
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

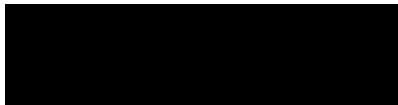
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

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**Clackmannanshire
Council**

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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, focused 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

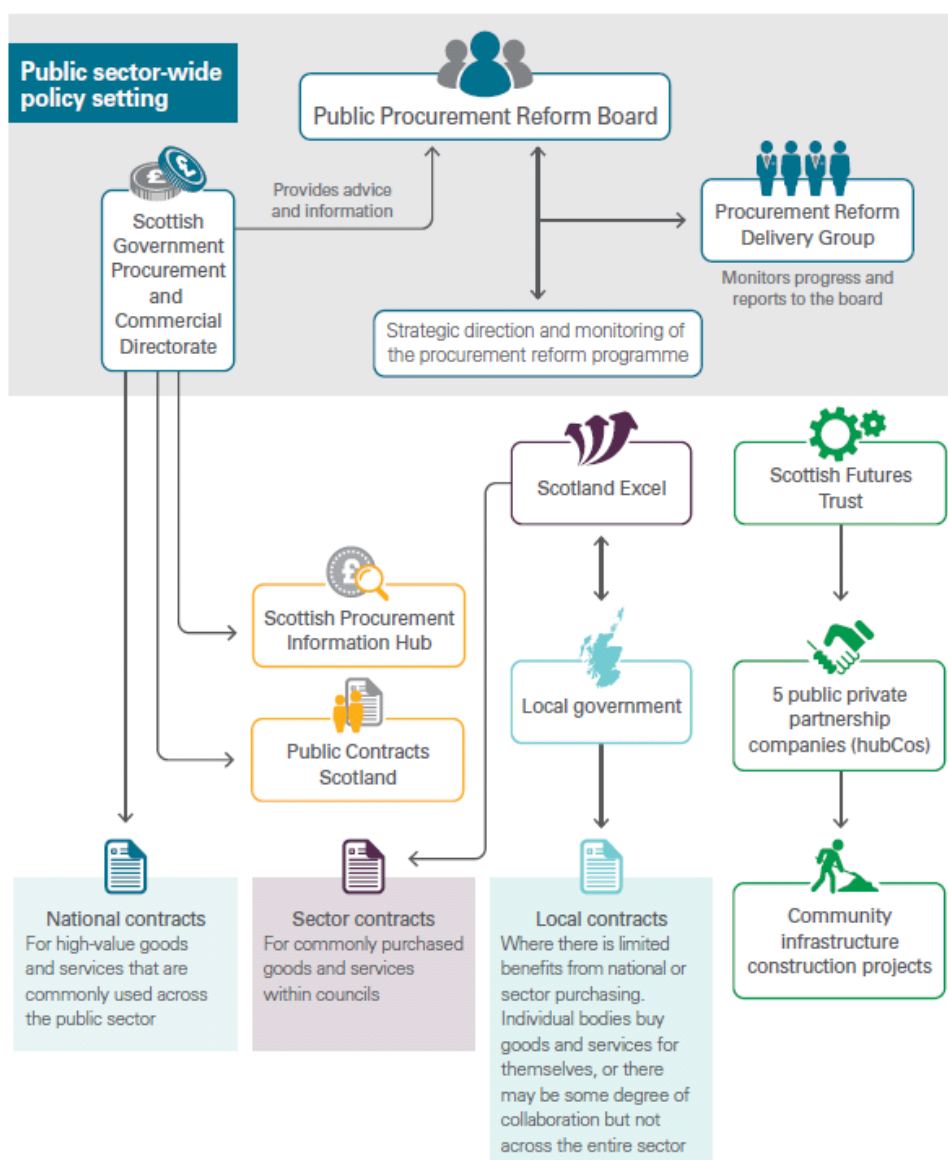
public procurement in Scotland delivers environmentally sustainable, socially responsible and innovative goods, services and works.

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	
	1. Previously Approved											
	Learning Estate		450	4,700	6,965	9,281	10,305			31,701	(11,100)	20,601
	2. Development Driven (minimum requirements)											
	Learning Estate	250	1,150	1,150	150	150	16,250	23,750	10,000	52,850		52,850
3. Indicative Future Investment Requirements (Options appraisals, condition and suitability)												
Learning Estate		383	383	1,150	1,917	34,502			38,335		38,335	
4. Policy Driven - Alloa South - New Build												
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

