



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

Annual Procurement Report

Financial Year 2018 - 2019

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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 21
- a review of whether those procurements complied with the authority's procurement strategy, page 21
- 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 21
- 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 23
- a summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report, page 24
- a summary of the regulated procurements the authority expects to commence in the next two financial years, page 25

2. Introduction

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

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

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

Scottish Procurement



Scottish Model of Procurement



The impact and benefits of the changes in legislation will support improved economic, social and environmental wellbeing, reduce inequality, promote innovation, and increase access to opportunities for small businesses, the voluntary sector and disadvantaged individuals across the country.

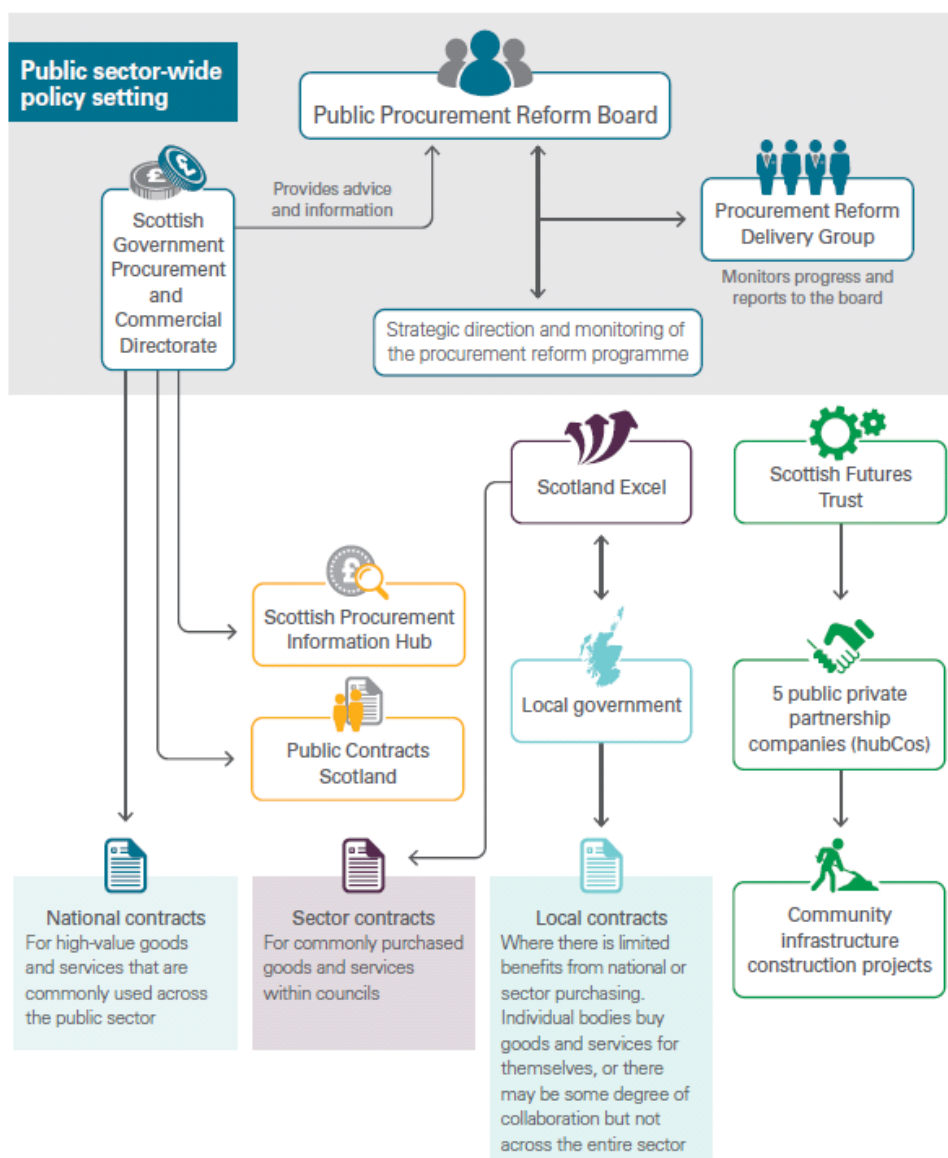
The changes will maximise the impact of annual procurement spend and ensure that

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

In addition to councils and groupings of councils, other organisations are involved in supporting improved procurement in councils. The main ones are the Scottish Government, Scotland Excel and the Scottish Futures Trust. Councils have access to framework contracts set up by Crown Commercial who lead on procurement policy on behalf of the UK Government

Councils also have access to frameworks and framework contracts set up by councils and groups of councils in Scotland and the rest of the UK. The Scottish public sector relationships are illustrated in Figure 1.

Figure1.



Source: Audit Scotland

3. Clackmannanshire procurement position background & key statistics

The financial analysis and procurement category of spend has been carried out using The Scottish Procurement Information Hub (The Hub) supported by Spikes Cavell with financial data supplied from the Council's finance system One Council commonly known as TechnologyOne for 2018/19. 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 2018/19 on the Council spend on goods, services and works with trade creditors.

Table 1: Key Statistics

2018/19 Published Data Overview

£67,735,968			£63,629,995	
Total Spend			Core Trade Spend	
2323	2021	302	677	107
Input Suppliers	De-duplicated Total Suppliers	Duplicate Suppliers	SME Suppliers	Local Suppliers
35033	£33,516	0.96%	53%	15.56%
Transactions	Avg. spend per supplier	Purchase Card Spend	SME Spend	Local Spend

Key:

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

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

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

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

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

Transactions - The total number of transactions.

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

Core Trade Spend – Core Trade is a sub set of our supply base that includes all trade suppliers and social care providers with whom we have spend £1,000 or more in the financial year.

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

SME Spend – Spend with SME as a percentage of Core Trade Spend

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

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

Table 2: Variances previous annual reports

	15/16	16/17	17/18	18/19	Variance
Number of Suppliers - Trade Creditors	2130	2070	2054	2021	-60
Total Value of Procurement Spend	£57,744,58	£ 56,258,385	£56,631,333	£63,629,995	£ 6,998,662
Number of Invoices	41,420	32,063	30,127	34,617	4,490
% Spend with SMEs	62.22%	64%	60%	53%	-7%
% Spend Locally	21%	15%	14%	16%	2%

Procurement expenditure had been decreasing over the period from 2015/17 but stabilised in 2017/18 showing only a small increase of £372k against the previous year. This year due to increased management of the trade creditor database there has been a significant increase of just under £7million

The number of Invoices dropped by 1298 in the 2015/16 report and reduced by a further 9357 in 2016/17. In 2017/18 a further reduction of 1,936 was achieved. Similarly, to above management of the trade creditors database we are now showing an increase in the amounts of invoices received by 4,490 but still significantly lower than 2015/16 figure

The Council Paid **89.9%** of invoices within 30 days of receipt of a valid invoice to the creditors team in 2018/19

% spend with SME's had decreased by 7% Since 2017/18. **Table 6**

% Spend locally has increased from the previous year by 2%. This is shown in more detail in **Table 7**

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

	2016/17	2017/18	2017/18
Contract Notices Published	25	13	18
Contract Award Notices	53	37	42
Number of Quick Quotes Published	32	34	23

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

Overall Spend in %	2015/16	2016/17	2017/18	2018/19
Social Community care	32.78%	31.34%	31.75%	30.44
FM Services	15.15%	15.87%	16.39%	14.19
Construction	13.83%	16.37%	14.37%	11.33
Consultancy				16.32

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

Table 4: Overall Expenditure

Proclass 10.1 Level 1	Total Spend	Total Transactions	Total Suppliers	% Of Spend	% Of Invoices	% Of Suppliers
Social Community Care	£ 19,366,733.65	3343	111	30.44	10.49	12.04
Consultancy	£ 10,384,055.32	239	18	16.32	0.75	1.95
Facilities & Management Services	£ 9,030,218.44	2041	62	14.19	6.41	6.72
Construction	£ 7,210,414.23	2267	82	11.33	7.11	8.89
Construction Materials	£ 2,422,621.24	7697	78	3.81	24.16	8.46
Utilities	£ 2,009,323.81	419	13	3.16	1.31	1.41
Information Communication Technology	£ 1,927,834.80	884	84	3.03	2.77	9.11
Vehicle Management	£ 1,744,728.36	1020	51	2.74	3.20	5.53
Public Transport	£ 1,625,638.00	852	34	2.55	2.67	3.69
Environmental Services	£ 1,535,829.02	364	34	2.41	1.14	3.69
Human Resources	£ 1,283,500.28	1931	49	2.02	6.06	5.31
Financial Services	£ 1,145,523.96	966	24	1.80	3.03	2.60
Catering	£ 886,824.47	3250	31	1.39	10.20	3.36
Education	£ 746,243.07	1060	54	1.17	3.33	5.86
Cleaning & Janitorial	£ 471,691.94	1585	13	0.74	4.97	1.41
Furniture & Soft Furnishings	£ 346,231.04	558	19	0.54	1.75	2.06
Healthcare	£ 294,298.34	666	35	0.46	2.09	3.80
No Summary Category	£ 207,971.97	431	17	0.33	1.35	1.84
Horticultural	£ 168,264.85	255	19	0.26	0.80	2.06
Arts & Leisure Services	£ 121,384.31	105	16	0.19	0.33	1.74
Mail Services	£ 105,812.15	109	4	0.17	0.34	0.43
Sports & Playground Equipment & Maintenance	£ 103,191.26	100	18	0.16	0.31	1.95
Clothing	£ 94,463.63	617	9	0.15	1.94	0.98
Street & Traffic Management	£ 89,812.91	84	5	0.14	0.26	0.54
Highway Equipment & Materials	£ 86,731.52	86	9	0.14	0.27	0.98
Stationery	£ 70,852.62	616	4	0.11	1.93	0.43
Legal Services	£ 63,236.14	133	15	0.10	0.42	1.63
Health & Safety	£ 60,560.11	121	7	0.10	0.38	0.76
Domestic Goods	£ 13,210.00	56	5	0.02	0.18	0.54
Housing Management	£ 10,415.00	10	2	0.02	0.03	0.22

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

Table 5 provides the range of invoice values. Similarly to last year, a large number of invoices are being processed for relatively low values that create an administrative cost to the council. However, analysis of the figures show an overall drop in invoices processed over three years of 6,803.

Table 5:

Invoice distribution by range of invoice values 2018/19

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

Invoice distribution by range of invoice values 2017/18

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

Invoice distribution by range of invoice values 2016/17

Invoice Range	Volume	% of Invoices	Value	% of Spend
More than £250,000	22	.07	10,277,739.97	16.90
£50,001 to £250,000	143	.48	13,959,675.35	22.96
£10,001 to £50,000	927	3.11	19,504,201.09	32.08
£1,001 to £10,000	4,442	14.88	12,863,404.25	21.15
£501 to £1,000	2,936	9.84	2,182,125.85	3.59
£101 to £500	8,664	29.03	2,031,942.16	3.34
£51 to £100	3,756	12.58	277,646.73	.46
Less than £51	8,087	27.09	181,903.55	.30
Credits	870	2.91	-472,921.87	-.78

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 decrease of 7.22% and the value of spend has decreased by £397,697. Small company spend has increased by £1,603,423

Table 6: Percentage of spend by supplier size.

Supplier Size (Composite)	% Of Spend	% Of Invoices	% Of Suppliers
Small Company	41.59	29.85	45.00
Medium Company	26.36	30.49	31.79
Large Company	32.05	39.66	23.21
SME Total 18/19	52.91	60.34	76.79
SME Total 17/18	60.13	59.37	77.00
Difference	-7.22	0.97	-0.21

Supplier Size (Composite)	18/19 Sum of Aggregate Spend	17/18 Sum of Aggregate Spend	Difference
Small Company	£17,438,740	£16,223,014	£1,215,726
Medium Company	£16,229,588	£17,833,011	-£1,603,423
Large Company	£29,961,667	£22,597,351	£7,364,316
Total SME Spend	£33,668,328	£34,066,025	-£397,697
Total Spend	£63,629,995	£56,663,376	£6,966,619

% of Spend locally has increased by **1.55%** in this financial year.

Table 7: Percentage of spend by Locality.

