	0.82
Human Resources	£ 1,477,585	2.36	42	5.34	1354	5.56
Financial Services	£ 1,326,180	2.12	16	2.03	1130	4.64
Public Transport	£ 1,285,774	2.05	25	3.18	432	1.78
Education	£ 1,109,489	1.77	42	5.34	999	4.10
Cleaning & Janitorial	£ 606,580	0.97	11	1.40	1368	5.62
Catering	£ 409,751	0.65	17	2.16	1355	5.57
Healthcare	£ 320,488	0.51	32	4.07	478	1.96
Clothing	£ 252,363	0.40	9	1.14	514	2.11
Arts & Leisure Services	£ 241,040	0.39	4	0.51	12	0.05
Furniture & Soft Furnishings	£ 136,074	0.22	15	1.91	266	1.09
Street & Traffic Management	£ 121,505	0.19	9	1.14	61	0.25
Mail Services	£ 119,702	0.19	3	0.38	110	0.45
Highway Equipment & Materials	£ 113,025	0.18	6	0.76	50	0.21
Horticultural	£ 84,204	0.13	14	1.78	129	0.53
Sports & Playground Equipment & Maintenance	£ 78,764	0.13	10	1.27	53	0.22
Stationery	£ 55,371	0.09	5	0.64	398	1.64
Legal Services	£ 36,954	0.06	8	1.02	81	0.33
Domestic Goods	£ 18,095	0.03	5	0.64	49	0.20
Health & Safety	£ 12,365	0.02	3	0.38	9	0.04
Cemetery & Crematorium	£ 1,000	0.00	1	0.13	1	0.00

Highlighted is the top three %'s for each category of spend, suppliers & transactions

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 **8,427**.

Table 5:

Invoice distribution by range of invoice values 2020/21

Invoice Range	Volume	% of Invoices	Value	% of Spend
More than £250,000	20	0.08	£ 11,477,251.53	18.32
£50,001 to £250,000	116	0.47	£ 11,309,528.68	18.05
£10,001 to £50,000	1077	4.40	£ 21,014,547.84	33.54
£1,001 to £10,000	4716	19.28	£ 15,477,125.65	24.70
£501 to £1,000	2285	9.34	£ 1,626,049.76	2.59
£101 to £500	7282	29.77	£ 1,797,671.71	2.87
£51 to £100	2945	12.04	£ 217,874.00	0.35
Less than £51	5581	22.82	£ 126,794.45	0.20
Credits	436	1.78	-£ 383,897.30	-0.61

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

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 8.56%**

Supplier Size (Composite)	% Of Spend	% Of Invoices	% Of Suppliers
Large Company	36.74	44.49	23.81
Medium Company	32.06	28.45	45.99
Small Company	31.20	27.06	30.20
SME Total 20/21	63.26	55.51	76.19
SME Total 19/20	54.69	57.67	75.45
Difference	8.58	-2.16	0.74

% of Spend locally has increased by **3.69%** in this financial year.

Table 7: Percentage of spend by Locality.

	17/18	18/19	19/20	20/21	Variance
% Spend Locally	14%	16%	19.69%	23.36%	3.69%

Percentage of spend in Scottish region

Region (Scottish Definition)	Total Spend	Total Value (%)	Total Suppliers (%)	Total Transactions (%)
Scotland - Forth Valley	£ 24,820,830.10	39.79	25.67	37.02
Scotland - Glasgow and Strathclyde	£ 8,685,564.05	13.93	15.16	16.80
Scotland - Edinburgh and Lothians	£ 3,177,765.26	5.09	7.07	5.34
Scotland - Tayside Central and Fife	£ 3,087,878.13	4.95	6.60	6.15
Scotland - South	£ 1,348,851.07	2.16	0.74	0.50
Scotland - Aberdeen and North East	£ 407,466.39	0.65	1.30	0.57
Scotland - Highlands and Islands	£ 61,832.94	0.10	0.37	0.14

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

5. 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 provides a detailed update on progress.

6. 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

In accordance with the terms of the Procurement Reform (Scotland) Act, Clackmannanshire Council is committed to maximising community benefits, community wealth building and the Council's social and economic regeneration objectives.

Where identified candidates are required to complete a community benefit method statement, which forms part of the contract conditions. The successful candidates are required to enter into a legally binding agreement incorporating the Community Benefits method statement.

In partnership with Clackmannanshire Third Sector interface(CTSI) and Samtaler a social value creation agency we have created a community benefit wish list and have asked community groups and third sector organisations to identify items they require to support their work. This list has been designed to make it easier for businesses operating in Clackmannanshire to see the current needs of charities and social enterprises and candidates are required to choose from this list when submitting their tender.

<https://ctsi.org.uk/community-benefits>

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 **40%** 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 £8,329,804.23 with Clackmannanshire Educational Partnership Ltd, which equates to 14% 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 **£41,590,187, which** equates to **66.68%** of our overall trade creditor expenditure

Region	Total Spend	Total Suppliers	% Of Spend
Scotland	£ 41,590,187	612	66.68

Our Spend in the Forth Valley area was **£24,820,830**, which equates to **39.79%** of our overall trade creditor expenditure

Region	Total Spend	Total Suppliers	% Of Spend
Scotland - Forth Valley	£ 24,820,830	276	39.79

Our Spend in the Clackmannanshire area was **£13,536,828**, which equates to **23.36%** of our overall trade creditor expenditure

Local Authority	Total Spend	Total Suppliers	% Of Spend
Clackmannanshire	£ 13,536,828	92	23.36

Local spend by Clackmannanshire Council is dominated by Social Care & Services where spend is £12,092,524.95, followed by Facilities Management £1,026,282.74 and Travel & Accommodation £860,049.44 Please Note: Travel & Accommodation the spend is only on Travel

It is worthy of note that spend in construction was reduced locally by £409,760 and Social care locally increased by £2,107,025

Table 8: Spend Summary by Business Sector Locally.

vCode Business Sector 20/21	Total Spend	% Of Spend	vCode Business Sector 19/20	Total Spend	% Of Spend
Social Care & Services	£ 12,092,525	74.22%	Social Care & Services	£ 9,985,402	79.18
Facilities Management	£ 1,026,283	6.30%	Construction	£ 1,136,402	9.01
Travel & Accommodation	£ 860,049	5.28%	Travel & Accommodation	£ 1,032,738	8.19
Construction	£ 726,778	4.46%	Arts, Sport & Leisure	£ 173,433	1.38
ICT	£ 575,409	3.53%	Marketing & Media	£ 67,173	0.53
Charitable & Religious Activity	£ 307,753	1.89%	Human Resources	£ 60,709	0.48
Arts, Sport & Leisure	£ 230,057	1.41%	Facilities Management	£ 50,151	0.40
Marketing & Media	£ 144,054	0.88%	Animals & Farming	£ 42,350	0.34
Healthcare	£ 132,625	0.81%	Transport	£ 20,332	0.16
Other Goods & Services	£ 44,740	0.27%	Other Goods & Services	£ 7,892	0.06
Transport	£ 37,328	0.23%	Clothing	£ 7,727	0.06
Human Resources	£ 28,099	0.17%	Retail & Wholesale	£ 6,478	0.05
Animals & Farming	£ 21,396	0.13%	Waste & Environmental Services	£ 5,940	0.05
Education	£ 8,400	0.05%	Legal	£ 4,512	0.04
Public Sector Bodies	£ 7,400	0.05%	Vehicles	£ 4,092	0.03
Vehicles	£ 6,328	0.04%	ICT	£ 2,000	0.02
Legal	£ 3,681	0.02%	Food, Beverage & Catering	£ 1,448	0.01
Waste & Environmental Services	£ 3,080	0.02%	Education	£ 1,000	0.01
Clothing	£ 2,215	0.01%	Personal Care	£ 1,000	0.01
	£ 16,292,857			£ 12,610,779	

There have been a number of events to assist suppliers including

The council were represented at the Virtual National Meet the Buyer 2020 event on Tuesday 2 June 2020 where officers fielded enquiries and assisted them in finding opportunities not only with Clackmannanshire Council but with other councils and public bodies at a very difficult time



Due to the pandemic The supplier development Programme we unable to provide the usual face to face events and provided a number of webinars and virtual events over the period which we sign posted a number of organisations towards.

Feedback from these events have been extremely favourable

7. 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 2021/22 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 2020/21 are at Appendix 8.

8. 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

9. 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	2018/19	2019/20	2020/21	Variance from last year
Card Transactions	35,949	3137	1318	1046	-272
Spend	£2,214,250	£714,090	£278,519	£174,877	-£103,642
Cardholders	41	27	27	25	-2

10. The Scottish Procurement Agenda

The Public Procurement Group has developed a set of priorities, high level aims and aspirational delivery statements for all public procurement leaders in Scotland – the public procurement priorities. They demonstrate our commitment to using the power of procurement to deliver and influence outcomes that are good for the people of Scotland. They also support the commitments set out in the government's National Performance Framework, the Programme for Scotland and our Economic Recovery Implementation Plan.