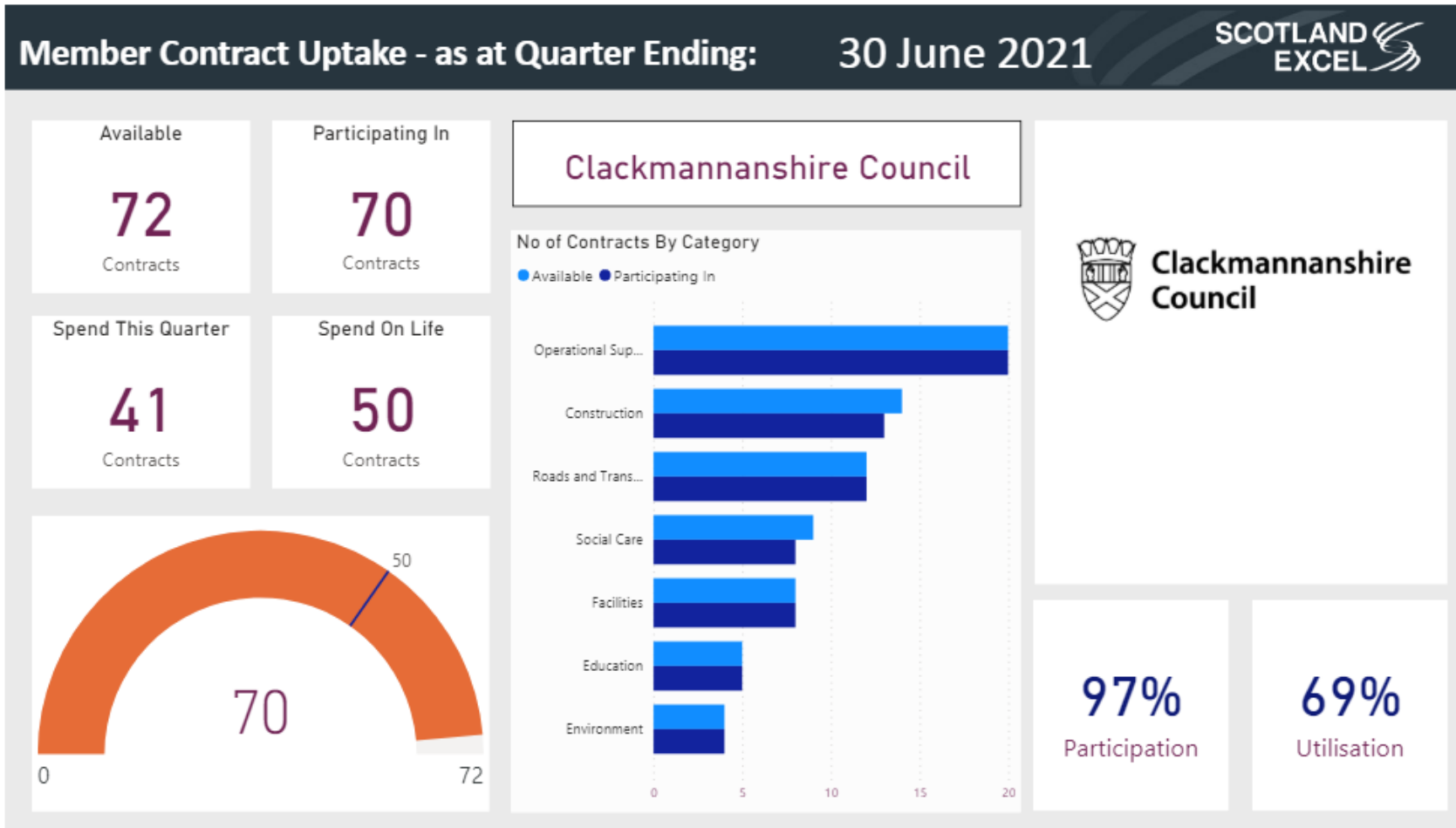
Appendix 6. Participation in National Contracts