Proximity	% Of Spend	% Of Invoices	% Of Suppliers
Elsewhere	84.44	80.58	87.63
Local 18/19	15.56	19.42	12.37
Local 17/18	14.01	14.01	12.21
Difference	1.55	5.41	0.16

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 & Commercial Improvement Programme (PCIP)

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

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

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

The overall score in the assessment at that time was **46%**. This placed Clackmannanshire Council in the F6 banding with regards to procurement performance

according to the Scottish Government bandings, as depicted in the table below:
 The Council undertook the second round of the Procurement and Commercial Improvement Programme (PCIP) which took place on 14th March 2019.

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

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

Full Assessment Performance Bandings

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

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

- Procurement Influence
- Procurement Strategy
- Risk Management

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

- Learning and Skills: Resource and Skills
- Development and Tender
- Contract and Supplier Management

Appendix 9 provides the detailed assessment

6. Procurement strategy

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

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

The Strategy sets out how the Council will:

- Make procurement more straightforward for suppliers and the Council alike
- Increase the professionalism and commercial skill of those carrying out procurements for the Council
- Provide opportunities to local and SME suppliers, including third sector organisations, to participate by increasing visibility of the Council's procurement plans and opportunities
- Maximise innovation, sustainability and collaboration in procurement activities
- Work with the Integrated Joint Board(IJB) in the provision of Adult Social Care Services

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

- **Strategic Theme 1: Straightforward:**
To make procurement as straightforward as possible for the Council and potential suppliers, in particular to improve access for local suppliers and SMEs and to eliminate anything that does not add value to the procurement
- **Strategic Theme 2: Professional:**
To continue to embed professional procurement and contract management skills and support the growth of commercial acumen within the Council.
- **Strategic Theme 3: Maximise local opportunities:**
To support and encourage an effective local supplier market including the voluntary sector and the promotion of local social value in contracts.
- **Strategic Theme 4: Strategic:**
To use sound procurement practices and innovative solutions to promote sustainability and value for money, making use of clear and detailed procurement/purchasing data, collaboration and partnership opportunities where appropriate.
- **Strategic Theme 5 Fair:**
To ensure that, where applicable, contractors comply with Living Wage and Blacklisting Policies and to ensure that account is taken of the possible impact

that the Council's approach to major projects might have on different groups of people.

- **Strategic Theme 6 Compliance:**

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

The strategy will be reviewed annually to ensure ongoing alignment with corporate Priorities

7. Local suppliers

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

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

Whilst the share of spend in the local area is relatively low, It is also recognised that there is a fairly limited local supplier base with 107 local suppliers used, but work continues with local suppliers to provide opportunities to work with the Council.

The relatively small geographic areas covered by Clackmannanshire and small number of companies within the local area are likely to be key factors in the low share of spend.

Local spend by Clackmannanshire Council is dominated by Social Care & Services where spend is £6,993,237, followed by Construction £1,312,402 and Travel & Accommodation £1,116,674, Please Note: Travel & Accommodation the spend is only on Travel

Our Spend in the Forth Valley area was **£26,014,069**, which equates to **41.18%** of our overall trade creditor expenditure

Strong supply chain linkages with nearby local authority areas in Forth Valley and particularly Glasgow and Strathclyde are evident as part of a wider pattern of supplier use across Scotland and the rest of the UK.

Spend in Scotland was **£40,256,296** which equates to **63.73%** of our overall trade creditor expenditure

Table 8: Spend Summary by Business Sector Locally.

vCode Business Sector	Total Spend 18/19	Total Spend 17/18	Difference
Social Care & Services	£ 6,993,237	£ 5,947,285	£ 1,045,952
Construction	£ 1,312,402	£ 595,221	£ 717,181
Travel & Accommodation	£ 1,116,674	£ 882,435	£ 234,239
Arts, Sport & Leisure	£ 77,041	£ 68,615	£ 8,426
Facilities Management	£ 70,951	£ 97,794	-£ 26,843
Other Goods & Services	£ 46,173	£ 17,750	£ 28,423
Marketing & Media	£ 45,227	£ 25,525	£ 19,702
Transport	£ 41,145	£ 36,921	£ 4,224
Animals & Farming	£ 33,876	£ 32,139	£ 1,737
Human Resources	£ 33,384	£ 30,218	£ 3,166
Food, Beverage & Catering	£ 9,502	£ 15,245	-£ 5,743
Education	£ 8,500		£ 8,500
Clothing	£ 7,482	£ 8,719	-£ 1,237
Vehicles	£ 7,315		£ 7,315
Retail & Wholesale	£ 6,603	£ 12,084	-£ 5,481
Legal	£ 6,579	£ 7,134	-£ 554
Waste & Environmental Services	£ 6,094	£ 121,898	-£ 115,804
ICT	£ 3,208	£ 1,900	£ 1,308
Personal Care	£ 2,000	£ 6,000	-£ 4,000
Financial Services	£ 1,610	£ 1,470	£ 140
	£ 9,829,003	£ 7,908,354	£ 1,920,649

There have been a number of events to assist suppliers including the How to do Business with Clackmannanshire Council – 6th March 2019 which was an opportunity to meet with Clackmannanshire Council services to find out about future contract opportunities.

The National Meet the Buyer event in Murrayfield on 6th June 2018. Where officers fielded enquiries from over 2400 people who came along to this event



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

Finding and Understanding Framework Opportunities - 25th April 2018

Understanding Community Benefits and Sustainability - 21st June 2018

The Supplier's Role in Contract Relationship Management – 20th September 2018

Introduction to Tendering- 21st February 2019

Using Public Contract Scotland (PCS) for Childcare Practitioners this course was developed specifically for childcare provider contractors preparing to bid for Clackmannanshire Council's Childcare Provider tender opportunity to ensure that they were familiar and comfortable using the PCS and PCS-tender portals.

8. Contract standing orders

The Council's Procurement processes and procedures are documented in Contract Standing Orders (CSO's) and Financial Regulations. CSO's are made under Section 81 of the Local Government (Scotland) Act, 1973 and apply to the making of all contracts by or on behalf of Clackmannanshire Council. CSO's are subject to any overriding requirements of the European parliament on the coordination of procedures for public works contracts, public supply contracts and public service contracts and The Public Contracts (Scotland) Regulations 2015.

CSO's set out a framework of procedural rules, behaviours and standards applicable to procurement activity. Compliance ensures value for money, propriety and the proper spending of public money and ensures that the Council is fair and accountable in its dealings with contractors and suppliers.

CSO's are due for a full review in the 2019/20 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 2018/19 are at Appendix 8.

9. Purchasing system

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

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

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

There are plans in the financial year 2019/20 to upgrade the system to further improve the functionality and enhance the business processes and governance arrangements this will include:

- CiA Upgrade

This will allow the use of the system on any device such as iPad's or smartphones.

- Dragitin and ITP (Intelligent Transaction Processing)

This will ensure compliance with eInvoicing EU Directive 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.

10. Purchasing cards

Due to the previous manual invoice system, the Council found difficulties in meeting national performance indicators to pay suppliers within 30 days, which was one of the reasons for implementing a new finance system. The figures shown in table 9 show the reductions in Purchase card spend and transactions. Further benefits will be realised when the Purchase Card module is implemented within the finance system.

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

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

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

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

Since 2014/15 purchase card transactions have reduced by 32,812 and spend by £1.5m.

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.

Table 9: Purchase Card transactions summary

	2014/ 15	2015/ 16	2016/17	2017/18	2018/19	Variance
Purchase Card Transactions	35,949	23,054	3,678	3,265	3137	-32,812
Spend	£2,214,250	£1,084,321	£801,608	£582,849	£714,090	-£1,500,160
Cardholders	41	37	31	31	27	-14

11. The Scottish procurement agenda

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

- Procurement Reform (Scotland) Act 2014

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

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

The duties and obligations under the 2014 Act, include:

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

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

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

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

In addition to this, Scottish Procurement published information on the implementation of the EU Directive for [electronic invoicing in public procurement](#) which came into effect 16 April 2014 and become law by the Scottish Public Contracts (Scotland) Regulations 2015.

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

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

12. Other activities - Looking forward

Changes in the Procurement regulations

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

Finance system replacement

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

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

The procurement and expense management module will enable the Council to:

- Control expenditure
- Manage business expenses simultaneously on both an accrual and cash basis, and report on committed funds to understand the expenditure before it is recorded on the actuals ledger
- Gain visibility and control of inventory processes, from ordering and replenishment to issuing of stock
- Optimise stock holdings, automate replenishment, manage multiple locations and maintain flexible catalogues for total inventory management

- Manage all aspects of contracts and purchasing in one central place by using preferred supplier arrangements and automated approvals to optimise purchasing spend to ensure policy compliance
- Improve visibility of expenditure; prevent budget overruns with an accurate and real-time view of committed and actual expenditure
- Track costs to business units, assets, projects, suppliers and contracts
- Streamline the entire procure-to-pay process, from initial requisition, order approval and receipt of goods and services through to payment

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

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

Contract register

The contract register is now publically available here you can see all Current contracts, Expired contracts and Collaborative contracts is updated on a regular basis, and can be accessed via Public Contracts Scotland

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

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

Table 10: Regulated procurement summary

ID	TITLE	VALUE	Complied with Strategy	Community Benefits
2/6/1532	Conversions and Upgrade Multi Trade Contract 2017-19	£ 500,000.00	Yes	Yes
2/6/1551	Asbestos Removal and Disposal	£ 200,000.00	Yes	No
2/6/1551	Asbestos Surveys	£ 120,000.00	Yes	No
2/6/1570	Energy Efficiency HEEPS ABS 2018 -2019	£ 543,956.00	Yes	No
2/6/1587	(Re-Advertisement) Installation and Commissioning of a new Weighbridge	£ 79,950.00	Yes	No
2/6/1605	Safe Electrical Testing and Repairs	£ 400,000.00	Yes	Yes
2/6/1610	Supply of Milk	£ 385,948.00	Yes	Yes
2/6/1612	Legionella and Water Services Corporate Public Buildings 2018-22	£ 80,000.00	Yes	No
2/6/1613	Reactive Fencing Repairs 2018-22	£ 560,000.00	Yes	Yes
2/6/1629	Clackmannanshire Womens Aid	£ 161,442.00	Yes	No
2/6/1630	Door Replacements	£ 160,000.00	Yes	Yes
2/6/1631	Care and Support	£ 6,400,000.00	Yes	No
2/6/1632	Safe Electrical Periodical Electrical Testing Upgrade and Rewire Contract 2018-22	£ 3,000,000.00	Yes	Yes
2/6/1634	Heating Maintenance and Servicing	£ 400,000.00	Yes	No
2/6/1635	Internal refurbishment of Clackmannan Primary Nursery	£ 389,373.00	Yes	Yes
2/6/1636	Support Services	£ 104,280.00	Yes	Yes
2/6/1637	Parenting Support Services to Families with Children under 12 years old	£ 210,006.00	Yes	Yes
2/6/1643	Supply & Configuration services for Netbackup appliance	£ 59,894.00	Yes	No
2/6/1648	32T Hook Loading Vehicle	£ 119,655.00	Yes	No
2/6/1648	Specialist Food Collection Vehicles	£ 330,376.00	Yes	No
2/6/1648	7.5T Tipping Vehicles	£ 134,926.00	Yes	No
2/6/1648	Road Maintenance - Gritting Vehicles	£ 204,204.00	Yes	No
2/6/1648	Ground Care Equipment Replacement	£ 51,788.00	Yes	No
2/6/1649	Goss Self Service with Book and Pay Expansions	£ 156,380.00	Yes	No

2/6/1650	Advice Services	£ 402,999.99	Yes	No
2/6/1652	Out of Hours Family and Young peoples Early Intervention Support Service	£ 360,000.00	Yes	Yes
2/6/1659	Roof and Render Upgrade Works 2018-2022	£ 3,500,000.00	Yes	Yes
2/6/1660	Supply Maintenance and Planned Inspections of the Councils Pump Stations	£ 131,345.11	Yes	No
2/6/1669	VMWare Education	£ 82,960.00	Yes	No
2/6/1676	Telephone Support & Maintenance 2018	£ 57,143.02	Yes	No
2/6/1677	Organic Waste	£ 145,000.00	Yes	No
2/6/1678	GiS Services	£ 147,095.00	Yes	No
2/6/1693	Short Term Residential Care For Young People With Complex Health Needs As A Result Of Disability	£ 431,586.00	Yes	No
2/6/1695	Revenue & Benefits System	£ 737,541.00	Yes	No
2/6/1697	Surface dressing of carriageways	£ 137,311.36	Yes	No
2/6/1698	Bespoke Family Learning Programme	£ 97,500.00	Yes	No
2/6/1701	Veritas Renewal	£ 84,346.80	Yes	No
2/6/1702	Clearswift upgrade	£ 51,717.05	Yes	No
2/6/1703	Citrix upgrade	£ 179,319.52	Yes	No
2/6/1704	Election Materials	£ 178,000.00	Yes	No

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.