- **Priority: leadership and visibility**

High level aims:

- engage and influence organisation leaders and stakeholders
- raise profile with better communications internally and externally
- identify and own escalated issues

- **Priority: sustainable economic recovery**

High level aims:

- mainstream sustainable procurement and related tools
- use of intelligent data and local partnerships Local Partnerships
- inclusive and responsible supply chains

- understand what good looks like, tracking performance and tackling opportunities to deliver better outcomes

- **Priority: supply chain resilience (public sector)**

High level aims:

- manage business continuity through supply chain shocks (e.g. pandemic, post-EU Exit)
- build/support immediate and longer term resilience in critical supply chains
- collaborate on opportunities to grow capacity & capability in targeted sustainable supply chains

- **Priority: maximise impact of the sustainable duty (including post EU-exit implications)**

High level aims:

- understand and exploit any flexibility within current Rules and our international obligations to support economic recovery
- explore further options to maximise priority outcomes and financial wellbeing to ensure Scotland maintains its competitive position in the world

- **Priority: climate emergency (including carbon reduction and a circular economy)**

High level aims:

- embed climate considerations in a 'whether', 'what', 'how' and 'how much' we buy approach
- integrate climate action in contract and supplier management activities
- seek local leaders, stakeholders and suppliers commitment to developing cross-functional roadmaps that exploit opportunities for economic development while delivering on our climate ambitions

- **Priority: achieving professional excellence (against national policy and standards)**

High level aims:

- create and develop the talent we require now and in the future to deliver on our ambitions
- develop and/or implement collaborative targeted capability programmes to build skills and competencies, driving consistency in approaches
- ensure that training and professional development continues to be available to the sector during the pandemic and post-pandemic period

- **Priority: develop our use of systems to exploit sustainable outcomes and support reporting**

High level aims:

- embed national and tailored sectoral systems and best practice tools across the Scottish public sector and supply base
- increase the visibility / use of other systems in use across sectors
- develop a strategy to enable the sharing of these systems and tools across sectors to enhance outcomes

Several pieces of legislation have changed the regulatory framework for public procurement across the Scottish public sector and will be revised later in 2021/22

11. Other activities - Looking forward

Community Wealth Building

Centre for Local Economic Strategies (CLES) Definition:

'Community wealth building is a people-centred approach to local economic development. It reorganises local economies to be fairer. It stops wealth flowing out of our communities, towns and cities. Instead, it places control of this wealth into the hands of local people, communities, businesses and organisations.'

The Scottish Government have commissioned a programme of work through Scotland Excel to support community wealth building (CWB) aspirations. The programme was agreed to cover four local authorities including Clackmannanshire Council to emphasise the importance of the Scottish model of procurement in supporting CWB aims. A key aim of the overall programme is to generate intelligence, good practice and advice that can be promulgated across the Scottish public sector.

Living Wage Employer

We will seek in the coming year to become a accredited Living Wage Employer

This will be a significant piece of work as full analysis of all our supply chain will be required to determine if all third party (including sub-contracted) staff that work regularly on our sites or premises are paid the real living wage

In addition to all our directly employed staff, to be accredited we intend to pay the real Living Wage to all third party contracted and sub-contracted staff that are in scope

It is recognised payment of the real Living Wage is one of the clearest ways a supplier can demonstrate that it adopts Fair Work practices.

Changes to our procurement documentation will be undertaken to require the real Living Wage to be paid to workers on public contracts, where:

- Fair Work First practices, including payment of the real Living Wage, is relevant to how the contract will be delivered;
- it does not discriminate amongst potential bidders;
- it is proportionate to do so; and
- the contract will be delivered by workers based in the UK.

The real Living Wage is a rate of pay that is enough to ensure that those receiving it can have an acceptable standard of living, and applies to all employees 18 and over.

It is a voluntary wage rate that is calculated by the Resolution Foundation and overseen by the Independent Living Wage Commission. The rate is reviewed annually.

Public Procurement Priorities

Reporting against the Priorities detailed in section 10 of this report will be incorporated into future procurement annual reports

This is a significant piece of work and will require input from all services in the Council. This information will help us to capture a snapshot of current progress, to identify areas of good practice, and should identify areas requiring greater development and support.

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 the national procurement priorities 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

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

Appendix 1. Summary of the regulated procurements that have been completed during the year covered by the report.

Table 10: Regulated procurement summary

File Number	Requirement	Value	Complied with Strategy	Community Benefits
2/6/1787	HEALTH & SAFETY IT SYSTEM	£ 54,933.00	Yes	N/A
2/6/1790	HEATING SERVICES	£ 400,000.00	Yes	N/A
2/6/1791	PROVISION OF DEBT RECOVERY AND SHERIFF OFFICER SERVICES	£ 123,593.00	Yes	N/A
2/6/1795	SCOTTISH WELFARE FUNDS MANAGED SERVICE	£ 175,542.86	Yes	N/A
2/6/1797	WHITEBOARD REPLACEMENT	£ 418,000.00	Yes	N/A
2/6/1800	ROADS MANAGEMENT & COSTING SYSTEM	£ 180,300.00	Yes	N/A
2/6/1810	MONEY & WELFARE BENEFITS ADVICE & SUPPORT UP TO AND INCLUDING TYPE III	£ 56,167.00	Yes	Yes
2/6/1811	OFFICE 365	£ 894,730.99	Yes	N/A
2/6/1814	ELECTRIC CHARGING POINT KELLIEBANK	£ 143,398.00	Yes	N/A
2/6/1817	FLEET REPLACEMENT PROGRAMME - ROADS SERVICES PLANT	£ 213,835.00	Yes	N/A
2/6/1824	CORPORATE BACKUP SOLUTION	£ 93,120.82	Yes	N/A
2/6/1825	FLEET REPLACEMENT PROGRAMME - PROPERTY CONTRACTS (CLASS CUISINE)	£ 107,671.10	Yes	N/A
2/6/1840	ORGANIC WASTE - FOOD WASTE	£ 124,080.00	Yes	N/A
2/6/1858	NATIONAL FLEXIBLE FRAMEWORK FOR CARE AND SUPPORT SERVICES	£ 25,800,000.00	Yes	N/A

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 no contracts during this year that required consideration as part of the regulation.

Most large scale contracts have been done via National arrangements that have community benefits. These are called off by the services as part of their contract management.

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

INTERNAL REF	TITLE	VALUE	
2/6/1810	Money & welfare benefits advice & support up to and including type iii	£56,167.00	Provision of volunteering and short work experience placements for participants on our employability programmes

Where identified candidates are required to complete a community benefit method statement, which forms part of the contract conditions. The successful candidates are required to enter into a legally binding agreement incorporating the Community Benefits method statement.

In partnership with Clackmannanshire Third Sector interface(CTSI) and Samtaler a social value creation agency we have created a community benefit wish list and have asked community groups and third sector organisations to identify items they require to support their work. This list has been designed to make it easier for businesses operating in Clackmannanshire to see the current needs of charities and social enterprises and candidates are required to choose from this list when submitting their tender.

<https://ctsi.org.uk/community-benefits>

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
- All Cleaned Up – APEX – Cleaning Services
- Alloa Community Enterprises (ACE) - Second-hand furniture outlet,

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 2021 -2041

Project	21/22	22/23	23/24	24/25	25/26	Total 26-31	Total 31-36	Total 36-41	TOTAL	Funding	Net Spend	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Sustainable Growth	Innovation Hub Delivery	250							250		250	
	City Deal (Land)	50	1,414						1,464		1,464	
	City Deal (RPMO)	100	100	100					300		300	
	Renewable Energy Projects	50	30						80		80	
	Alloa Town Centre Regeneration	849							849	(849)	0	
	Alloa Town Centre Upgrade		200	200					400		400	
	Active Travel Route Railway Station	25	535						560	(400)	160	
	Bus Priority Rapid Development Fund	54							54	(54)	0	
	Forthbank Road Operational Facilities	20							20		20	
	Flood Protection	206	86	86	86	86	430	430	430	1,840	1,840	
	Tillicoultry Flood Protection		150	250	300	2,500	2,800			6,000	(4,800)	1,200
	Alva Glen		87							87		87
	Parking Management System		20	569						589		589
	Building energy management system	70	20							90		90
TOTAL	1,674	2,642	1,205	386	2,586	3,230	430	430	12,583	(6,103)	6,480	

Project	21/22	22/23	23/24	24/25	25/26	Total 26-31	Total 31-36	Total 36-41	TOTAL	Funding	Net Spend	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Empowering Individuals, Families and Communities	Community Investment Grants	60	60	80	100	100	340		740		740	
	Clackmannan Regeneration	890							890	(606)	284	
	Clackmannan Town Hall Roof & Wall	200	1,000						1,200		1,200	
	Alloa Town Centre Upgrade extension			400					400		400	
	Village and Small Town - Alva	1,432	20						1,452	(1,027)	425	
	Village and Small Town - Dollar	26							26		26	
	Village and Small Town - Menstrie			120					120		120	
	Village and Small Town - Tillicoultry	100	450						550		550	
	School Estate - Tullibody South Campus	1,005							1,005	(260)	745	
	Learning Estate	2,070							2,070	(520)	1,550	
	Learning Estate		450	4,700	6,965	9,281	10,305			31,701	(11,100)	20,601
	Learning Estate											
	Learning Estate	250	1,150	1,150	150	150	16,250	23,750	10,000	52,850		52,850
	Learning Estate		383	383	1,150	1,917	34,502			38,335		38,335
TOTAL	6,033	3,513	6,833	8,365	11,448	61,396	23,750	10,000	131,338	(13,513)	117,825	