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



69%

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

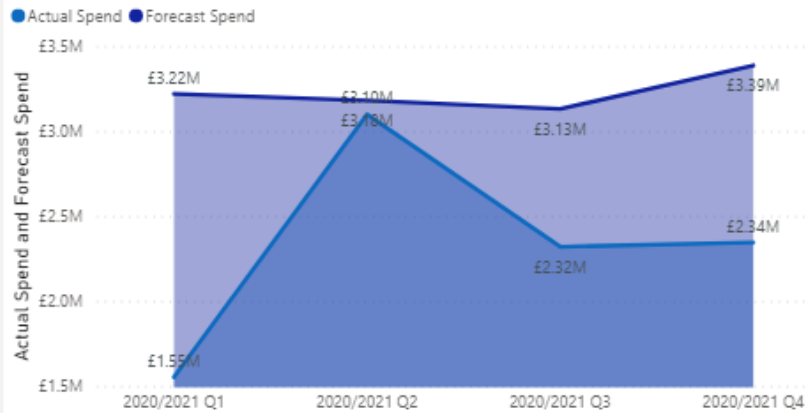
Estimated Saving

£0.2M

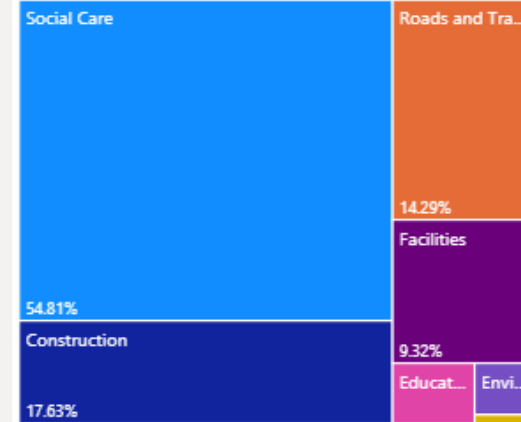
Fiscal Year/Quarter

- 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	Extenson of public buildings electrical contract	Richard Irvin Facilities Management Ltd	£550,000.00	HSG & Comm Safety
2/6/1844	Extentsion 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