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

2/6/1532	Conversions and Upgrade Multi Trade Contract 2017-19	£ 500,000.00	Utilisation of local supply chains where appropriate
2/6/1605	Safe Electrical Testing and Repairs	£ 400,000.00	Apprentice opportunities over the four year period, Training within Schools, Local Sponsorship
2/6/1610	Supply of Milk	£ 385,948.00	Training within Schools, Local Sponsorship
2/6/1613	Reactive Fencing Repairs 2018-22	£ 560,000.00	Utilisation of local supply chains where appropriate
2/6/1630	Door Replacements	£ 160,000.00	The main community benefit is the local employability factor. Currently 58% of the suppliers workforce live within the Clackmannanshire geographical area. This helps with local government unemployment figures and gives chances for apprentice's /young workers to gain access to work and training.
2/6/1632	Safe Electrical Periodical Electrical Testing Upgrade and Rewire Contract 2018-22	£ 3,000,000.00	Work Placement opportunities Local Supplier arrangements Targeted Recruitment Local Sponsorship Any other Community Benefit School Curriculum support
2/6/1635	Internal refurbishment of Clackmannan Primary Nursery	£ 389,373.00	Contractor will engage in activities and learning experiences with the School
2/6/1636	Support Services	£ 104,280.00	The provider actively involves the local community and strives to provide additionality to the existing core service through fund raising and volunteer involvement
2/6/1637	Parenting Support Services to Families with Children under 12 years old	£ 210,006.00	The provider actively involves the local community and strives to provide additionality to the existing core service through fund raising and volunteer involvement
2/6/1652	Out of Hours Family and Young peoples Early Intervention Support Service	£ 360,000.00	The provider actively involves the local community and strives to provide additionality to the existing core service through third sector partnership working and community integration
2/6/1659	Roof and Render Upgrade Works 2018-2022	£ 3,500,000.00	Apprentice opportunities over the four year period, Training within Schools, Local Sponsorship

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, Larbert, Commercial signage, Office, hotel and workplace signage
- Haven Recycling, Cambuslang, IT Recycling
- Lady Haig Poppy Factory, Edinburgh, Component assembly, Picture framing
- City Building (Contracts) LLP/RSBi, Glasgow, Furniture and associated products

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 2019 -2020

Capital Programme 2019-2020			
Ref	Description	Plan	Revised 19/20 Budget £'000
A43	Community Investment Grants	Corporate	100
A67	City Deal	Corporate	900
A67	City Deal Projects	Corporate	307
A67	City Deal Tourism & Innovation Funds	Corporate	100
A68	Parking Management Scheme	Corporate	250
A69	Fitness Suite Replacement	Corporate	12
NEW	Forthbank HWRC Site Improvements	Corporate	200
NEW	Corporate Buildings	Corporate	150
	Total Corporate		2,019
E1	Fleet Replacement Programme	Fleet	1,461
E1	Vehicle Replacement	Fleet	250
	Total Fleet		1,711
A8	Alloa Digital Display Transformation	I.T.	80
A21	Lornhill Digital Display Transformation	I.T.	80
A36	Alva Digital Display Transformation	I.T.	79
F1	IT Infrastructure	I.T.	144
F2	Social Service Adaptations	I.T.	75
A1	Schools ICT Upgrade - Alloa	I.T.	42
A12	Schools ICT Upgrade - Lornhill	I.T.	41
A32	Schools ICT Upgrade- Alva Academy	I.T.	42
A42	Schools ICT Upgrade - All Primaries	I.T.	90
NEW	Digital Infrastructure Provision	I.T.	400
NEW	Social Services Integrated Systems	I.T.	200
	Total I.T.		1,273
A35	Hillfoots Glen - Upgrading - Alva	Land	0
A37	Park, Play Area & Open Space Improvements - Hillfoots	Land	50
D1	SWF/Wheeled Bins	Land	30
D1	Blue Bins	Land	18
	Total Land		98
A64	Menstrie Regeneration	Land/ Property/ Roads	0
A57	Environmental Monies Regeneration	Land/ Property/ Roads	850
NEW	Bowmar Centre	Land/ Property/ Roads	350
NEW	Town Centre Regeneration Fund	Land/ Property/ Roads	240
A34	Village and Small Town - Alva	Land/ Property/ Roads	200
	Total Land/Property/Roads		1,640

A11	Kilncraigs BPRA	Property	4,900
A40	Dollar Playing Field Changing Facilities	Property	22
A13	Sauchie Hall Locality Hub	Property	57
A15	Craigbank Primary School Refurbishment	Property	850
A33	Alva Community Campus/Locality Hub/Primary School	Property	254
A18	School Estate - Tullibody South Campus	Property	4,194
A25	Clackmannan Primary School Refurbishment	Property	883
A63	Sauchie Nursery - School Development	Property	102
A2	ABC Nursery	Property	33
A14	Deerpark Primary School - School Development	Property	30
A17	St Serfs Primary School - School Development	Property	32
	Tillicoultry Primary	Property	4
A38	Menstrie Primary	Property	1,146
B1	Statutory Compliance DDA Schools	Property	16
A3	Park Primary	Property	550
B2	Compliance - Asbestos Removal (Schools)	Property	20
	Early Years Expansion	Property	0
	Total Property		13,093
C2	Flood Prevention	Roads	109
C4, C5, C6,C10	Roads Improvements	Roads	2,102
C8	Cycle, Walking and Safer Streets (CWSS)	Roads	100
C7	Bridge Improvements	Roads	95
C9	Lighting Replacement	Roads	250
	Total Roads		2,656
	Total Capital Programme		22,490

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

INTERNAL REF	TITLE	END DATE
2/6/1267	Electrical Materials Supply & Deliver	01/10/2018
2/6/1377	Printing Services Framework	01/10/2018
2/6/1629	Clackmannanshire Women's Aid	01/04/2019
2/6/1597	Short Term Residential Care Service	01/04/2019
2/6/1507	Waste Disposal Equipment - Supply and Delivery	01/04/2019
2/6/1358	Screening crushing and recycling of inert material Framework agreement 15 -19	01/04/2019
2/6/1539	Central Heating Replacement	03/04/2019
2/6/1635	Internal refurbishment of Clackmannan Primary Nursery	07/04/2019
2/6/1268	Render and Roof Upgrading 2015 - 2019	15/04/2019
2/6/1349	Payment Processing Services	19/04/2019
2/6/1422	Supply, installation of stair lifts, through floor lifts, external step lifts, incline platform lift	30/04/2019
2/6/1530	Guest WIFI	01/05/2019
2/6/1647	Alloa West Business Park appropriate assessment	10/05/2019

2/6/1634	Heating Maintenance and Servicing	14/05/2019
2/6/1534	VMware vSphere 6 Enterprise Plus with Operations Manager Licenses	29/05/2019
2/6/1690	DVSA Approved HGV Brake Tester (Static)	31/05/2019
2/6/1679	Wheeled bins and non-wheeled bins over 500 litres	31/05/2019
2/6/1648	32T Hook Loading Vehicle	31/05/2019
2/6/1474	General Stationery and Office paper	31/05/2019
2/61643	Supply & Configuration services for Netbackup appliance	31/05/2019
2/61643	Supply & Configuration services for Netbackup appliance	31/05/2019
2/6/1570	Award of Energy Efficiency HEEPS ABS - 2017-19	31/05/2019
2/6/1615	Therapeutic Listening and Holistic Wellbeing Service	16/06/2019
2/6/1656	Delivery of Growth Mindset	17/06/2019
2/6/1666	Community and Education focused digital learning and virtual learning environments	29/06/2019
2/6/1493	Treatment of Recyclable and Residual Waste as per Scotland Excel Framework 14/13	29/06/2019
2/6/1640	Schools and Community Buildings Framework	30/06/2019
2/6/1454	Tender for Mental Health Counselling Service for Adults with Mild/Moderate Mental Health Problems	01/07/2019
2/6/1707	Roof and render remedial works	24/07/2019
2/6/1431	Provision of Security Solutions	31/07/2019
2/6/1406	Clackmannanshire and Stirling Council's Road Lighting Framework Contract 2015-2017	01/08/2019
2/6/1345	Framework agreement for early childhood education - partner services	01/08/2019
2/6/1313	Treasury Management Consultancy Services	01/08/2019
587197	Award of Supply of Interactive Screens for Schools	12/08/2019
2/6/1373	Treatment Of Recyclable And Residual Waste	15/08/2019
2/6/1302	Award of Fire Risk Assessment and Fire Safety Training	25/08/2019
2/6/1378	Framework Agreement for the Purchase of Double Glazed Units, Glass, Glazing Accessories & Consumable	01/09/2019
2/6/1383	Clackmannanshire and Stirling Council's Roads Maintenance Framework Contract 2015-2017	01/09/2019
2/6/1532	Conversions and Upgrade Multi Trade Contract 2017-19	03/09/2019
2/6/1570	Energy Efficiency HEEPS ABS 2018 -2019	30/09/2019
2/6/1500	Postal Services	30/09/2019
2/6/1415	Award of Modern Apprenticeship Training in Business & Administration Levels 2 and 3	30/09/2019
2/6/1587	(Re-Advertisement) Installation and Commissioning of a new Weighbridge	13/10/2019
2/6/1658	IT Consumables	31/10/2019
2/6/1567	Independent Advocacy Services	01/11/2019
2/6/1623	Money & Welfare Benefits Advice & Support	30/11/2019
2/6/1438	Supply & Delivery of Plumbing & Heating Materials	01/12/2019
2/6/1399	The Provision of Temporary Accommodation via a Framework Agreement	13/12/2019
2/6/1595	iTrent Hosting Cloud 9	22/12/2019
2/6/1708	Foster Care Recruitment	25/01/2020
2/6/1653	e Book Service	31/01/2020
2/6/1654	e Audio Service	31/01/2020
557770	IT Peripherals	14/03/2020
2/6/1644	Compostable Bags	31/03/2020
2/6/1511	Lotus Notes Domino Sametime	31/03/2020
2/6/1631	Care and Support	01/04/2020

2/6/1705	Leadership Development	01/04/2020
2/6/1639	Family Support and Intervention Service	01/04/2020
2/6/1638	Support Services to Young People who may be at risk of Offending Behavior	01/04/2020
2/6/1625	Advocacy Services for Adults with Learning Disabilities	01/04/2020
2/6/1637	Parenting Support Services to Families with Children under 12 years old	01/04/2020
2/6/1636	Support Services	01/04/2020
2/6/1524	Council Tax/ Non Domestic Rates/Housing Benefits Processing System	01/04/2020
2/6/1525	Electric Vehicle Lease	01/04/2020
2/6/1411	Banking Services	01/04/2020
2/6/1631	Care and Support	13/04/2020
2/6/1458	Groceries & Provisions	01/05/2020
2/6/1458	Groceries & Provisions	01/05/2020
2/6/1533	VIPRE - Business Standard Renewal for 3 Years for Education	29/05/2020
2/6/1528	Superimposed Road Markings	18/06/2020
2/6/1612	Legionella and Water Services Corporate Public Buildings 2018-22	30/06/2020
2/6/1486	Catering Sundries	11/07/2020
2/6/1486	Catering Sundries	11/07/2020
2/6/1568	Firewall Replacement	16/07/2020
2/6/1649	Goss Self Service with Book and Pay Expansions	22/07/2020
2/6/1464	Award of 2016 - 2020 Technical Equipment - Servicing & Maintenance	31/08/2020
2/6/1408	On-Line Payments for Secondary Schools	07/09/2020
2/6/1450	Fencing Replacement Contract 2016-2020	12/09/2020
2/6/1641	Online Payment and Engagement Solutions and Cashless Catering Solution	01/10/2020
2/6/1471	Roads Maintenance Small Works Framework Contract 2016 - 2020	01/10/2020
2/6/1235	Vending Service Concession Ref: 2/6/237	27/10/2020
2/6/1394	Award of Hiring of Mini-Tractors 2017 (mini comp through Scotland Excel - Vehicle & Plant Hire	31/10/2020
2/6/1496	Fire & Intruder Alarm Upgrades in Primary Schools	31/10/2020
2/6/1665	Traffic Management Equipment and Ancillary Support Services.	01/11/2020
2/6/1472	Window Cleaning Service 2016 - 2020 external and Internal	30/11/2020
2/6/1451	Common Area and Secure Door Entry Upgrade Programme 2016-20	01/12/2020
2/6/1593	Primary Schools Early years bundle	08/12/2020
2/6/1515	Supply and Delivery of Parts	13/12/2020
2/6/1650	Advice Services	01/01/2021
2/6/1512	Spring & Summer Bedding	31/01/2021
2/6/1510	Hardy Nursery Stock	31/01/2021
2/6/1420	Vehicle Tracking & Telematics Services	01/02/2021
2/6/1609	Trade Materials	01/03/2021
2/6/1677	Organic Waste	31/03/2021
2/6/1571	Award of Service contract for new and existing air quality monitoring station	31/03/2021
2/6/1575	Award of Provision of Soft Skills Training	31/03/2021
2/6/1538	Library Management System	31/03/2021
2/6/0874	Leisure Bowl management	31/03/2021