Project	21/22	22/23	23/24	24/25	25/26	Total 26-31	Total 31-36	Total 36-41	TOTAL	Funding	Net Spend
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Health and Wellbeing											
Social services adaptations	75	75	75	75	75	375	375	375	1,500		1,500
Park, Play Area & Open Space Improvements	37	25	25	25	25	125	125	125	512		512
Cycle Routes	187	100	100	100					487	(487)	0
Gartmorn Dam Country Park	7	48							55		55
Active Travel Route	30	2,000							2,030	(1,400)	630
Wellbeing Complex	400	5,485	5,485	5,485					16,855	(2,000)	14,855
TOTAL	736	7,733	5,685	5,685	100	500	500	500	21,439	(3,887)	17,552

Project	21/22	22/23	23/24	24/25	25/26	Total 26-31	Total 31-36	Total 36-41	TOTAL	Funding	Net Spend
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
DIGITAL											
Social services IT system	700	1,300							2,000		2,000
Digital Learning Strategy	426	478	478	478	250	1,250	1,250	1,250	5,860		5,860
Upgraded Telephony System	350								350		350
VM Ware (Cyber Security)	300								300		300
Digital Infrastructure (Fibre - Council and Schools)	468	350							818		818
IT Equipment (Homeworking)	50	50							100		100
IT Infrastructure (Council)	144	144	90	90	90	450	450	450	1,908		1,908
Interactive Screen Replacement (Secondary Schools)	122	123							245		245
ICT Replacement (Secondary Schools)	125	125	125	125	125	625	625	625	2,500		2,500
ICT Upgrade (Primary Schools)	90	90	90	90	90	450	450	450	1,800		1,800
Microsoft M365	28								28		28
CRB system (School)	40								40		40
LEARNING ESTATE											
Fitness Suite Equipment	12	12	12	12	12	60	60	60	240		240
Alva Primary School Bridge			35						35		35
Asbestos Removal (Schools)	10	10	10	10	10	50	50	50	200		200
Learning estate condition surveys	75								75		75
Learning Estate DDA	17	17	17	17	17	85	85	85	340		340
Cleaning Equipment Upgrade (Schools and Council)	23	23	10						56		56

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 extend the contracts beyond the original end date.

INTERNAL REF	TITLE	END DATE
2/6/1867	Emergency Conservation Architect	30/09/2021
2/6/1765	Support & Information Service for Self Directed Support Options 1,2 or 4	01/10/2021
2/6/1866	Education Storage Servers	14/10/2021
2/6/1792	MIFI Devices Education	15/10/2021
2/6/1665	Traffic Management Equipment and Ancillary Support Services.	30/10/2021
2/6/1676	Telephone Support & Maintenance 2018 - 2021	31/10/2021
2/6/1828	Fleet Replacement RCV x 2	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
2/6/1754	Stirling Street, Alva - Streetscape Improvement Project	30/11/2021
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
2/6/1824	Corporate Backup Solutions	21/12/2021
2/6/1875	Fleet Replacement - Caged Tipper	31/12/2021
2/6/1796	Engineering & Technical Consultancy - Roads	17/01/2022
2/6/1653	e Book Service	31/01/2022
2/6/1654	e Audio Service	31/01/2022
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
2/6/1834	Text-based crisis mental health support	01/03/2022
2/6/1835	Digital platform that promotes self-management of mental health and wellbeing	01/03/2022
2/6/1837	Digital self management of mental health difficulties	01/03/2022
2/6/1069	Supply of Electricity	31/03/2022
2/6/1372	Home Energy Efficiency Programme Administrative And Enabling Works	31/03/2022
2/6/1625	Advocacy Services for Adults with Learning Disabilities	31/03/2022
2/6/1669	VMWare Education	31/03/2022
2/6/1675	Basic IT Support for Clients on Employability Programmes	31/03/2022
2/6/1701	Veritas	31/03/2022
2/6/1721	IPG fuel Supply to Muckhart Primary School	31/03/2022
2/6/1736	Healthy Walking Project	31/03/2022
2/6/1749	Assisted Collections of recyclable waste	31/03/2022
2/6/1750	School Travel Planning Services	31/03/2022
2/6/1770	Lotus Notes Software	31/03/2022
2/6/1841	Veritas Software Renewal	31/03/2022
2/6/1855	Fleet Replacement - Gully Vehicle	31/03/2022
2/6/1874	Non Court Mandated Womens Domestic Abuse Support Service	31/03/2022

2/6/1630	Door Replacements	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
2/6/1734	Dial a Journey - Door to Door Transport	01/04/2022
2/6/1747	Health & Safety Training Framework Agreement	01/04/2022
2/6/1787	Health & Safety IT System	01/04/2022
2/6/1794	Services to unpaid family carers	01/04/2022
2/6/1804	Leadership Development	01/04/2022
2/6/1810	Money & Welfare Benefits Advice & Support up to and including Type III	01/04/2022
2/6/1761	Renewable Energy Programme	01/05/2022
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
2/6/1868	Holistic Wellbeing Listening and targeted Counselling Services	29/06/2022
2/6/1612	Legionella and Water Services Corporate Public Buildings 2018-22	30/06/2022
2/6/1732	Solid fuel - Biomass fuels	30/06/2022
2/6/1618	Solid fuel including wood and biomass products	01/07/2022
2/6/1729	Unpaid carers for child care services	01/07/2022
2/6/1731	Central Heating Systems Design and Installation	01/07/2022
2/6/1862	Interactive Panel / Whiteboard Refresh	01/07/2022
2/6/1613	Reactive Fencing Repairs 2018-22	02/07/2022
2/6/1836	Provision of bespoke therapeutic interventions	25/07/2022
2/6/1709	School based service to provide support to care experienced and disadvantaged young people	01/08/2022
2/6/1737	Active Travel	01/08/2022
2/6/1872	Digital self management of mental health difficulties for 10-18 year olds	31/08/2022
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
2/6/1395	Washroom Solutions	30/09/2022
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
2/6/1551	Asbestos Surveys	09/01/2023
2/6/1838	Fleet Management System	30/03/2023
2/6/1599	Occupational Health Services and Employee Assistance Programme Lot 3	31/03/2023
2/6/1702	Clearswift	31/03/2023
2/6/1703	Citrix upgrade	31/03/2023
2/6/1743	Waste Service Labels and Software	31/03/2023
2/6/1773	Insurance and Claims Handling	31/03/2023
2/6/1791	Provision of debt recovery and sheriff officer services	31/03/2023

Appendix 5. Top categories of spend by total expenditure

The top 10 categories represent 86% of the council's total spend

Proclass 10.1 Level 1	Total Spend	Total Value (%)
Social Community Care	£ 23,145,302	36.99
Facilities & Management Services	£ 9,205,749	14.71
Construction	£ 5,272,024	8.43
Information Communication Technology	£ 2,973,399	4.75
Construction Materials	£ 2,824,723	4.51
Utilities	£ 2,246,373	3.59
Environmental Services	£ 2,144,299	3.43
Vehicle Management	£ 2,094,778	3.35
Consultancy	£ 2,091,328	3.34
Housing Management	£ 1,967,513	3.14
Human Resources	£ 1,477,585	2.36
Financial Services	£ 1,326,180	2.12
Public Transport	£ 1,285,774	2.05
Education	£ 1,109,489	1.77
No Summary Category	£ 804,064	1.28
Cleaning & Janitorial	£ 606,580	0.97
Catering	£ 409,751	0.65
Healthcare	£ 320,488	0.51
Clothing	£ 252,363	0.40
Arts & Leisure Services	£ 241,040	0.39
Furniture & Soft Furnishings	£ 136,074	0.22
Street & Traffic Management	£ 121,505	0.19
Mail Services	£ 119,702	0.19
Highway Equipment & Materials	£ 113,025	0.18
Horticultural	£ 84,204	0.13
Sports & Playground Equipment & Maintenance	£ 78,764	0.13
Stationery	£ 55,371	0.09
Legal Services	£ 36,954	0.06
Domestic Goods	£ 18,095	0.03
Health & Safety	£ 12,365	0.02
Cemetery & Crematorium	£ 1,000	0.00