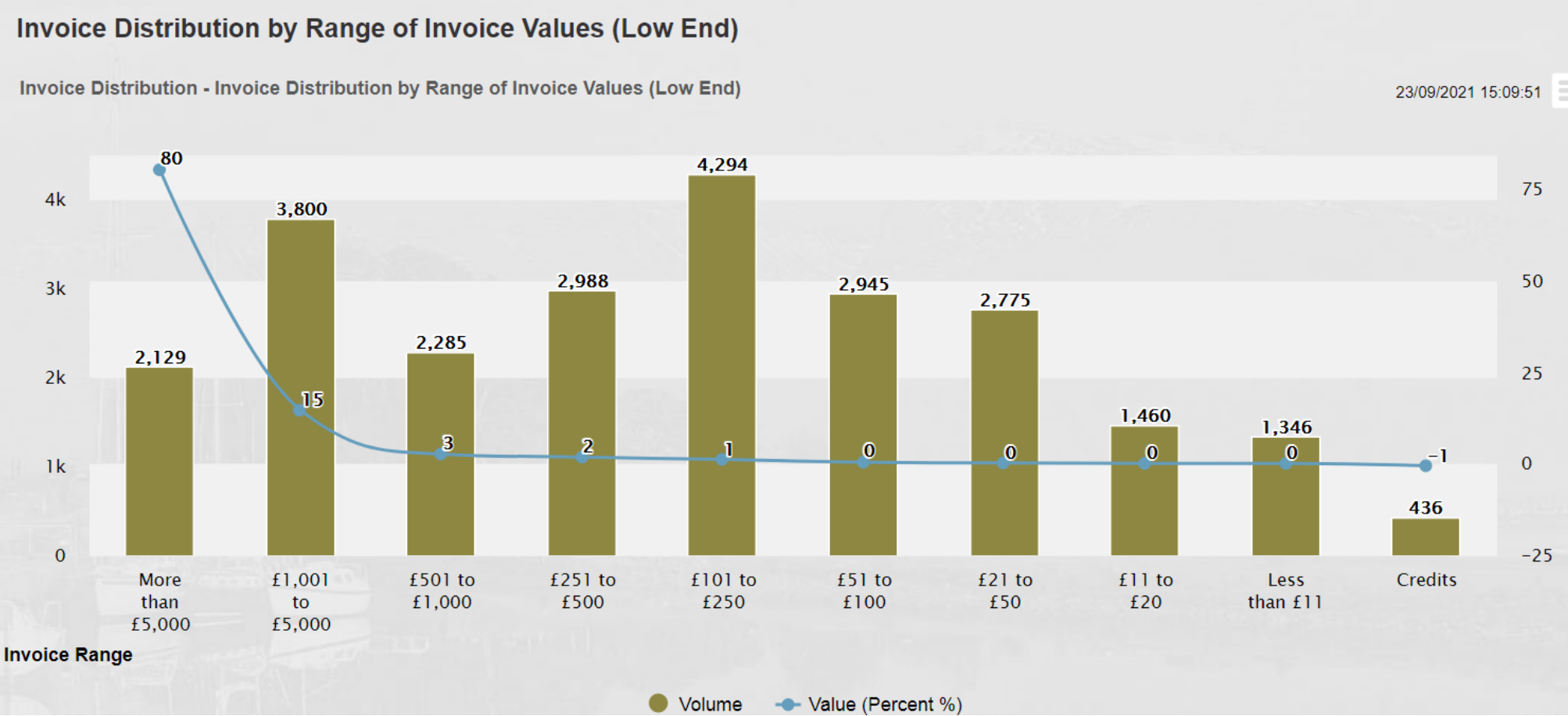
vCode Vendor Category	Total Spend	% Spend Local Area
General Builders	£ 700,164.65	100
Independent Family Support Service Providers	£ 137,034.55	100
Welding Contractors	£ 44,097.18	100
Crop & Livestock Farmers	£ 42,350.40	100
Development Agencies	£ 14,212.00	100
Sports Clubs & Associations	£ 13,271.42	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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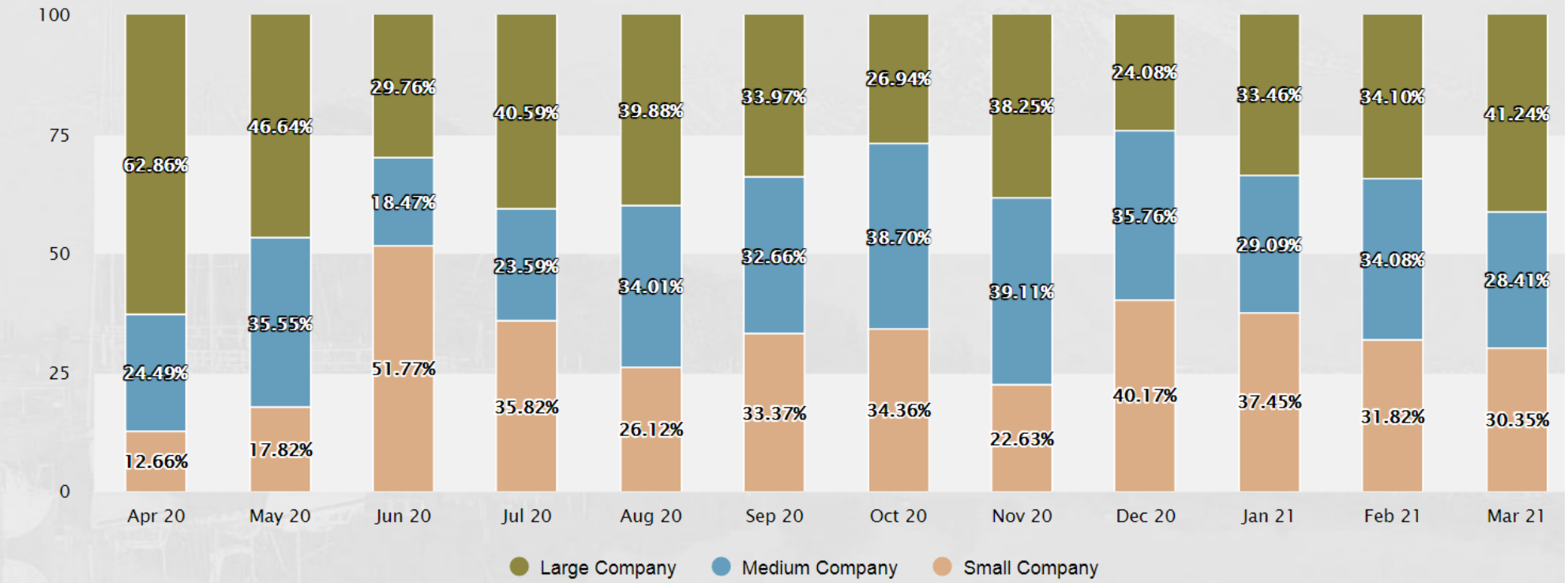


Spend by Supplier size per month

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		
Brexit - Public Procurement Regulations have been implemented to UK law from four European Directives. The principles contained within the directives of equal treatment, non-discrimination, transparency and proportionality are enshrined within the Scottish Procurement Regulations and ultimately our procurement activity. Upon departure from the European Union it is unlikely that there would be any significant impact to procurement legislation and the way in which procurement activity is conducted However we will consider any of the implications of Brexit across our procurement portfolio, with focus on procurement regulations, trade, migrant labour workforce, and take all available practical steps. This will include working with the Scottish Government and Scotland Excel	Responsibility	April 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		
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.	Responsibility 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 Procurement Manager	July 2020	Living wage accreditation being sought – extensive procurement data mining exercise and correspondence has been undertaken in 2021
	Accountable		
	Procurement Manager		
	Consult		
	Procurement Matters Group		
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 Procurement Manager	Where Identified	Ongoing
	Accountable		
	Procurement Manger		
	Consult		
	Procurement Matters group		
	Inform		
	Purchasing 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			