Appendix 5. Top 30 categories of spend by total expenditure

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

Trade Classification (Thomson)	Total Spend	Total Transactions	Total Suppliers	% Of Spend
Project Management	£ 10,156,608.10	33	1	15.9626
Facilities Management	£ 8,022,566.37	79	5	12.6086
Nursing Homes	£ 5,164,136.34	560	19	8.1162
Home Care Services	£ 4,788,708.28	672	6	7.5261
Residential Care Homes	£ 2,164,228.19	405	29	3.4014
Disability & Special Needs - Services	£ 2,134,833.63	563	14	3.3552
Civil Engineers	£ 2,097,714.29	68	6	3.2969
Social Services	£ 1,502,256.68	435	10	2.361
Adoption & Fostering	£ 1,438,343.46	353	11	2.2606
Building Refurbishment & Restoration Contractors	£ 1,226,596.84	44	3	1.9278
Electricity Companies	£ 1,151,008.56	240	5	1.809
Waste Disposal Services	£ 1,037,569.42	96	6	1.6307
Childcare Services	£ 1,027,686.75	123	4	1.6152
Pvc-u Products - Mnfrs & Suppliers	£ 901,079.94	58	1	1.4162
Insurance - Other	£ 825,290.33	24	2	1.2971
Employment & Recruitment Agencies	£ 760,571.97	1532	11	1.1953
Insulation Installers	£ 731,293.85	7	1	1.1493
Builders	£ 730,256.32	36	3	1.1477
Commercial Vehicle Mnfrs	£ 673,063.19	69	4	1.0578
Computer Systems & Software (development)	£ 643,696.63	324	39	1.0117
Taxis & Private Hire	£ 640,725.25	427	23	1.007
Coach Hire	£ 633,608.44	235	4	0.9958
Property Maintenance & Repairs	£ 583,386.52	74	2	0.9169
Children's Homes	£ 580,799.79	118	1	0.9128
Catering Food & Drink Suppliers	£ 503,595.18	737	5	0.7915
Commercial Vehicle Dealers	£ 421,877.35	38	1	0.663
Gas Companies	£ 389,403.46	73	3	0.612
Oil Fuel Distributors	£ 381,902.25	60	1	0.6002
Quarries	£ 349,526.26	353	1	0.5493
Builders' Merchants	£ 346,381.23	2012	8	0.5444

Top 30 Suppliers by total expenditure

Supplier Name	Aggregate Spend	Transactions	Trade Classification (Thomson)
HUB EAST CENTRAL SCOTLAND LTD	£ 10,156,608.10	33	Project Management
Clackmannanshire Educ Partnership Ltd	£ 7,978,673.35	19	Facilities Management
Caring Homes Group Ltd Hillview	£ 3,309,219.05	213	Nursing Homes
Mears Care (Scotland) - ILS	£ 2,869,414.92	181	Home Care Services
J H Civil Engineering Ltd	£ 1,770,146.33	44	Civil Engineers
Ailsa Building Contractors Ltd	£ 1,129,918.46	7	Building Refurbishment & Restoration Contractors
EDF Energy 1 Ltd	£ 1,079,303.34	59	Electricity Companies
HC-One Limited Orchard NH	£ 1,078,592.74	123	Nursing Homes
Scottish Autism	£ 1,074,687.67	211	Disability & Special Needs - Services
AVONDALE ENVIRONMENTAL LIMITED	£ 909,288.62	17	Waste Disposal Services
Sidey Solutions Ltd	£ 901,079.94	58	Pvc-u Products - Mnfrs & Suppliers
Arthur J Gallagher	£ 813,360.33	23	Insurance - Other
Everwarm	£ 731,293.85	7	Insulation Installers
IKL CARE	£ 721,856.41	293	Home Care Services
Marshall Construction Limited	£ 716,232.60	27	Builders
Parklands Care Home	£ 663,528.35	40	Residential Care Homes
Crossroads Caring Scotland Clackmannanshire	£ 580,995.51	244	Social Services
Care Visions Group Ltd Foster	£ 580,799.79	118	Children's Homes
Aberlour Child Care Trust	£ 548,445.30	40	Childcare Services
Carewatch (Forth)	£ 524,576.12	54	Home Care Services
Flourish Home Support Services Ltd	£ 514,551.71	104	Home Care Services
Brake Bros Foodservice Ltd 1438568	£ 463,071.94	636	Catering Food & Drink Suppliers
NAS Services Limited	£ 423,958.75	19	Disability & Special Needs - Services
Imperial Commercials Ltd Cumbernauld	£ 421,877.35	38	Commercial Vehicle Dealers
SCOTTISH FUELS	£ 381,902.25	60	Oil Fuel Distributors
Total Gas & Power Limited	£ 376,974.87	36	Gas Companies
Action for Children Services Limited Fostering	£ 376,306.38	36	Adoption & Fostering
M.A.B Preservation Limited	£ 363,179.81	63	Property Maintenance & Repairs
HUNTERS EXECUTIVE COACHES LTD	£ 359,494.39	128	Coach Hire
Tillicoultry Quarries Limited	£ 349,526.26	353	Quarries

Appendix 6. Participation in National Contracts

Scottish Government procurement (Cat A)

Summary of contracts used spend and savings

Contract	Supplier	2018/19 Spend	2018/19 Savings
Desktop Client Devices	Hewlett Packard UK Ltd	£65,326.73	£36,472.39
Electricity	EDF Energy Ltd	£1,060,825.37	£48,891.66
General stationery and office paper (2016)	Lyreco UK Ltd	£58,807.52	£13,255.22
IT Consumables (2016)	Banner Group Ltd	£1,499.86	£104.54
Liquid Fuel - Automotive fuel (Central)(2015)	Scottish Fuels	£382,974.00	£6,650.00
Liquid Fuel - Heating oil (Central)(2015)	Scottish Fuels	£26,694.00	£583.00
Mobile Client Devices	Hewlett Packard UK Ltd	£120,348.72	£108,325.89
National Framework for Tablet Client Devices	XMA Limited	£72,152.18	£9,988.44
Natural Gas	Total Gas & Power Ltd	£380,640.00	£21,943.00
Office Equipment - Multi-functional Devices & Services	Ricoh (UK) Ltd	£71,971.43	£20,828.53
Office Equipment - Multi-functional Devices & Services	Canon (UK) Ltd	£1,922.02	£556.23
Postal Services - Ad-hoc and hybrid mail (2016)	Royal Mail Group	£2,089.21	£135.80
Postal Services - Scheduled/Regular Bulk Mail (2016)	Royal Mail Group	£41,716.07	£2,711.54
Print and Associated Services - litho/ digital print services	Pandaprint	£2,432.00	£352.64
Print and Associated Services - litho/ digital print services	Harlow Printing Ltd	£1,121.11	£162.56
Software - Value Added Reseller (VAR)	Softcat	£1,223.10	£0.00
Supported businesses (2018) - Signage	Haven Products Ltd	£2,238.40	£0.00
Supported Factories and Businesses - Signage	The Sign Factory	£4,683.38	£0.00
Temporary and Interim Staff - Catering/Manual East	BRIGHTWORKLTD	£351,770.66	£23,439.26
Temporary and Interim Staff - Catering/Manual West	Pertemps Recruitment	£238,784.15	£16,045.21
Water and Waste Water Services	Anglain Water Business (National) Lt	£280,185.67	£20,453.55
Web Based & Proprietary Client Devices	XMA Limited	£8,120.71	£4,119.39
		£3,177,526.29	£335,018.85

Participation in National Contracts

Scotland Excel - Local Authority sector contracts (Cat B)

Member Contract Uptake - as at Quarter Ending: 31 March 2019



Available
65
Contracts

Participating In
62
Contracts

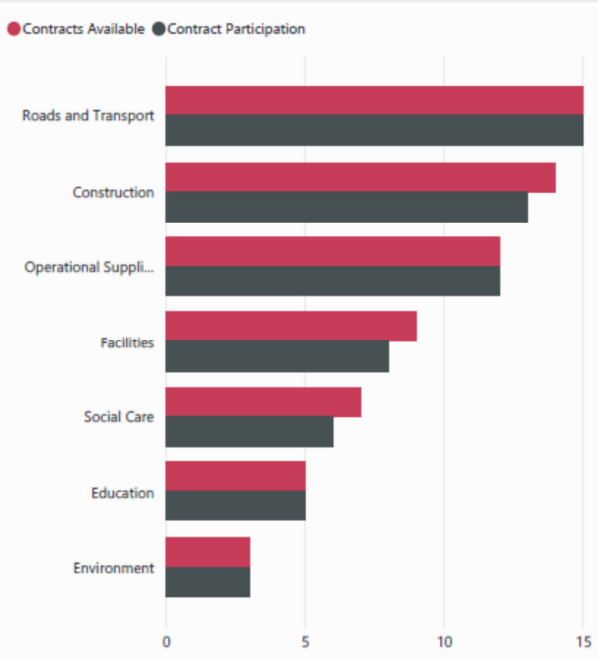
Spend This Quarter
40
Contracts

Spend On Life
48
Contracts

Clackmannanshire Council



Clackmannanshire Council



95%
Participation

Contract No	Contract Title	Sum of Actual Spend	Sum of Forecast Spend	Sum of Estimated Saving
1213	Agency Workers - Social Care	£3,068	£106,500	£0
1114	Asbestos	£85,600	£41,864	£16,634
0516	Bitumen Products	£6,262	£0	£0
2217	Boiler Maintenance		£0	
0817	Bottled Gas	£0		£0
1314	Building And Timber Materials	£35,306	£232,804	£1,055
1113	Buildings Related Engineering Consultancy	£0	£43,400	£0
0511	Care Homes for Adults (LD)	£327,814	£586,000	£0
2117	Catering Machines	£0		£0
0915	Catering Sundries	£17,087	£46,540	-£136
0517	Children's Residential	£744,705	£3,652,060	-£56,436
1118	Commercial Catering Equipment	£0		£0
0115	Community Meals		£0	
0415	Customer Service Platform		£0	
1115	Demolition	£0	£156,472	£0
2517	Digital Publications and Services	£9,160	£0	£0
0815	Domestic Furniture and Furnishings	£365,414	£380,240	£733
0216	Education And Office Furniture	£11,656	£35,700	£536
0916	Education Materials	£139,761	£121,152	£563
0615	Electrical Materials	£29,577	£153,292	£1,656
1718	Energy Advice	£0		£0
0913	Energy Efficiency Contractors	£598,535	£656,456	£18,512
0616	Engineering Consultancy	£8,543	£52,472	£412
1617	Fire Safety Products	£0		£0
1018	First Aid Materials	£140		£25
1015	Fostering	£874,842	£867,300	£0
0118	Fresh Meat, Cooked Meats & Fresh Fish	£32,660	£23,828	£2,878