Top 50 Suppliers by total expenditure

Supplier Name	Total Value	vCode Business Sector
Clackmannanshire Educ Partnership Ltd	£ 8,329,804.23	Facilities Management
CARING HOMES LTD	£ 3,052,495.31	Social Care & Services
Mears Supported Living Ltd	£ 2,177,576.19	Social Care & Services
HUB EAST CENTRAL SCOTLAND LIMITED	£ 1,957,037.43	Construction
Avondale Environmental Limited	£ 1,329,035.74	Waste & Environmental Services
J H Civil Engineering Ltd	£ 1,245,900.16	Construction
Common Thread Limited	£ 1,196,448.96	Social Care & Services
Ailsa Building Contractors Ltd	£ 1,097,693.06	Construction
EDF Energy Networks Ltd	£ 1,073,671.20	Utilities & Energy
ARTHUR J GALLAGHER	£ 997,498.74	Financial Services
HC-ONE LTD (ORCHARD)	£ 921,328.73	Social Care & Services
IKL CARE	£ 902,946.26	Social Care & Services
SIDEY GLAZIERS LTD	£ 881,227.46	Construction
Key Housing Association Ltd	£ 873,222.34	Facilities Management
Scottish Autism Central Area Office	£ 858,667.98	Social Care & Services
Tillicoultry Quarries Ltd	£ 741,217.60	Construction
Parklands Care Home	£ 721,703.75	Social Care & Services
Am Phillip Ltd	£ 707,507.69	Vehicles
SWIIS FOSTER CARE LTD	£ 592,272.56	Social Care & Services
Crossroads Caring for Carers	£ 576,574.29	Social Care & Services
Boxxe	£ 568,670.59	ICT
Action for Children Services Limited Fostering	£ 537,333.70	Social Care & Services
Cera Care Operations (Scotland) Ltd	£ 533,693.99	Social Care & Services
Everwarm Services Limited	£ 529,470.87	Construction
Flourish Home Support Services Ltd	£ 525,137.93	Social Care & Services
Trust Housing Association Ltd	£ 502,661.24	Facilities Management
Dennis Eagle Ltd	£ 498,497.75	Waste & Environmental Services
Ark Housing Association Ltd GR	£ 467,385.10	Facilities Management
COMPUTACENTER (UK) LIMITED	£ 449,085.76	ICT
Re-Gen Waste Ltd	£ 448,711.50	Waste & Environmental Services
Barnardo'S	£ 425,002.19	Social Care & Services
WELLBEING SCOTLAND	£ 418,940.67	Social Care & Services
STEP UP	£ 409,879.08	Human Resources
CAREVISIONS	£ 409,658.39	Social Care & Services
TOTAL GAS & POWER LTD	£ 407,899.92	Utilities & Energy
HUNTERS EXECUTIVE COACHES	£ 401,524.25	Travel & Accommodation
M.A.B Preservation Limited	£ 374,141.49	Construction
Richmond Fellowship	£ 373,185.90	Social Care & Services
AC Gold Services	£ 369,499.08	Construction
THE ADOLESCENT & CHILDRENS TRUST	£ 354,754.34	Social Care & Services
CF Furniture Ltd T/A CF Furniture & Flooring	£ 347,873.14	Facilities Management
Aberlour Child Care Trust	£ 344,945.66	Social Care & Services
1ST CLASS CARE SOLUTIONS LIMITED	£ 340,721.66	Social Care & Services
THE NATIONAL AUTISTIC SOCIETY	£ 332,395.16	Social Care & Services
P H Jones Ltd	£ 328,328.91	Construction
Northgate Information Solutions Uk Ltd	£ 323,534.19	ICT
SCOTTISH FUELS	£ 315,499.26	Utilities & Energy
PROFILE SECURITY SERVICES LTD	£ 310,544.07	Security Equipment & Services
SCRT Ltd	£ 308,172.34	Human Resources
Scottish Water	£ 306,608.14	Utilities & Energy

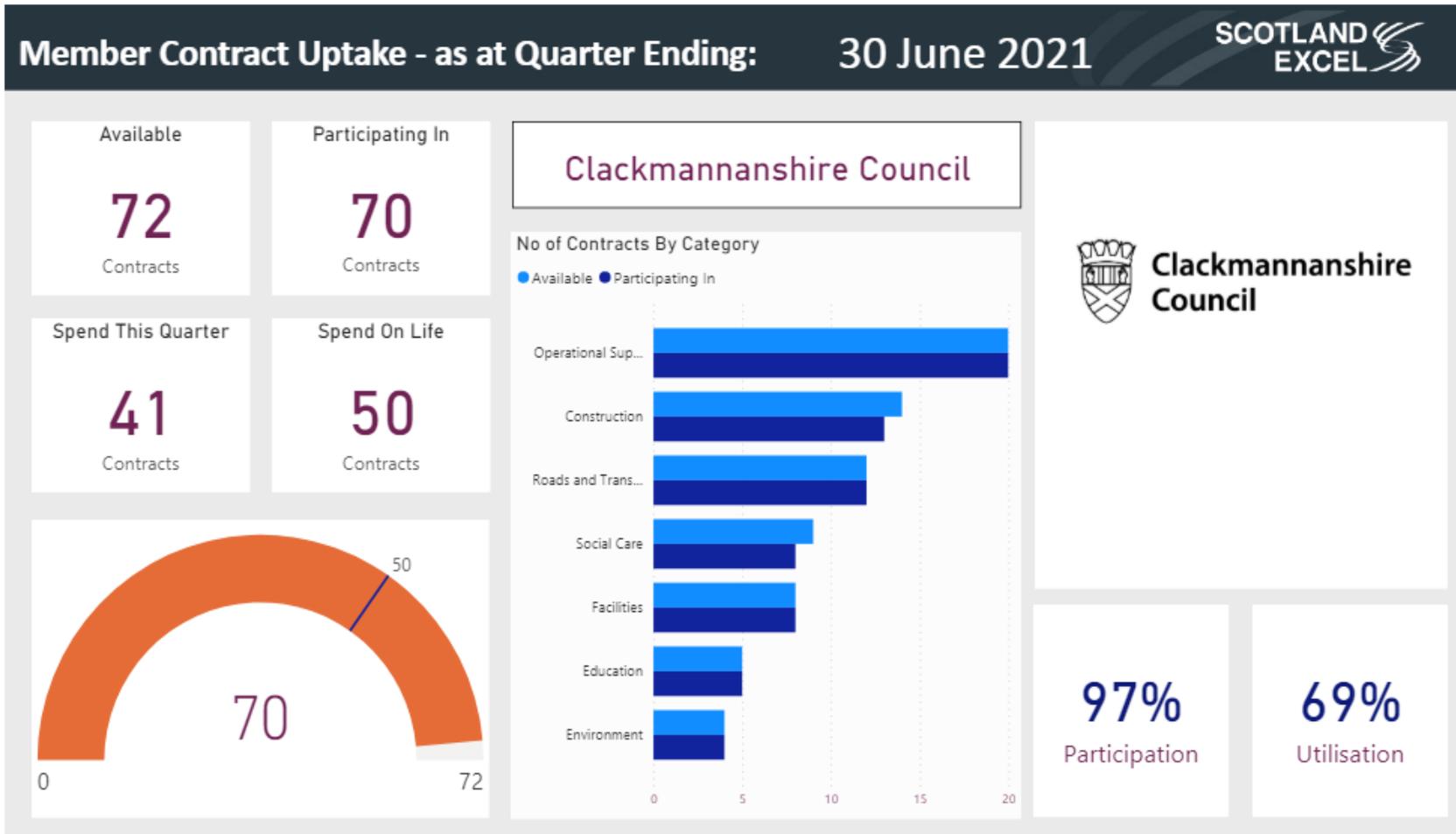
Appendix 6. Participation in National Contracts

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

Contract	Supplier	Spend	Savings
Electricity 2019	EDF Energy Ltd	£ 1,151,979	£ 27,511
IT Peripherals (2018)	Computacenter	£ 441,718	£ 45,364
Natural Gas	Total Gas & Power Ltd	£ 344,312	£ 21,206
Water and Waste Water Services (2020)	Business Stream	£ 314,197	£ 86,342
Liquid Fuel - Scotland Central (2019)	Scottish Fuels	£ 314,190	£ 10,716
Provision Of Admin, Catering & Manual Staff Services South Region	Pertemps Recruitment	£ 214,534	£ 18,576
Mobile Client Devices	Hewlett Packard UK Ltd	£ 160,466	£ 147,975
Desktop client devices framework 2020	Hewlett Packard UK Ltd	£ 113,923	£ 31,701
National Framework for Office Equipment and Services (2017)	Ricoh (UK) Ltd	£ 43,425	£ 9,845
Web Based & Proprietary Client Devices 2019	XMA Limited	£ 42,116	£ 9,485
Postal Services - Scheduled/Regular Bulk Mail (2016)	Royal Mail Group	£ 36,324	£ 2,361
Temporary and Interim Staff - Catering/Manual East	BRIGHTWORK LTD	£ 35,517	£ 2,386
General stationery and office paper (2016)	Lyreco UK Ltd	£ 33,656	£ 7,585
Office Equipment - Multi-functional Devices & Services	Ricoh (UK) Ltd	£ 16,269	£ 4,709
Temporary and Interim Staff - Catering/Manual East	Pertemps Recruitment	£ 16,191	£ 1,093
Postal Services - Ad-hoc and hybrid mail (2016)	Royal Mail Group	£ 12,257	£ 797
Print And Associated Services 2019 - litho/ digital print services	Allander Print Limited	£ 4,575	£ 686
Office Equipment - Multi-functional Devices & Services	Canon (UK) Ltd	£ 1,520	£ 440
Print And Associated Services 2019 - litho/ digital print services	Harlow Printing Ltd	£ 580	£ 87
Provision Of Interim Professional Staff Services National	ASA INTERNATIONAL	£ 435	£ 35
IT Consumables (2016)	Banner Group Ltd	£ 271	£ 19
Print And Associated Services 2019 - litho/ digital print services	Panda Litho Ltd	£ 262	£ 39

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



Contract Spend & Estimated Savings - as at: Wednesday, March ...