1016	Frozen Foods	£213,479	£267,388	£13,144
0515	Groceries & Provisions	£204,282	£178,844	£15,850
1014	Ground Maintenance	£83,370	£94,604	£8,146
0918	Grounds Maintenance Equipment	£0	£20,000	£0
0914	Heavy Plant	£0	£93,504	£0
0317	Heavy Vehicles	£1,090,876	£148,000	£0
1618	Hot Beverages	£0		£0
1218	Janitorial Products	£1,488	£0	£0
1414	Janitorial Products	£20,764	£64,652	£6,115
0917	Laundry Equipment	£0		£0
0617	Library Books & Textbooks	£116,829	£77,228	£151
0818	Light and Heavy Plant	£0	£0	£0
0214	Meats - Fresh, Prepared & Cooked (inc. Fresh Fish)	£29,075	£23,232	£8,201
1917	Milk	£96,507	£98,656	-£1,882
2113	Online School Payments	£8,162	£14,004	£3,498
0816	Organic Waste	£55,919	£135,696	£6,213
0215	Outdoor Play Equipment and Artificial Surfaces	£15,499	£25,000	£0
0416	Personal Protective Equipment	£47,350	£52,860	£406
1217	Pest Control Services	£0		£0
1714	Plumbing and Heating Materials	£82,927	£351,600	£11,414
0218	Power Tools	£1,367	£0	£0
1214	Presentation & Audio Visual Equipment	£55,462	£19,808	£4,175
1413	Recyclable & Residual Waste	£319,240	£81,629	£0
2717	Recyclable & Residual Waste	£0	£0	£0
1413b	Recyclable & Residual Waste (Income)	£0	£0	£0
0117	Recycle and Refuse Containers	£51,648	£57,616	£649
1713	Road Maintenance Materials	£5,686	£3,364	£798
3017	Road Maintenance Materials	£2,990	£5,679	£60
1418	Road Signage Materials	£1,081	£17,578	£206

0613	Roadstone	£0	£136,650	£0
2817	Roadstone	£149,285	£3,339	£18,451
2013	Salt	£52,900	£0	£0
2917	Salt for Winter Maintenance	£0	£119,472	£0
0716	Secure Care	£0	£0	£0
0814b	Security (Equipment)	£0	£86,000	£0
0814	Security (Services)	£305,166	£200,000	£0
0314	Signage	£1,659	£1,806	£24
2017	Social Care Agency Workers	£7,449	£103,350	£0
1017	Steeplejack Services	£0		£0
1013	Street Lighting Bulk Renewal of Luminaires	£0	£18,736	£0
1613	Street Lighting Materials	£1,130	£0	£34
2617	Street Lighting Materials	£13,079	£18,572	£1,954
1517	Swimming Pool Chemicals	£0		£0
3117	Technology Enabled Care	£10,077	£14,377	£924
0614	Telecare and Telehealth Technologies	£22,129	£43,476	£777
0717	Trade Materials	£84,512	£108,940	£767
0417	Tyres for Vehicles & Plant	£37,278	£75,320	£377
0217	Vehicle & Plant Hire	£50,227	£23,224	£1,708
0116	Vehicle Parts	£88,841	£173,700	£3,222
0200	Vehicle Purchase RM1070	£0	£195,000	£0
0201	Vehicle Purchase RM6060	£43,804	£0	£0
0114	Washroom Solutions	£9,808	£5,014	£6,566
3217	Washroom Solutions and Sanitary Products	£9,755	£9,312	£54
0315	Waste Disposal Equipment	£20,248	£9,500	£1,065
1317	Water Coolers	£0		£0
		£ 6,701,474.15	£ 10,332,810.00	£ 99,499.00

Appendix 7. Clackmannanshire procurement (Cat C) savings

Clackmannanshire Council Cat C procurement activity savings are calculated by showing the difference between the budget figure authorised at the start of the procurement process and the actual 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 2018 up to March 2019. **Total Value £403,758**

File Number	Route	Org	Type	Form 1 Estimated Spend	Form 2 Amount of Award	Savings	Requirement	Supplier Name
2/6/1599	Route 1	Crow n	A	£450,000.00	£421,100.00	£28,900.00	OCCUPATIONAL HEALTH SERVICES AND EMPLOYEE ASSISTANCE PROGRAMME	Working on Wellbeing (t/a Optima Health)
2/6/1599	Route 1	Crow n	A	£28,900.00	£17,500.00	£11,400.00	OCCUPATIONAL HEALTH SERVICES AND EMPLOYEE ASSISTANCE PROGRAMME	People Asset Management
2/6/1616	Route 2	Clacks	C	£75,000.00	£45,756.20	£29,243.80	NETWORK SWITCHING	Qolcom Ltd
2/6/1623	Route 1	Clacks	C	£49,750.00	£19,500.00	£30,250.00	MONEY ADVICE SERVICES FOR CLACKMANNANSHIRE WORKS	Clackmannanshire Citizen's Advice Bureau (CAB)
2/6/1630	Route 1	SPA	A	£200,000.00	£160,000.00	£40,000.00	DOOR REPLACEMENT 2018-22	Sidey Ltd
2/6/1633	Route 2	Stirling	C1	£215,000.00	£137,311.36	£77,688.64	SURFACE DRESSING OF CARRIAGEWAYS FOR CLACKMANNANSHIRE FALKIRK AND STIRLING COUNCILS 2018	Kiely Bros Ltd
2/6/1647	Route 1	Clacks	C	£10,000.00	£4,147.00	£5,853.00	ALLOA WEST BUSINESS PARK APPROPRIATE ASSESSMENT CITY DEAL	Direct Ecology
2/6/1651	Route 2	Clacks	C	£60,000.00	£43,699.29	£16,300.71	NETWORKING EQUIPMENT	Qolcom Ltd
2/6/1660	Route 2	Clacks	C	£163,500.00	£131,345.11	£32,154.89	SUPPLY, MAINTENANCE AND PLANNED INSPECTION OF COUNCIL PUMP STATIONS	Weir Pumps Flow Control
2/6/1664	Route 1	Clacks	C	£40,000.00	£25,000.00	£15,000.00	PROPERTY CONSULTANCY SERVICES & COMPLIANCE – HOUSING ASSETS – 2018 - 2020	Hardies Property & Construction Consultants
2/6/1669	Route 1	Crow n	A	£57,214.63	£3,745.06	£53,469.57	ICT SOFTWARE (re-advertised as VMWARE EDUCATION)	CDW Limited
2/6/1669	Route 1	Crow n	A	£57,214.63	£18,234.70	£38,979.93	ICT SOFTWARE (re-advertised as VMWARE EDUCATION)	Softw are Box Limited
2/6/1671	Route 2	Clacks	C	£58,500.00	£44,537.47	£13,962.53	GYM AND FITNESS EQUIPMENT - SUPPLY AND MAINTENANCE	Precor - Amer Sports UK Ltd
2/6/1672	Route 1	Clacks	C	£22,000.00	£21,161.06	£838.94	REPLACEMENT BOILER - KILNCRAIGS	James Ramsay (Glasgow) Ltd
2/6/1675	Route 1	Clacks	C	£40,000.00	£30,284.00	£9,716.00	PROVISION OF BASIC IT SUPPORT FOR CLIENTS ON EMPLOYABILITY PROGRAMMES	Clackmannanshire Third Sector Interface (CTSI)

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	Form 2 Amount of Award	Requirement	Supplier Name	Service
2/6/1660	£131,345.11	SUPPLY, MAINTENANCE AND PLANNED INSPECTION OF COUNCIL PUMP STATIONS	Weir Pumps Flow Control	Hsg & Comm Safety
2/6/1673	Not Granted	APPOINTMENT OF THE TAPESTRY PARTNERSHIP TO SUPPLY SPECIFIC LEARNING	Tapestry Partnership	Education
2/6/1680	Not Granted	EARLY YEARS EDUCATION PARTNER PROVIDER - FLYING START NURSERY	Flying Start Nursery	Education
2/6/1705	£19,500.00	APPOINTMENT OF CEANNAS TO SUPPLY LEADERSHIP DEVELOPMENT	Cennas	Chief Executive
2/6/1706	£492,137.00	ALLOA LEISURE BOWL - MANAGEMENT	Wasp Leisure Ltd	Customer Services
2/6/1707	£40,000.00	BOWMAR ROOFS PRIVATE OWNED	Ailsa Building Contractors Ltd	Hsg & Comm Safety
	£551,637.00			

Clackmannanshire Council

PCIP Report May 2019

Introduction

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

This document sets out:

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

Supporting you to improve

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

Support can include:



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



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



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

Overview of PCIP

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

Scoring system

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

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

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

Full Assessment Performance Bandings

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

A note on the assessment approach and judgments

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

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



Summary of overall performance

Summary of performance

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

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

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

Areas of Positive Practice and Opportunities for Improvement

PCIP Section	Positive Practice	Opportunities for Improvement
<p>1. Leadership and Governance</p>	<ul style="list-style-type: none"> • Maintaining good procurement representation within the organisation and the Procurement Matters Group which brings together those with delegated procurement authority (DPA) • Robust procurement control and monitoring of tender activity carried out by the DPA • Demonstration of involvement in in-house versus outsourcing decision making • There is clear linkage between the procurement strategy and the corporate strategy and reporting mechanisms are in place • Derek now sits on the Corporate Risk and Integrity Group 	<ul style="list-style-type: none"> • Further consideration of resourcing requirements and outputs from the competency framework to ensure skill requirements for tendering are met • Requirement for annual fraud training • Develop and embed commercial competence throughout the council • Complete the review of tendering procedures and templates as referred to during the assessment
<p>2. Development and Tender</p>	<ul style="list-style-type: none"> • Sustainability strategy within the procurement strategy • The pro-active approach to forecasting and tracking spend through the Technology 1 system is good practice • Flexible framework completed 	<ul style="list-style-type: none"> • Previous performance has on the whole remained the same however the individual scores are at the lower end of the scale so this is an area that requires overall improvement, e.g. the inclusion of robust implementation and exit requirements • Follow through with flexible framework action plan
<p>3. Contract</p>	<ul style="list-style-type: none"> • New supplier onboarding process implemented • Improved contractual compliance in social care 	<ul style="list-style-type: none"> • There were no requests for score improvement in this section and scores remain at the lower end of the scale and therefore require overall improvement
<p>4. Key Purchasing Processes</p>	<ul style="list-style-type: none"> • Maintain positive performance in this area 	<ul style="list-style-type: none"> • There were no requests for score improvement in this section however scores are at the higher end of the scale.