Actual Spend vs Forecast Spend



Clackmannanshire Council

Actual Spend

£9.3M

Forecast Spend

£12.9M

Spend Variance

-£3.6M

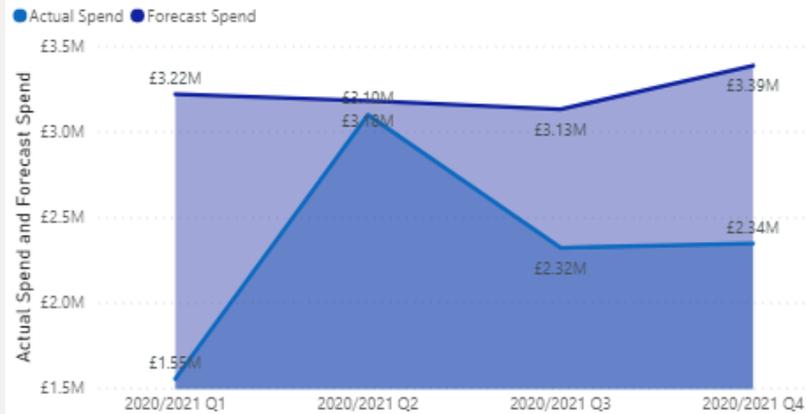
Estimated Saving

£0.2M

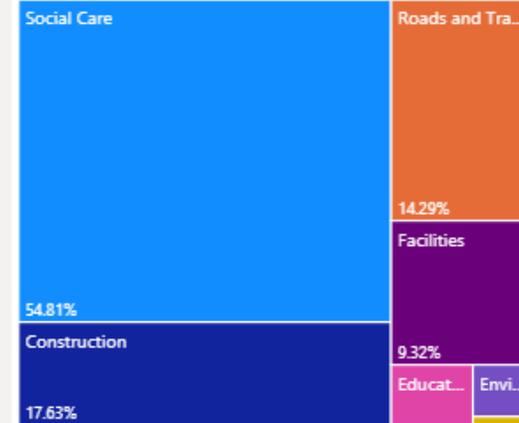
Fiscal Year/Quarter

- 2021/2022
- 2021/2022 Q1
- 2020/2021
- 2020/2021 Q1
- 2020/2021 Q2
- 2020/2021 Q3
- 2020/2021 Q4
- 2019/2020
- 2019/2020 Q1
- 2019/2020 Q2
- 2019/2020 Q3
- 2019/2020 Q4
- 2018/2019
- 2018/2019 Q2
- 2018/2019 Q3
- 2018/2019 Q4

Actual Spend vs Forecast Spend by Quarter



% of Actual Spend by Category



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 2020 up to March 2021. Potential Overall Savings **£216,933** and a Potential Annual Saving for **2020/21** of **£65,984**

File Number	Requirement	Supplier Name	Form 1 Estimated Spend	Form 2 Amount of Award	Savings	Capital / Revenue	Goods, Services or Works	Years	Potential Annual Saving
2/6/1767	MEDICAL EQUIPMENT PLANNED SERVICING AND UNPLANNED REPAIRS	Prism UK Medical Ltd	£ 205,124.00	£ 78,358.00	£126,766.00	Revenue	Service	4	£31,691.50
2/6/1770	LOTUS NOTES DOMINO SERVER & USER LICENCES	Software Box Limited	£ 300,000.00	£ 256,703.80	£43,296.20	Capital	Service	4	£10,824.05
2/6/1754	STREETSCAPE IMPROVEMENT PROJECT - STIRLING STREET, ALVA	J H Civil Engineering Limited	£ 1,480,000.00	£ 1,467,574.00	£12,426.00	Capital	Works	1	£12,426.00
2/6/1824	CORPORATE BACKUP SOLUTION	Phoenix Software Limited	£ 104,381.00	£ 93,120.82	£11,260.18	Capital	Goods	3	£ 3,753.39
2/6/1788	ANTI VIRUS RENEWAL - EDUCATION	CDW Limited	£ 32,000.00	£ 25,200.00	£6,800.00	Revenue	Service	3	£ 2,266.67
2/6/1839	BACKUP AND WEB-FILTERING - EDUCATION SERVICE - SMOOTHWALL	Phoenix Software Limited	£ 41,610.00	£ 34,817.32	£6,792.68	Both	Service	3	£ 2,264.23
2/6/1811	OFFICE 365	Boxxe	£ 900,000.00	£ 894,730.99	£5,269.01	both	Service	4	£ 1,317.25
2/6/1783	GROUND WATER AND GAS MONITORING OF BLACK DEVON CLOSED LANDFILL SITE	Socotec UK Limited	£ 45,000.00	£ 41,492.58	£3,507.42	Revenue	Service	3	£ 1,169.14
2/6/1788	ANTI VIRUS RENEWAL - CORPORATE	ACS Systems UK Ltd	£ 13,530.00	£ 12,714.00	£816.00	Revenue	Service	3	£ 272.00
					£216,933.49				£65,984.23

Appendix 8. Exception reports

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

In such an event, the requirement to comply with the Scottish Regulations remains. A voluntary award 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	Requirement	Supplier Name	Form 2 Amount of Award	Service
2/6/1804	Appoint ceannas as external facilitator to the chief executive prd process	Ceannas	£24,000.00	Chief Executive
2/6/1829	School cleaning	All Cleaned Up	£80,000.00	Catering & Cleaning
2/6/1842	Extensio n of public buildings electrical contract	Richard Irvin Facilities Management Ltd	£550,000.00	HSG & Comm Safety
2/6/1844	Extentsio n to multi-trade contract	Maintenance and Building Preservation Ltd (MAB)	£1,000,000.00	Hsg & Comm Safety
2/6/1853	Care inspections grades	Multiple Suppliers	£125,000.00	H&SCP
			£1,779,000.00	

Appendix 9. Spikes Cavell (The Hub) charts

Spend by Scottish Region – Forth Valley

Region (Scottish Definition)	Total Spend	Total Value (%)	Total Suppliers	Total Suppliers (%)	Total Transactions
Scotland - Forth Valley	£ 24,820,830.10	39.79	276	25.67	8992
South East	£ 10,112,707.40	16.21	72	6.70	1349
Scotland - Glasgow and Strathclyde	£ 8,685,564.05	13.93	163	15.16	4080
Scotland - Edinburgh and Lothians	£ 3,177,765.26	5.09	76	7.07	1296
Scotland - Tayside Central and Fife	£ 3,087,878.13	4.95	71	6.60	1495
South West	£ 2,307,833.54	3.70	42	3.91	715
London	£ 1,512,283.73	2.42	54	5.02	643
East of England	£ 1,508,587.86	2.42	46	4.28	401
West Midlands	£ 1,490,889.11	2.39	59	5.49	1366
Scotland - South	£ 1,348,851.07	2.16	8	0.74	122
North West	£ 1,157,458.76	1.86	63	5.86	1051
Yorkshire and The Humber	£ 1,051,333.02	1.69	51	4.74	1562
East Midlands	£ 810,375.38	1.30	53	4.93	659
Northern Ireland	£ 597,081.77	0.96	8	0.74	120
Scotland - Aberdeen and North East	£ 407,466.39	0.65	14	1.30	138
North East	£ 196,242.19	0.31	8	0.74	190
Scotland - Highlands and Islands	£ 61,832.94	0.10	4	0.37	34
Wales	£ 37,433.00	0.06	7	0.65	79

Spend by Region – Scotland

Region (ONS Definition)	Total Spend	Total Value (%)	Total Suppliers	Total Suppliers (%)	Total Transactions	Total Transactions (%)
Scotland	£ 41,590,187.94	66.68	612	56.93	16157	66.51
South East	£ 10,112,707.40	16.21	72	6.70	1349	5.55
South West	£ 2,307,833.54	3.70	42	3.91	715	2.94
London	£ 1,512,283.73	2.42	54	5.02	643	2.65
East of England	£ 1,508,587.86	2.42	46	4.28	401	1.65
West Midlands	£ 1,490,889.11	2.39	59	5.49	1366	5.62
North West	£ 1,157,458.76	1.86	63	5.86	1051	4.33
Yorkshire and The Humber	£ 1,051,333.02	1.69	51	4.74	1562	6.43
East Midlands	£ 810,375.38	1.30	53	4.93	659	2.71
Northern Ireland	£ 597,081.77	0.96	8	0.74	120	0.49
North East	£ 196,242.19	0.31	8	0.74	190	0.78
Wales	£ 37,433.00	0.06	7	0.65	79	0.33