Section 1: Leadership and Governance

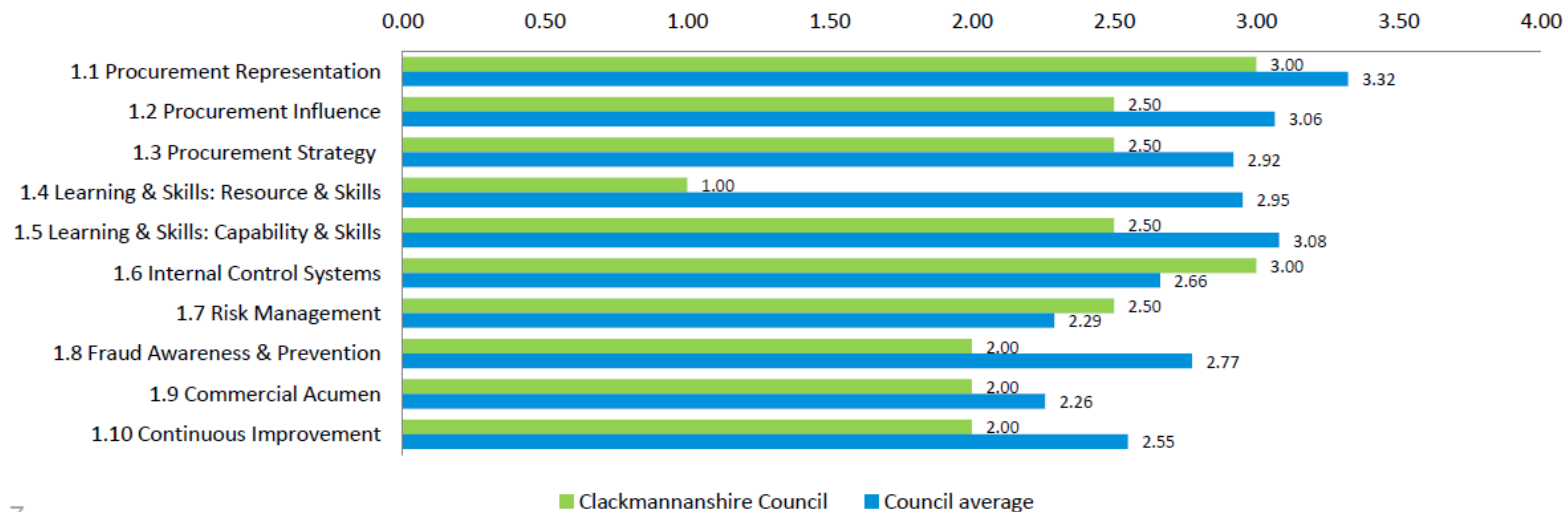
This section focuses on the leadership, management and governance of procurement within the organisation. In particular it looks at:

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

Key points to note on Section 1

- **The Council requested an increase in questions 1.2, 1.3, 1.7 and 1.8.**
- **Score increases were not requested for questions 1.1, 1.4, 1.5, 1.6, 1.9 and 1.10 and these areas may be considered as future opportunities for improvement.**

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



Section 2: Development and Tender

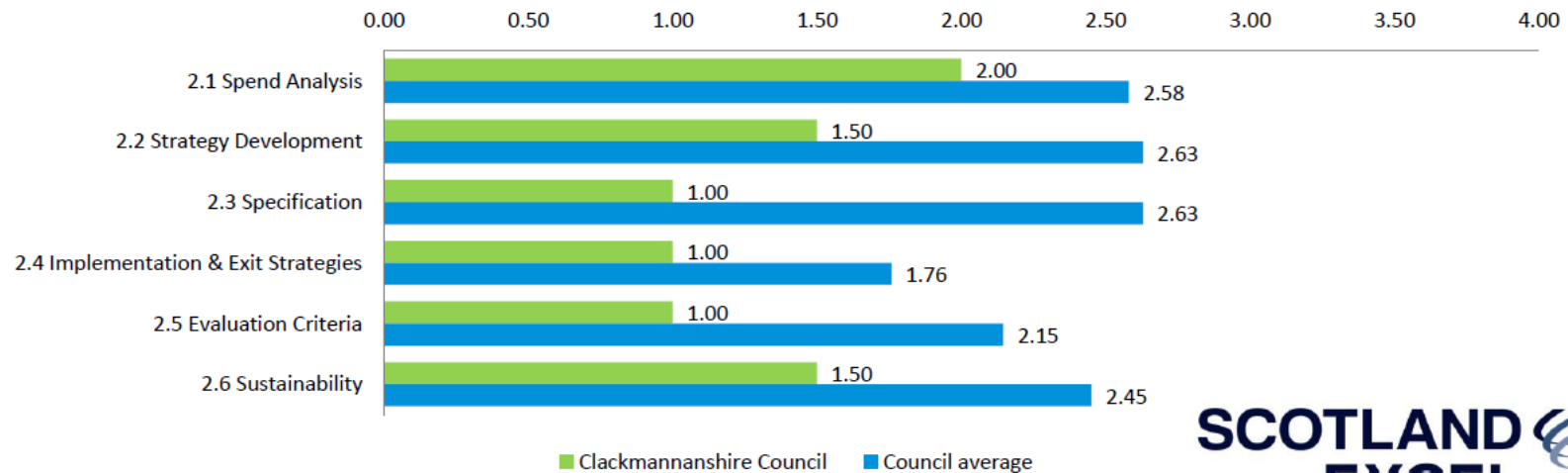
This section focuses on the organisation's approach to developing and tendering contracts to achieve value for money and other benefits. In particular it focuses on:

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

Key points to note on Section 2

- **The Council requested an increase in questions 2.1 Spend Analysis and 2.6 Sustainability.**
- **A score increase was not requested for questions 2.2, 2.3, 2.4 and 2.5 and these may be considered as future opportunities for improvement.**

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



Section 3: Contract

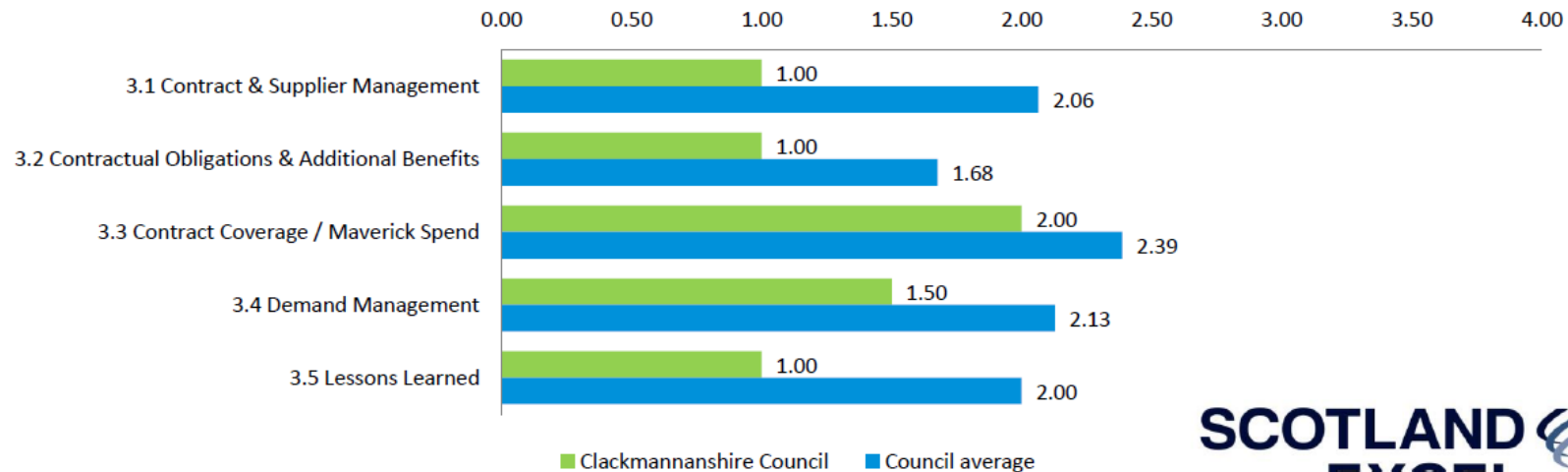
This section focuses on the effectiveness of contract and supplier management. In particular it looks at:

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

Key points to note on Section 3

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

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



**SCOTLAND
EXCEL**

Section 4: Key procurement processes

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

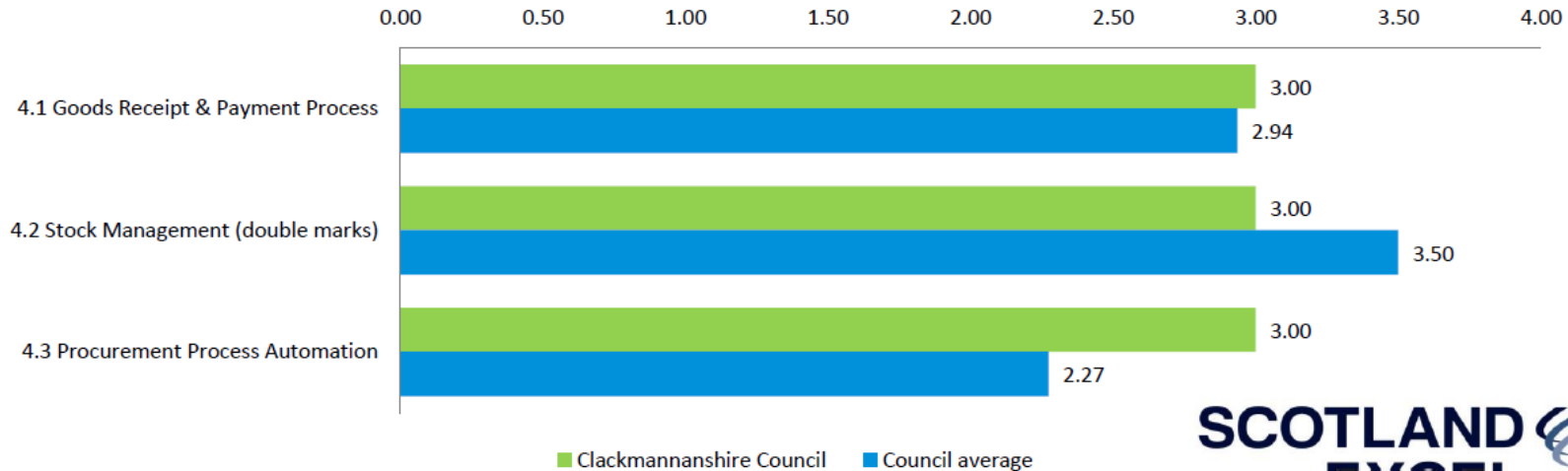
- The effectiveness of P2P processes
- How the organisation manages stocks and logistics to achieve best value
- How the organisation is implementing process automation (e.g. e-Procurement) and the effectiveness of its ICT strategy for procurement

Key points to note on Section 4

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

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

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



Appendix 10. Spikes Cavell (The Hub) charts

Spend by Local Authority Area

Local Authority	Total Spend	Total Transactions	Total Suppliers	% Of Spend	% Of Invoices	% Of Suppliers
Stirling	£ 13,215,531.18	2254	65	20.92	7.46	7.51
Clackmannanshire	£ 9,829,003.26	5868	107	15.56	19.42	12.37
Windsor and Maidenhead	£ 7,979,948.32	22	2	12.63	0.07	0.23
North Lanarkshire	£ 4,333,105.43	578	37	6.86	1.91	4.28
Colchester	£ 3,309,219.05	213	1	5.24	0.71	0.12
Falkirk	£ 2,969,534.59	1507	48	4.70	4.99	5.55
Glasgow City	£ 2,748,157.37	3223	68	4.35	10.67	7.86
Perth and Kinross	£ 1,352,341.42	255	19	2.14	0.84	2.20
Fife	£ 1,279,970.96	1231	31	2.03	4.07	3.58
Darlington	£ 1,210,599.42	146	4	1.92	0.48	0.46
Plymouth	£ 1,157,313.34	78	2	1.83	0.26	0.23
West Lothian	£ 1,073,889.54	419	9	1.70	1.39	1.04
South Lanarkshire	£ 879,626.13	1473	18	1.39	4.88	2.08
City of Edinburgh	£ 775,332.78	1055	36	1.23	3.49	4.16
Ashford	£ 472,388.83	660	2	0.75	2.18	0.23
East Dunbartonshire	£ 458,563.49	597	11	0.73	1.98	1.27
South Gloucestershire	£ 441,758.75	22	3	0.70	0.07	0.35
Halton	£ 435,187.25	63	2	0.69	0.21	0.23
Reigate and Banstead	£ 386,449.32	42	3	0.61	0.14	0.35
Watford	£ 385,306.38	37	2	0.61	0.12	0.23