Grow Local % spend Local area

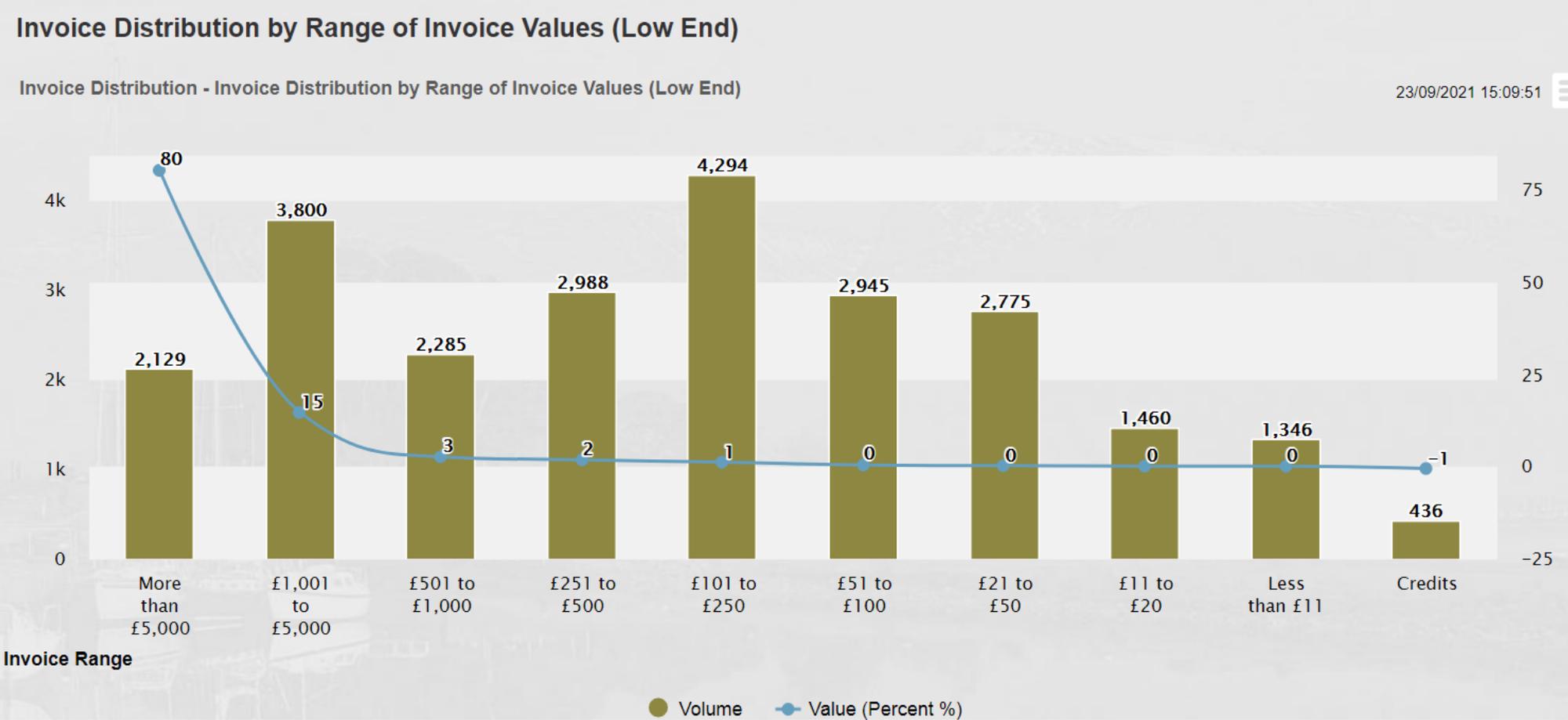
vCode Vendor Category	Total Spend	% Spend Local Area
General Builders	£ 700,164.65	100
Independent Family Support Service Providers	£ 137,034.55	100
Welding Contractors	£ 44,097.18	100
Crop & Livestock Farmers	£ 42,350.40	100
Development Agencies	£ 14,212.00	100
Sports Clubs & Associations	£ 13,271.42	100
Monumental Masons	£ 7,216.67	100
Drug & Alcohol Support Providers	£ 6,753.00	100
Office Rental & Meeting Room Hirers	£ 5,746.89	100
Conference & Event Room Hirers	£ 5,457.00	100
Awning & Canopy Suppliers	£ 4,490.00	100
Newsagents & Tobacconists	£ 4,162.31	100
White Goods Suppliers	£ 3,914.84	100
Handymen	£ 3,904.50	100
Shelter Suppliers	£ 3,118.99	100
Window Cleaners	£ 2,380.00	100
Mail Order Companies	£ 2,316.16	100
ISPs	£ 2,000.00	100
Alcoholic Beverage Suppliers	£ 1,447.55	100
Launderers	£ 1,379.00	100
Linen & Blanket Suppliers	£ 1,188.17	100
Hairdressers & Barbers	£ 1,000.00	100
Other Social Care & Social Service Providers	£ 910,204.98	98.23
Sports & Leisure Centres	£ 167,321.03	94.14
Sheet Metal & Fabrication Suppliers	£ 59,100.09	90.76
Power & Hand Tool Suppliers	£ 33,173.74	85.91

Home Care Service Providers	£	4,632,044.17	85.27
Landscaping Contractors	£	11,082.00	81.95
IT Training Providers	£	31,735.00	77.99
Road Transport Contractors	£	26,183.31	77.65
Taxis & Private Hire Companies	£	556,111.35	77.36
Funeral Service Providers	£	7,270.00	71.87
Bus & Coach Operators	£	872,965.34	69.02
Sports Coaches & Instructors	£	3,940.00	67.01
Nursing Homes	£	5,135,867.28	64.02
Pest & Vermin Control Service Providers	£	5,740.00	62.54
Counselling Service Providers	£	307,975.32	57.17
Builders Merchants	£	243,092.68	55.5
Property Letting & Estate Agents	£	14,399.00	53.71
Adult Residential Care Providers	£	2,944,929.41	53.11
Other Construction Consultants	£	34,454.50	51.32
Clothes Making Equipment & Service Providers	£	15,563.18	49.65
Other Fittings & Furnishings Suppliers	£	7,629.54	49.11
Digital Marketing Service Providers	£	111,725.00	45.65
Graphic Design & Creative Agencies	£	23,523.00	45.56
Plant & Construction Equipment Suppliers	£	291,438.99	41.65
Architects & Design Consultants	£	11,604.40	30.16
Cleaning & Janitorial Equipment & Supplies Providers	£	22,598.90	29.14
Other Training Providers	£	132,816.42	27.07
Do-It-Yourself (DIY) Stores	£	75,651.21	26.22
Disability & Special Needs Services Providers	£	1,334,969.86	21.06
Car & Van Servicing & Maintenance Providers	£	36,671.80	11.16
Solicitors	£	74,825.87	6.03

Spend by month

Timeline	Total Spend	Total Transactions	Total Suppliers
Mar-21	£ 8,141,637.37	3246	623
Dec-20	£ 7,295,152.14	2635	525
Jun-20	£ 5,420,697.53	1607	394
Oct-20	£ 5,279,166.52	2785	535
Aug-20	£ 5,271,014.44	2188	458
Sep-20	£ 5,017,064.66	2499	535
Feb-21	£ 4,949,345.53	1643	435
Jan-21	£ 4,921,174.21	2295	522
Jul-20	£ 4,859,159.48	1804	410
May-20	£ 4,103,715.91	1498	369
Nov-20	£ 3,829,381.21	2582	541
Apr-20	£ 3,715,764.57	748	295

Invoice distribution by value



vCode Vendor Category	Total Spend	% Spend Local Area
General Builders	£ 700,164.65	100
Independent Family Support Service Providers	£ 137,034.55	100
Welding Contractors	£ 44,097.18	100
Crop & Livestock Farmers	£ 42,350.40	100
Development Agencies	£ 14,212.00	100
Sports Clubs & Associations	£ 13,271.42	100
Monumental Masons	£ 7,216.67	100
Drug & Alcohol Support Providers	£ 6,753.00	100
Office Rental & Meeting Room Hirers	£ 5,746.89	100
Conference & Event Room Hirers	£ 5,457.00	100
Awning & Canopy Suppliers	£ 4,490.00	100
Newsagents & Tobacconists	£ 4,162.31	100
White Goods Suppliers	£ 3,914.84	100
Handymen	£ 3,904.50	100
Shelter Suppliers	£ 3,118.99	100
Window Cleaners	£ 2,380.00	100

Mail Order Companies	£ 2,316.16	100
ISPs	£ 2,000.00	100
Alcoholic Beverage Suppliers	£ 1,447.55	100
Launderers	£ 1,379.00	100
Linen & Blanket Suppliers	£ 1,188.17	100
Hairdressers & Barbers	£ 1,000.00	100
Other Social Care & Social Service Providers	£ 910,204.98	98.23
Sports & Leisure Centres	£ 167,321.03	94.14
Sheet Metal & Fabrication Suppliers	£ 59,100.09	90.76
Power & Hand Tool Suppliers	£ 33,173.74	85.91
Home Care Service Providers	£ 4,632,044.17	85.27
Landscaping Contractors	£ 11,082.00	81.95
IT Training Providers	£ 31,735.00	77.99
Road Transport Contractors	£ 26,183.31	77.65
Taxis & Private Hire Companies	£ 556,111.35	77.36
Funeral Service Providers	£ 7,270.00	71.87
Bus & Coach Operators	£	69.02