Spend by Scottish Region – Forth Valley

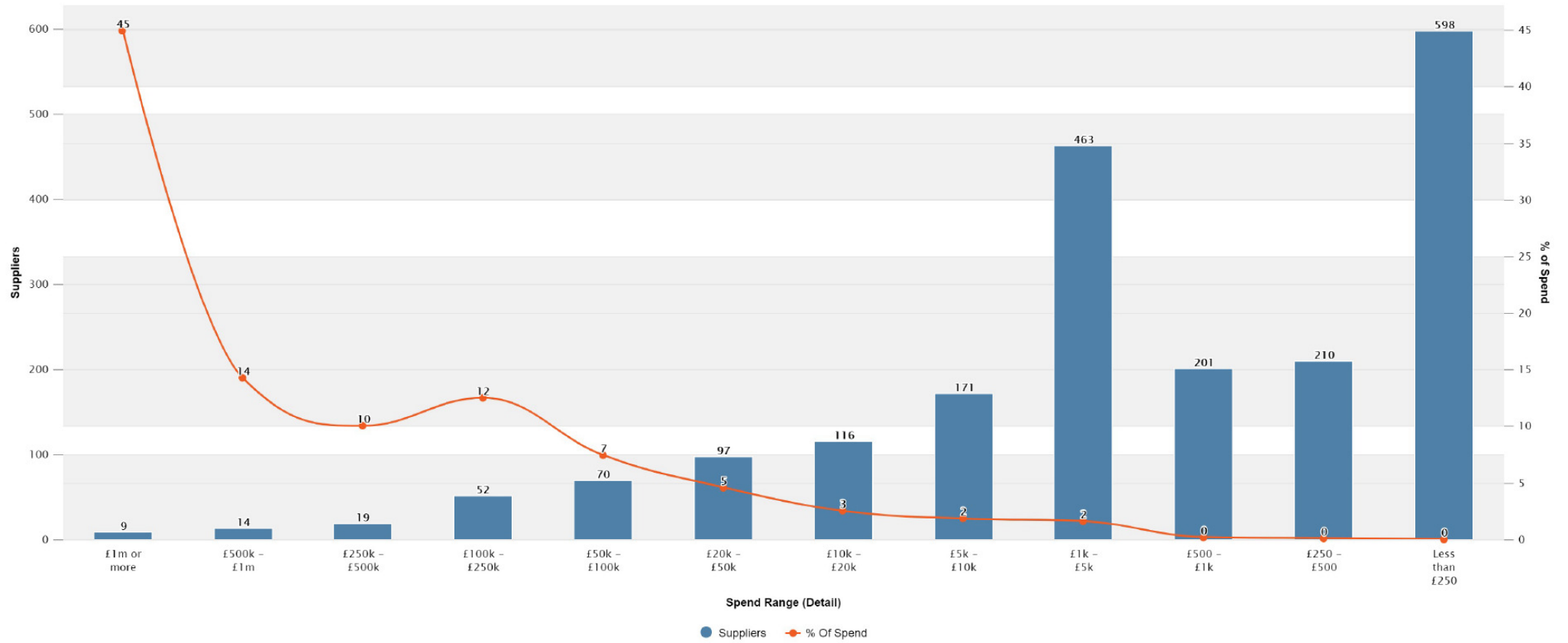
Region	Total Spend	Total Transactions	Total Suppliers	% Of Spend	% Of Invoices	% Of Suppliers
Scotland - Forth Valley	£ 26,014,069.03	9629	220	41.18	31.87	25.43
South East	£ 9,893,581.30	1543	60	15.66	5.11	6.94
Scotland - Glasgow and Strathclyde	£ 9,033,725.00	6479	158	14.30	21.45	18.27
East of England	£ 4,249,490.98	879	32	6.73	2.91	3.70
Scotland - Tayside Central and Fife	£ 2,964,648.39	2267	62	4.69	7.50	7.17
Scotland - Edinburgh and Lothians	£ 1,921,396.00	1551	55	3.04	5.13	6.36
South West	£ 1,750,126.96	400	25	2.77	1.32	2.89
West Midlands	£ 1,470,997.24	1852	38	2.33	6.13	4.39
North East	£ 1,342,828.51	412	11	2.13	1.36	1.27
Yorkshire and The Humber	£ 1,146,821.41	1376	52	1.82	4.55	6.01
London	£ 1,077,859.13	636	35	1.71	2.11	4.05
North West	£ 963,089.56	994	45	1.52	3.29	5.20
East Midlands	£ 648,512.22	1863	43	1.03	6.17	4.97
Northern Ireland	£ 309,882.35	48	5	0.49	0.16	0.58
Scotland - Aberdeen and North East	£ 232,498.57	120	9	0.37	0.40	1.04
Scotland - Highlands and Islands	£ 67,945.77	40	4	0.11	0.13	0.46
Wales	£ 55,729.46	102	6	0.09	0.34	0.69
Scotland - South	£ 22,014.10	18	5	0.03	0.06	0.58

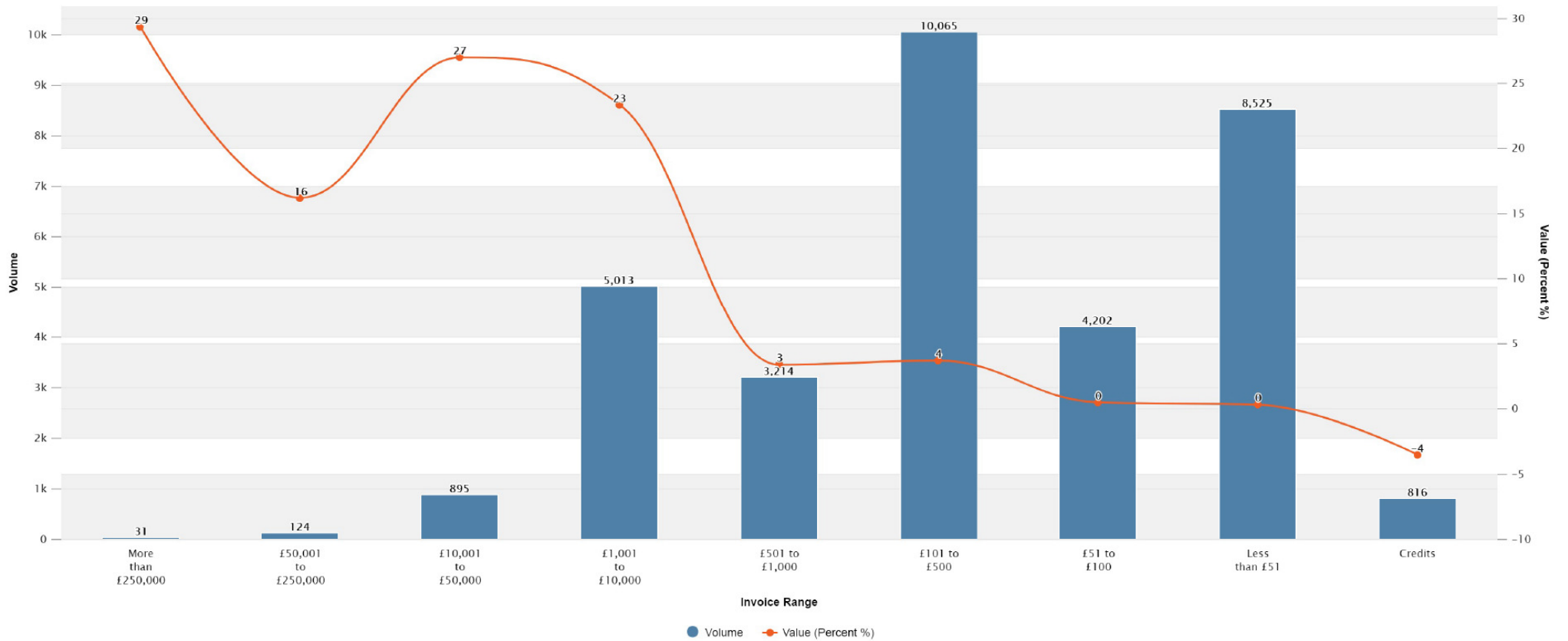
Spend by Region – Scotland

Region	Total Spend	Total Transactions	Total Suppliers	% Of Spend	% Of Invoices	% Of Suppliers
Scotland	£ 40,256,296.86	20104	513	63.73	66.55	59.31
South East	£ 9,893,581.30	1543	60	15.66	5.11	6.94
East of England	£ 4,249,490.98	879	32	6.73	2.91	3.70
South West	£ 1,750,126.96	400	25	2.77	1.32	2.89
West Midlands	£ 1,470,997.24	1852	38	2.33	6.13	4.39
North East	£ 1,342,828.51	412	11	2.13	1.36	1.27
Yorkshire and The Humber	£ 1,146,821.41	1376	52	1.82	4.55	6.01
London	£ 1,077,859.13	636	35	1.71	2.11	4.05
North West	£ 963,089.56	994	45	1.52	3.29	5.20
East Midlands	£ 648,512.22	1863	43	1.03	6.17	4.97
Northern Ireland	£ 309,882.35	48	5	0.49	0.16	0.58
Wales	£ 55,729.46	102	6	0.09	0.34	0.69

Top 30 invoices by supplier volume

Supplier Name	More than £5,000	£1,001 to £5,000	£500 to £1,000	£251 to £500	£101 to £250	£51 to £100	£21 to £50	£11 to £20	Less than £11	Credits	Volume	% of Invoices	Value	% of Spend	Average Invoice Value
City Plumbing Supplies		6	9	30	76	130	280	240	359	10	1140	3.47	£ 59,692.18	0.088	£ 52.36
CF Furniture Ltd T/A CF Furniture & Flooring		63	96	142	466	158	119	27	45	8	1124	3.42	£ 299,655.67	0.444	£ 266.60
Jewson Ltd Sauchie		2	18	59	148	195	289	158	218	2	1089	3.31	£ 83,431.78	0.124	£ 76.61
Buicks (Alloa) Ltd		1	1	2	18	52	137	180	468	1	860	2.62	£ 20,846.02	0.031	£ 24.24
Yorkshire Purchasing Organisation		22	38	87	172	144	125	61	48	15	712	2.17	£ 131,336.26	0.195	£ 184.46
PERTEMPS INVESTMENTS LTD		5	98	406	55	17	4	1	2	68	656	1.99	£ 216,789.91	0.321	£ 330.47
Brake Bros Foodservice Ltd 1438568		192	182	73	53	38	27	5	6	60	636	1.93	£ 463,071.94	0.686	£ 728.10
Lyreco UK Limited		2	8	53	156	139	132	60	15	17	582	1.77	£ 66,116.20	0.098	£ 113.60
Amazon.Co.Uk		1	5	13	52	85	174	139	106	5	580	1.76	£ 32,698.95	0.048	£ 56.38
Brightwork Limited		2	178	306	28	10	2	1	2	15	544	1.65	£ 239,541.33	0.355	£ 440.33
Fraser J Dawson Limited	1	11	12	5	80	52	127	237		1	526	1.60	£ 58,560.75	0.087	£ 111.33
D. McGhee & Sons Ltd					16	108	263	124			511	1.55	£ 19,711.94	0.029	£ 38.58
Graham The Plumbers' Merchant		26	43	92	80	63	99	20	21	7	451	1.37	£ 122,583.72	0.182	£ 271.80
J T C (65) Ltd		33	231	31	47	39	27	5		8	421	1.28	£ 241,453.43	0.358	£ 573.52
Wm. Lewis & Son Ltd	2	6	8	117	265	16	2				416	1.27	£ 121,666.67	0.180	£ 292.47
McLays Ltd			9	81	196	64	16	7	5	3	381	1.16	£ 68,296.27	0.101	£ 179.26
AMC Removals				8	123	145	85	4	3	9	377	1.15	£ 31,735.42	0.047	£ 84.18
Tillicoultry Quarries Limited	25	43	50	47	118	22	25	16	4	3	353	1.07	£ 349,526.26	0.518	£ 990.16
Rapid Fire Services Ltd		5	12	49	70	46	153	7		3	345	1.05	£ 55,024.25	0.082	£ 159.49
Yesss Electrical		1	10	34	71	57	68	24	29	2	296	0.90	£ 38,942.79	0.058	£ 131.56
IKL CARE	30	124	41	61	25	4			1	7	293	0.89	£ 721,856.41	1.069	£ 2,463.67
WHITE,MILNE & CO			6	31	38	49	61	45	48	1	279	0.85	£ 26,304.05	0.039	£ 94.28
Arco Limited Linlithgow	1	1	4	11	35	50	76	50	25	15	268	0.81	£ 30,443.91	0.045	£ 113.60
STIRLING PARK		1	1		40	219		1		3	265	0.81	£ 23,413.40	0.035	£ 88.35
Electric Center		2	5	31	31	47	60	29	52	4	261	0.79	£ 27,291.73	0.040	£ 104.57
Beatson Building Supplies Limited		7	21	30	57	20	51	33	37	3	259	0.79	£ 46,570.51	0.069	£ 179.81
AHC Tools		3	6	8	42	28	94	61	11		253	0.77	£ 26,510.69	0.039	£ 104.79
Lion Safety Ltd		7	7	18	45	62	79	14	9	9	250	0.76	£ 37,661.14	0.056	£ 150.64
Crossroads Caring Scotland Clackmannanshire	28	45	75	37	34	19		1	1	4	244	0.74	£ 580,995.51	0.861	£ 2,381.13
ROSS ELECTRICAL (NEWWEY & EYRE LTD)		9	14	15	72	22	41	32	16	3	224	0.68	£ 43,346.15	0.064	£ 193.51





Top 50 spend by Cost Centre

Cost Centre Code	Cost Centre Description	Total Spend	Total Value (%)	Suppliers	Transactions
0	Balance Sheet	£ 19,761,207.15	29.1738	157	841
1149	Secondary Schools PPP	£ 7,946,275.00	11.7312	5	25
1419	Physical Disability Assessment & Care Management	£ 6,230,967.36	9.1989	42	927
1404	Learning Disability Assessment & Care Management	£ 5,433,632.55	8.0217	46	1001
1414	Older People Assessment & Care Management	£ 3,722,663.99	5.4958	47	797
1398	HRA Operations	£ 1,842,545.58	2.7201	122	8659
1473	Residential Schools	£ 1,772,599.27	2.6169	9	168
1434	External Foster Care	£ 1,636,635.90	2.4161	11	468
1406	Mental Health Assessment & Care Management	£ 1,611,455.40	2.379	41	562
1072	Waste Treatment	£ 1,383,762.64	2.0428	14	162
1515	Utilities Management	£ 1,238,665.02	1.8286	21	145
1516	Building Repairs & Maintenance	£ 833,754.23	1.2308	101	1428
1264	ASSISTANCE TO PUPILS SPECIAL	£ 740,140.45	1.0926	27	282
PCARD	PCARD	£ 714,082.17	1.0542	574	3136
1102	Fleet Operations	£ 636,671.56	0.9399	74	826
1360	Homeless & Specialised Accom	£ 579,968.87	0.8562	26	1076
1208	Central IT Software Maintenance	£ 571,258.57	0.8433	32	78
1100	Roads Operations	£ 569,130.43	0.8402	66	952
1252	ASSISTANCE TO PUPILS-SECONDARY	£ 458,696.01	0.6771	7	144
1431	Disability Team	£ 436,687.13	0.6446	30	429
1506	HEEPS AB 2017-18	£ 430,730.16	0.6358	2	5
1163	Catering Central	£ 359,226.51	0.5303	19	748
1104	Grounds Maintenance	£ 337,719.87	0.4985	84	559
1430	Long Term Team	£ 289,092.05	0.4267	27	91
1033	Community Engagement	£ 285,221.46	0.421	8	16
1241	Secondary Non-Devolved	£ 254,310.13	0.3754	14	60
1436	Early Years	£ 225,236.75	0.3325	1	6

1228	Early Years Centrally Held	£ 218,506.57	0.3225	23	102
1082	Street Lighting Power	£ 215,517.20	0.3181	3	20
1070	Kerbside Recycling Contract	£ 186,441.30	0.2752	21	409
1426	Childrens Commissioned Services	£ 175,682.15	0.2593	3	13
1105	Street Care	£ 174,574.63	0.2577	26	459
1069	Waste Handling and Recycling	£ 171,460.19	0.2531	26	289
1495	Raising Attainment Secondary	£ 162,269.30	0.2395	6	14
1374	Scottish Welfare Fund	£ 161,812.19	0.2388	6	294
Unknown Cost Centre	Unknown Cost Centre	£ 156,600.08	0.2311	9	416
1452	Planning & Commissioning	£ 152,504.50	0.2251	3	20
1089	Bus Services	£ 151,377.06	0.2234	3	35
1209	Central IT Telephony	£ 146,196.39	0.2158	8	49
1081	Street Lighting Maintenance	£ 145,632.21	0.2149	11	60
1240	Raising Attainment Primary	£ 144,525.66	0.2133	19	26
1432	Family Placement Team	£ 142,750.50	0.2107	17	50
1412	Internal Residential Care	£ 141,427.51	0.2087	29	484
1074	Winter Maintenance	£ 131,349.19	0.1939	6	61
1106	Refuse Collection	£ 128,220.87	0.1892	17	311
1164	Catering Secondary	£ 126,646.63	0.1869	15	558
1373	Revenues Manager	£ 118,533.90	0.1749	3	17
1378	HRA Private Contractors	£ 104,294.68	0.1539	13	176
1508	Alloa Learning Community Pupil Equity Funding	£ 100,257.35	0.148	52	198
1077	Drainage & Flooding	£ 96,501.05	0.1424	12	44
1405	Clackmannanshire Equipment Store	£ 92,232.80	0.1361	36	379

Top 100 spend by Subjective Code

Subjective Code	Subjective Description	Total Spend	Total Value (%)	Suppliers	Transactions
60005	Asset Additions - Other Land and Building	£ 11,451,045.37	16.9054	57	200
40025	Payments To Contractors	£ 9,662,843.19	14.2654	151	840
40021	Home Care	£ 7,998,225.98	11.8079	34	1576
40018	Private Nursing Homes	£ 7,379,097.57	10.8939	27	565
40017	Private Residential Homes	£ 4,211,506.65	6.2175	35	536
60004	Asset Additions - Council Dwellings	£ 2,885,898.24	4.2605	24	161
60006	Asset Additions - Infrastructure	£ 2,577,498.80	3.8052	49	242
40042	Fostering & Kinship Payments	£ 1,685,939.05	2.4889	11	471
60002	Asset Additions - Vehicle, Plant and Equipment	£ 1,557,186.68	2.2989	29	84
20048	Pupil & Client Transport	£ 1,321,578.45	1.951	38	622
40015	Voluntary Organisations Payment	£ 1,213,222.50	1.7911	24	124
30006	Materials - Direct purchases from suppliers	£ 1,180,830.33	1.7432	195	5097
40016	Educational Establishments Payment	£ 1,175,606.05	1.7355	21	215
20016	Electricity	£ 1,120,493.95	1.6542	14	195
40026	Waste Contractors - Landfill	£ 907,392.88	1.3396	4	21
30005	Materials (issued from Stock)	£ 906,504.09	1.3382	74	3076
40036	Other Agencies Payment	£ 883,567.32	1.3044	115	360
20007	Annual Maintenance External Providers	£ 877,751.82	1.2958	101	1512
10066	Agency Staff Costs	£ 811,462.44	1.1979	12	1588
30112	Computer Software Maint.	£ 722,927.97	1.0672	37	82
PCARD	PCARD	£ 714,082.17	1.0542	574	3136
30069	Provision Of Food	£ 555,858.27	0.8206	23	1499
40024	Day Care	£ 515,572.75	0.7611	14	263
40034	Payment To Subcontractor	£ 500,483.53	0.7388	26	623
30000	Purchase Of Equipment	£ 457,047.84	0.6747	183	691
40019	Supported Accommodation	£ 440,572.27	0.6504	8	80
20013	Gas	£ 392,022.58	0.5787	6	112

20036	Vehicles - Diesel	£ 358,598.70	0.5294	1	32
60007	Asset Additions - Intangible	£ 346,301.19	0.5112	12	67
90048	Material Damage Insurance Premiums Paid	£ 325,997.52	0.4812	1	6
90039	Liabilities Premiums Paid	£ 314,129.52	0.4637	2	7
40031	Waste Contractors - Recycling	£ 286,721.65	0.4232	12	93
30001	Purchase Of Furniture	£ 274,872.67	0.4058	25	799
30008	Per Capita Teaching Materials	£ 273,140.98	0.4032	164	1146
40014	SQA Fees	£ 241,403.17	0.3563	1	11
20044	Short Term Vehicle Hire	£ 190,494.78	0.2812	18	245
30049	Equipment Maintenance	£ 172,946.53	0.2553	113	532
10091	Staff Training	£ 162,222.64	0.2394	105	231
Unknown Subjective	Unknown Subjective	£ 156,600.08	0.2311	9	416
30082	Professional Fees	£ 152,508.01	0.2251	48	145
40020	Respite Care	£ 149,582.56	0.2208	23	116
30108	Computer Hardware Purchase	£ 147,698.88	0.218	11	88
20011	Cleaning & Hygiene Materials	£ 147,454.18	0.2176	15	704
30076	Printing & Photocopying	£ 140,184.55	0.2069	14	47
90050	Motor Vehicles Insurance Premiums Paid	£ 124,565.10	0.1838	1	4
30099	Subscriptions	£ 101,533.73	0.1498	64	126
30050	Equipment Rental/Leasing	£ 90,223.92	0.1331	23	376
20043	Vehicles - Materials Direct	£ 88,196.54	0.1302	20	246
20038	Vehicles - External Maintenance	£ 83,245.51	0.1228	39	261
40028	Waste Contractors - Composting	£ 81,971.27	0.121	1	27
30106	Mobile Telephones	£ 80,572.81	0.1189	4	35
40029	Waste Contractors - Anaerobic Digestion	£ 67,083.08	0.099	1	14
20039	Vehicles -Tyres	£ 65,758.52	0.097	1	66
30071	Uniforms & Clothing	£ 59,876.22	0.0883	18	270
30105	Telephones	£ 59,532.37	0.0878	4	23
30007	General Consumables (small items)	£ 56,169.79	0.0829	55	809

30077	Stationery	£	53,156.28	0.0784	37	563
90028	WASP Leisure	£	51,040.00	0.0753	1	14
20018	Rents	£	49,054.55	0.0724	8	24
30092	Legal Expenses	£	47,229.84	0.0697	25	368
30100	Grants & Donations	£	46,953.10	0.0693	9	16
40030	Waste Contractors - Material Recovery Facility (MRF)	£	46,058.06	0.0679	3	3
30083	Minor Adaptations	£	43,038.04	0.0635	8	502
30073	Office Equipment - Purchases	£	42,319.70	0.0624	24	47
30003	Storage & Removal Charges	£	41,936.12	0.0619	7	423
30090	Postages	£	41,350.87	0.061	11	49
90035	Engineering Insurance Premiums Paid	£	39,838.19	0.0588	1	3
20009	Grounds Maintenance	£	36,948.92	0.0545	23	143
30101	Subsidy	£	35,168.36	0.0519	10	48
40013	Health Authorities	£	34,837.50	0.0514	3	9
30107	Telephone System Maint.	£	31,352.32	0.0462	2	3
30079	Advertising - General	£	30,296.72	0.0447	7	79
40045	Payments To Individuals (no service provision to the Council)	£	27,626.89	0.0407	13	55
30066	Catering Disposables	£	26,188.14	0.0386	7	133
30051	Scaffold Hire	£	23,163.67	0.0341	1	15
10092	Staff Training - Teachers	£	22,405.14	0.033	25	60
30084	Performing Rights	£	21,209.85	0.0313	5	7
20052	Vehicles - General Consumables	£	20,026.45	0.0295	8	73
50065	Respite Care (Private)	£	18,622.84	0.0274	5	9
99994	REFCUS Control Account	£	18,498.73	0.0273	3	3
30085	Per Capita Strategic Improvement Fund	£	17,226.72	0.0254	30	44
20019	Void Rent Loss	£	16,808.33	0.0248	1	8
20006	Corporate Building Repairs	£	16,694.40	0.0246	9	39
20035	Vehicles - Petrol	£	15,515.57	0.0229	3	23
90036	Fidelity Insurance Premiums Paid	£	15,260.00	0.0225	1	1

78013	Provision Legal Cases	£	15,051.00	0.0222	1	2
20023	Water Charges	£	14,670.17	0.0216	9	52
50000	Income Government Revenue Grant	£	14,654.57	0.0216	3	4
40046	Self Directed Support - Payment to Individuals	£	13,711.54	0.0202	5	28
30056	Library Books - Adult Fiction	£	13,590.34	0.02	3	40
40053	Trainee Travel Expenses	£	12,171.00	0.0179	4	20
30110	Computer Hardware Maint.	£	10,828.49	0.0159	4	12
20014	Renewable Fuel	£	10,773.00	0.0159	1	6
40067	Payments to Individuals (services provided to the Council)	£	10,237.72	0.0151	11	35
30020	Per Capita Mathematics	£	10,185.33	0.015	12	29
20027	Property Maint-Man.Charge	£	10,064.15	0.0148	12	15
40048	Client Amenities	£	9,859.99	0.0145	18	41
30023	Per Capita Music	£	9,842.79	0.0145	8	15
30080	Advertising - Marketing	£	8,674.68	0.0128	16	31
30041	Per Capita Health & Fitness	£	8,588.58	0.0126	9	90

Spend Summary by Supplier Size (Core Trade)

Size - Spend Summary by Supplier Size (Core Trade)