	872,965.34	
Sports Coaches & Instructors	£ 3,940.00	67.01
Nursing Homes	£ 5,135,867.28	64.02
Pest & Vermin Control Service Providers	£ 5,740.00	62.54
Counselling Service Providers	£ 307,975.32	57.17
Builders Merchants	£ 243,092.68	55.5
Property Letting & Estate Agents	£ 14,399.00	53.71
Adult Residential Care Providers	£ 2,944,929.41	53.11
Other Construction Consultants	£ 34,454.50	51.32
Clothes Making Equipment & Service Providers	£ 15,563.18	49.65
Other Fittings & Furnishings Suppliers	£ 7,629.54	49.11
Digital Marketing Service Providers	£ 111,725.00	45.65
Graphic Design & Creative Agencies	£ 23,523.00	45.56
Plant & Construction Equipment Suppliers	£ 291,438.99	41.65
Architects & Design Consultants	£ 11,604.40	30.16
Cleaning & Janitorial Equipment & Supplies Providers	£ 22,598.90	29.14
Other Training Providers	£ 132,816.42	27.07

Do-It-Yourself (DIY) Stores	£ 75,651.21	26.22
Disability & Special Needs Services Providers	£ 1,334,969.86	21.06
Car & Van Servicing & Maintenance Providers	£ 36,671.80	11.16
Solicitors	£ 74,825.87	6.03
Other Education Service Providers	£ 21,141.32	4.73
Other Child Care Services Providers	£ 1,810,466.13	2.68
Quarry & Aggregates Suppliers	£ 446,820.71	0.53
Other Waste Disposal Suppliers	£ 1,167,113.56	0.2

Spend by range

Spend Distribution by Spend Range (Detail)

Spend Distribution - Spend Distribution by Spend Range (Detail)

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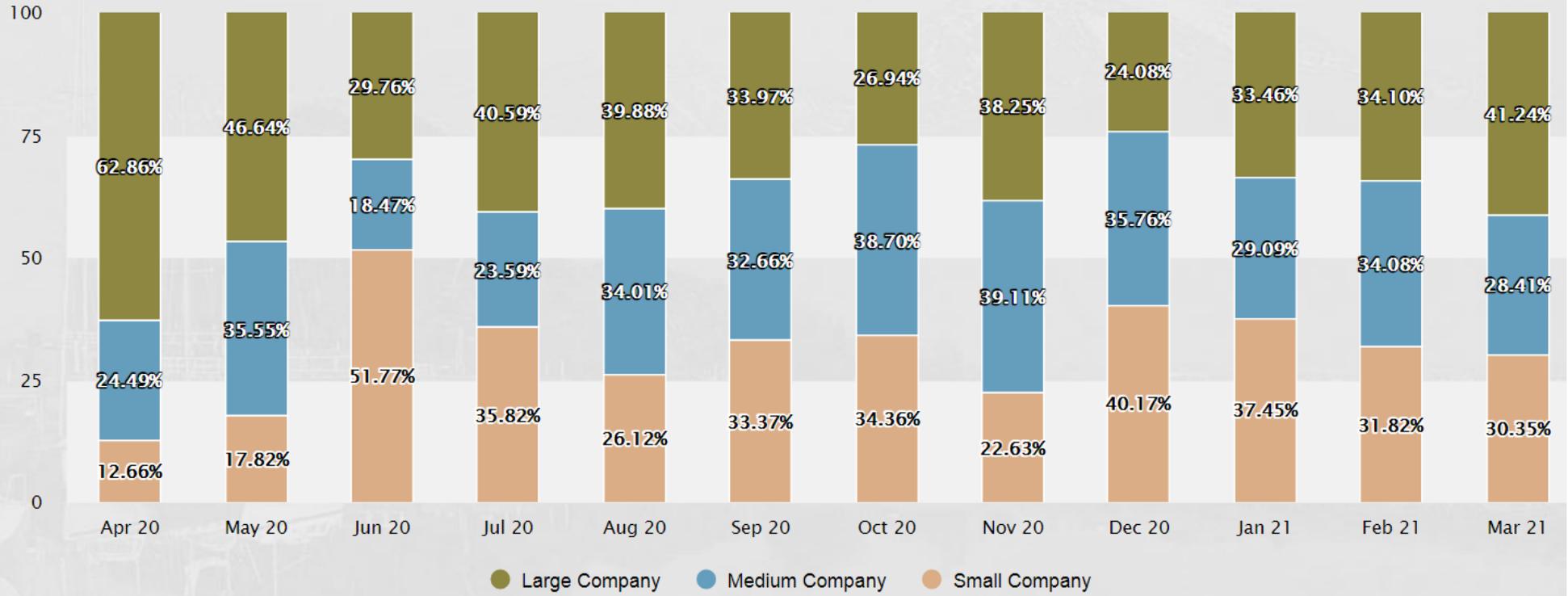


Spend by Supplier size per month

Supplier Size

Size - Supplier Size (multiple datasets)

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Top 25 spend by Cost Centre

Org Level 3 Description	Total Spend	Total Suppliers	Total Transactions
Balance Sheet	£ 9,784,354.68	91	510
Secondary Schools PPP	£ 8,302,834.51	2	18
Physical Disability Assessment & Care Management	£ 6,182,664.33	41	782
Learning Disability Assessment & Care Management	£ 5,136,958.58	46	715
Older People Assessment & Care Management	£ 3,832,279.34	51	630
Residential Placements	£ 2,655,659.14	11	221
External Foster Care	£ 2,434,624.56	16	695
Waste Treatment	£ 1,977,163.76	11	166
HRA Operations	£ 1,622,166.83	88	6185
Mental Health Assessment & Care Management	£ 1,610,433.39	40	488
Utilities Management	£ 1,530,696.99	18	132
Roads Operations	£ 1,267,063.27	58	970
Early Years Centrally Held	£ 1,068,486.29	41	270
Continuing Care	£ 992,509.84	4	97
Incident Management	£ 928,513.60	36	354
Central IT Software Maintenance	£ 825,441.04	23	65
Building Repairs & Maintenance	£ 794,594.59	67	888
Homeless & Specialised Accom	£ 713,286.12	25	1019
ASSISTANCE TO PUPILS SPECIAL	£ 575,621.86	20	178
Disability Team	£ 561,734.29	24	357
Fleet Operations	£ 511,508.40	52	633
Early Years	£ 370,535.50	4	16
ASSISTANCE TO PUPILS-SECONDARY	£ 356,532.00	4	110
Scottish Welfare Fund	£ 316,250.79	5	519
Street Lighting Power	£ 253,833.88	1	34

Top 100 spend by Subjective Code

Internal Spend Category Description	Total Spend	Total Suppliers	Contracted Suppliers	Total Transactions
Payments To Contractors	£ 10,200,337.15	123	25	647
Home Care	£ 8,428,342.38	37	7	898
Private Nursing Homes	£ 6,888,170.77	29	0	579
Private Residential Homes	£ 5,514,621.73	35	6	564
Asset Additions - Council Dwellings	£ 2,870,357.16	22	8	106
Fostering & Kinship Payments	£ 2,442,487.45	15	5	697
Asset Additions - Vehicle, Plant and Equipment	£ 2,209,213.26	26	7	125
Asset Additions - Other Land and Building	£ 1,660,907.46	16	3	54
Educational Establishments Payment	£ 1,510,672.82	29	11	280
Materials - Direct purchases from suppliers	£ 1,510,026.33	160	24	4016
Supported Accommodation	£ 1,406,152.05	10	0	262
Waste Contractors - Landfill	£ 1,329,430.74	3	1	28
Voluntary Organisations Payment	£ 1,218,232.87	21	9	90
Asset Additions - Infrastructure	£ 1,117,056.42	29	7	162
Electricity	£ 1,113,919.65	12	1	435
Pupil & Client Transport	£ 1,019,344.41	27	14	360
Annual Maintenance External Providers	£ 930,029.56	70	9	1112
Computer Software Maint.	£ 898,161.20	25	7	70
Other Agencies Payment	£ 882,951.63	66	8	261
Materials (issued from Stock)	£ 779,389.15	63	13	2143
Agency Staff Costs	£ 744,404.40	12	4	1118
Assets under Construction	£ 645,076.05	5	2	15
Payment To Subcontractor	£ 626,189.91	18	4	325
Purchase Of Equipment	£ 497,312.97	133	15	670
Waste Contractors - Recycling	£ 490,719.56	9	0	76
Material Damage Insurance Premiums Paid	£ 444,695.47	1	0	3
Gas	£ 429,142.57	11	1	339

Day Care	£ 422,663.11	13	5	132
Purchase Of Furniture	£ 382,596.39	24	3	897
Liabilities Premiums Paid	£ 381,648.41	2	0	4
Provision Of Food	£ 346,429.10	18	5	783
Water Charges	£ 319,319.82	6	0	46
Professional Fees	£ 310,462.17	40	6	228
Cleaning & Hygiene Materials	£ 300,802.35	16	6	564
Vehicles - Diesel	£ 293,524.89	3	0	31
Health Authorities	£ 277,924.92	3	3	11
Payments To Individuals (no service provision to the Council	£ 255,375.27	18	2	428
SQA Fees	£ 241,105.25	1	0	8
Subsidy	£ 236,018.48	6	0	16
Short Term Vehicle Hire	£ 235,975.86	19	2	366
Asset Additions - Intangible	£ 233,500.65	4	3	9
Computer Software Purchase	£ 207,264.95	18	3	39
Computer Hardware Purchase	£ 179,027.37	12	4	82
PCARD	£ 174,877.92	249	2	1046
Per Capita Teaching Materials	£ 171,190.66	98	12	935
Equipment Rental/Leasing	£ 142,724.29	18	1	312
Motor Vehicles Insurance Premiums Paid	£ 125,440.00	1	0	1
Subscriptions	£ 116,023.24	54	1	110
Printing & Photocopying	£ 115,919.14	10	1	27
Equipment Maintenance	£ 96,104.74	57	8	200
General Consumables (small items)	£ 86,988.65	60	12	711
Telephones	£ 86,514.35	3	1	26
Waste Contractors - Composting	£ 86,390.60	1	0	41
Mobile Telephones	£ 84,204.21	3	0	32
External Residential Income	£ 77,520.00	1	0	4
Staff Training	£ 76,495.11	50	4	108

Postages	£ 71,910.60	16	1	64
Vehicles - Materials Direct	£ 65,707.22	17	4	170
Vehicles - External Maintenance	£ 56,693.63	24	4	161
Self Directed Support - Payment to Individuals	£ 52,351.16	8	3	126
Waste Contractors - Anaerobic Digestion	£ 49,332.16	1	0	14
Respite Care	£ 44,927.37	12	2	32
Payments to Individuals (services provided to the Council)	£ 43,615.00	4	1	19
Scaffold Hire	£ 41,747.67	1	1	16
Uniforms & Clothing	£ 40,699.37	12	5	220
Vehicles -Tyres	£ 40,231.75	1	0	56
Client Amenities	£ 37,663.71	9	3	19
Engineering Insurance Premiums Paid	£ 36,864.65	1	0	2
Telephone System Maint.	£ 32,808.87	2	1	4
Stationery	£ 32,548.78	28	3	396
Legal Expenses	£ 28,049.88	11	1	107
Minor Adaptations	£ 25,328.00	3	0	230
Grants & Donations	£ 25,157.00	3	0	8
Respite Care (Private)	£ 24,711.28	1	0	11
Grounds Maintenance	£ 24,048.75	11	1	28
Claim Handler Imp Payment	£ 20,000.00	1	0	1
Renewable Fuel	£ 19,748.54	1	1	9
SS Relief Absence Pay	£ 18,535.00	1	0	18
Cycle Scheme	£ 15,710.83	1	0	21
Sector Treasury Advisor	£ 14,485.00	1	0	2
Service Requested Building Repairs	£ 14,215.18	6	1	10
Advertising - General	£ 13,791.00	4	0	53
Storage & Removal Charges	£ 13,620.54	4	1	114
Catering Disposables	£ 13,530.60	3	2	72
Vehicles - Petrol	£ 12,891.96	2	0	18

Per Capita Music	£ 12,284.15	5	1	16
NDR Collection - Income	£ 12,115.32	3	1	3
Computer Hardware Maint.	£ 11,484.84	2	0	3
Vehicles - General Consumables	£ 10,313.38	8	2	60
Library Ebooks/Magazines Adult	£ 9,331.48	1	0	8
Per Capita Physical Education	£ 9,079.48	9	2	32
Per Capita Art	£ 8,682.75	8	0	51
Per Capita Technical	£ 8,595.58	19	2	58
Per Capita Mathematics	£ 8,532.86	9	3	34
Library Books - Reference	£ 7,566.70	3	1	5
Window Cleaning	£ 7,450.00	1	1	3
Fidelity Insurance Premiums Paid	£ 7,151.20	1	0	1
Per Capita Social Subjects	£ 6,949.49	7	0	35
Office Equipment - Purchases	£ 6,831.62	4	0	21

Appendix 10. 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 August 2021
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 February 2020 further up dates planned
	Accountable		
	Chief Accountant		
	Consult		
	Procurement Manager		
	Inform		
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 Expected changes later 2021/22
	Procurement Manager		
	Accountable		
	Strategic Director (Partnership & Performance)		
	Consult		
	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 on 8 th June 2021 & Forth Valley event 30 th June 2021
	Procurement Manager		
	Accountable		
	Strategic Director (Partnership & Performance)		
	Consult		
	CMT		
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	Update August 2021
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 virtual training Sessions delivered throughout the year SDP virtual training available
	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. 2022	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. 2022	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 2022	Not started re profile to next year Delay due to COVID
	Procurement Manager and CTSI		
	Accountable		
	CTSI		
	Consult		
	CTSI		
<p>Brexit - Public Procurement Regulations have been implemented to UK law from four European Directives.</p> <p>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</p> <p>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</p>	Responsibility	April 2022	Awaiting outcome re profile to at least next year Changes to UK and Scottish procurement Law expected 2021/22
	Purchasing staff		
	Accountable		
	Purchasing staff		
	Consult		
	Scottish Government & Scotland Excel		
Inform	Purchasing Staff		
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	Update August 2021
Revise guidance on Council's website about selling to the Council.	Procurement Manager	Dec. 2019 There after on an annual basis	Updated June 2021
	Accountable		
	Procurement Manager		
	Consult		
	Procurement Matters Group		
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		
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. <ul style="list-style-type: none"> 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
	Purchasing Staff		
	Accountable		
	Heads of Service		
	Consult		
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		

<p>Support businesses local to Clackmannanshire through a range of initiatives including:</p> <ul style="list-style-type: none"> • 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 	<p>Responsibility</p>	<p>Throughout each year and reported in the procurement annual report</p>	<p>Ongoing</p>
	<p>Procurement Manager Supplier Development programme CTSI</p>		
	<p>Accountable</p>		
	<p>Procurement Manager</p>		
	<p>Consult</p>		
<p>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.</p>	<p>Responsibility</p>	<p>Every procurement exercise</p>	<p>Written into all procurement authorisation documentation</p>
	<p>Purchasing Staff</p>		
	<p>Accountable</p>		
	<p>Heads of Service</p>		
	<p>Consult</p>		
<p>Procurement Manager</p>			
<p>Inform</p>			
<p>CMT</p>			

<p>Extend awareness of implications of Public Procurement Reform legislation through;</p> <ul style="list-style-type: none"> 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	Sept. 2022	Early Discussions Delay due to COVID
	Procurement Manager CTSI		
	Accountable		
	Procurement Manager CTSI		
	Consult		
	Procurement Manager CTSI		
<p>Better Align Service Level Agreements with Alliance Priorities by:</p> <ul style="list-style-type: none"> 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	October 2022	Not Started Delay due to COVID
	Purchasing staff		
	Accountable		
	Heads of service		
	Consult		
	CMT Elected members		
<p>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.</p>	Responsibility	Every adult commissioning exercise	Ongoing work to be done on Awareness of individual procedures
	Social Services Commissioning IJB		
	Accountable		
	Social Services Commissioning IJB		
	Consult		
	Procurement Manager		
Inform			
	CMT		

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	23.36% financial year 2020/21
	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	Update August 2021
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 2022	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		
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		
When exploring outsourcing and private partnership solutions, these will not be procured in isolation 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		
Utilise the Scottish Government's sustainable prioritisation tool to identify and prioritise procurement activity.	Responsibility	March 2022	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 2022	Tool being revised to web format once complete we will be able to utilise
	Purchasing Staff		
	Accountable		
	Heads of Service		
	Consult		
	Procurement Manager		
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 2022	Not Started
	Procurement Manager		
	Accountable		
	Procurement Manager		
	Consult		
	All stakeholders		
Explore innovative solutions through greater collaborative approaches between the Council and the local Third sector	Responsibility	September 2022	Early Discussions Delay due to COVID
	Purchasing Staff CTSI		
	Accountable		
	Purchasing Staff CTSI		
	Consult		
	Procurement Matters Group CTSI		
Explore the development of a subcontractor community benefit directory	Responsibility	December 2020	Completed https://ctsi.org.uk/community-benefits
	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	Update August 2021
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		
Establish simple methodology for assessing best value case for using the Living Wage requirement in service and works contracts,	Responsibility	July 2020	Living wage accreditation being sought – extensive procurement data mining exercise and correspondence has been undertaken in 2021
	Procurement Manager		
	Accountable		
	Procurement Manager		
	Consult		
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		
Procurement Staff			

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		
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		
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 August 2021
Update Council Contract Standing Orders to support compliance with the new procurement rules and cascade changes to informed clients and key stakeholders.	Responsibility	December 2022	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		
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		
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 2022	Not Started Delay due to COVID
	Procurement Manager		
	Accountable		
	Procurement Matters Group		
	Consult		
	Purchasing Officers OD Officer		
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			