



**Procurement Annual Report
for
Financial Year 2021 / 2022**

Contents

The sections included in this annual procurement report are:

Section 1 – Context and Introduction

Section 2 - Summary of Regulated Procurements Completed

Section 3 - Review of Regulated Procurement Compliance

Section 4 – Sustainable Procurement Summary

Section 5 – Future Procurements Summary

Section 6 – Project Delivery Updates

Section 7 – Key Statistics Summary

Annex A – Regulated Contract Activity Delivered

Annex B – Regulated Contract Activity Planned

Annex C – Procurement Compliance Action Plan

Annex D – Review of Internal Financial Procedures and Procurement Standing Orders
Action Plan

Section 1 – Introduction and Context

1.1 Introduction

Dumfries and Galloway Council (“the Council”), as a public sector contracting authority with an annual regulated procurement spend above or equal to £5million, are required to produce an annual report under the Procurement Reform (Scotland) Act 2014. The Council are publishing this fourth Procurement Annual Report, which has been prepared to meet the requirements under the Act and relates to performance of the Council’s regulated procurement activity, over the period from 1 April 2021 to 31 March 2022 (“the Reporting Period”). The Scottish Government’s guidance and template has been used for the preparation of this Annual Procurement Report (“the Report”).

This Report provides an overview of procurement activity during the Reporting Period and highlights actions undertaken to improve the Council’s procurement and commercial performance.

This Report also provides an update on challenges and areas for improvement in the subsequent financial year, including the ongoing areas being developed as identified through the Finance, Procurement and Transformation Committee Review of Internal Financial Procedures and Procurement Standing Orders recommendations in February 2021, which are described in more detail within the Council’s Procurement Strategy and Section 6 of this Report.

This Report highlights the contribution of procurement towards the Council’s key priorities, statutory responsibilities and the outcomes detailed within the Council Plan.

During the Reporting Period, the Council’s Plan for 2017 – 2022 set out the Council’s ambitions and reflected the following key priorities:

- Build the local economy
- Provide the best start in life for all our children
- Protect our most vulnerable people
- Be an inclusive Council.
- Urgently respond to climate change and transition to a carbon neutral region

Procurement has been recognised as key in contributing towards the successful delivery of the Council’s priorities, as we acknowledge the impact of our procurement activity on our communities, and we actively seek to promote a positive and inclusive approach.

1.2 Context

The Council have spent in the region of £196M in the Reporting Period on a range of goods, services and works. This spend is across 3482 suppliers, 1,142 of which have their registered address within Dumfries and Galloway, highlighting the number of local businesses who are positively affected by the Council’s procurement spend, which in turn contributes to local economic growth and supports the economic recovery following Covid-19 in our region.

This overall value of procurement spend has increased by over £12M in comparison to the previous financial year. This increase in spend is primarily attributed to the Covid-19 recovery activity, which has followed the delays and hold placed on works due to the pandemic in the previous financial year.

However, during the Reporting Period, procurement activity has been impacted by several external factors, including the Covid-19 pandemic, the Ukrainian War, and the departure from the European Union, all of which have had considerable effects and consequences on the work of the Council. The availability of supplies has resulted in fewer contracts being awarded and the cost of goods, services and works has increased considerably due to the lack of capacity

within supply chains and availability and costs of materials and produce to meet the Council's needs. This has resulted in cancelled tenders due to lack of interest or insufficient budgets to deliver the specified requirements, however the Council have embarked on a programme of ongoing supplier engagements to develop a collaborative approach to delivering our frontline services during these challenging market times and early engagement on forthcoming tenders has support the Council in mitigating some of these issues.

During the Reporting Period, the Council's Finance, Procurement and Transformation Committee, as the nominated committee responsible for procurement activity, received quarterly procurement performance updates, providing an opportunity for elected members to provide strategic direction, scrutiny, and challenge of procurement activity throughout the Reporting Period.

Following a Member led Review into the Finance and Procurement Standing Orders in financial year 2020/2021, a number of detailed recommendations were produced by Members with the overall aim of improving best value for the Council in its spending of public money but also in doing so, in a fully compliant and more professional manner. A detailed transformation and improvement plan was produced by Finance and Procurement Service and approved by Council Committee Members in February 2021. Delivery against this plan has been a key focus and formally monitored on a regular basis by the Finance, Procurement and Transformation Committee throughout the Reporting Period, where good progress has been made. Key actions which have been delivered include:

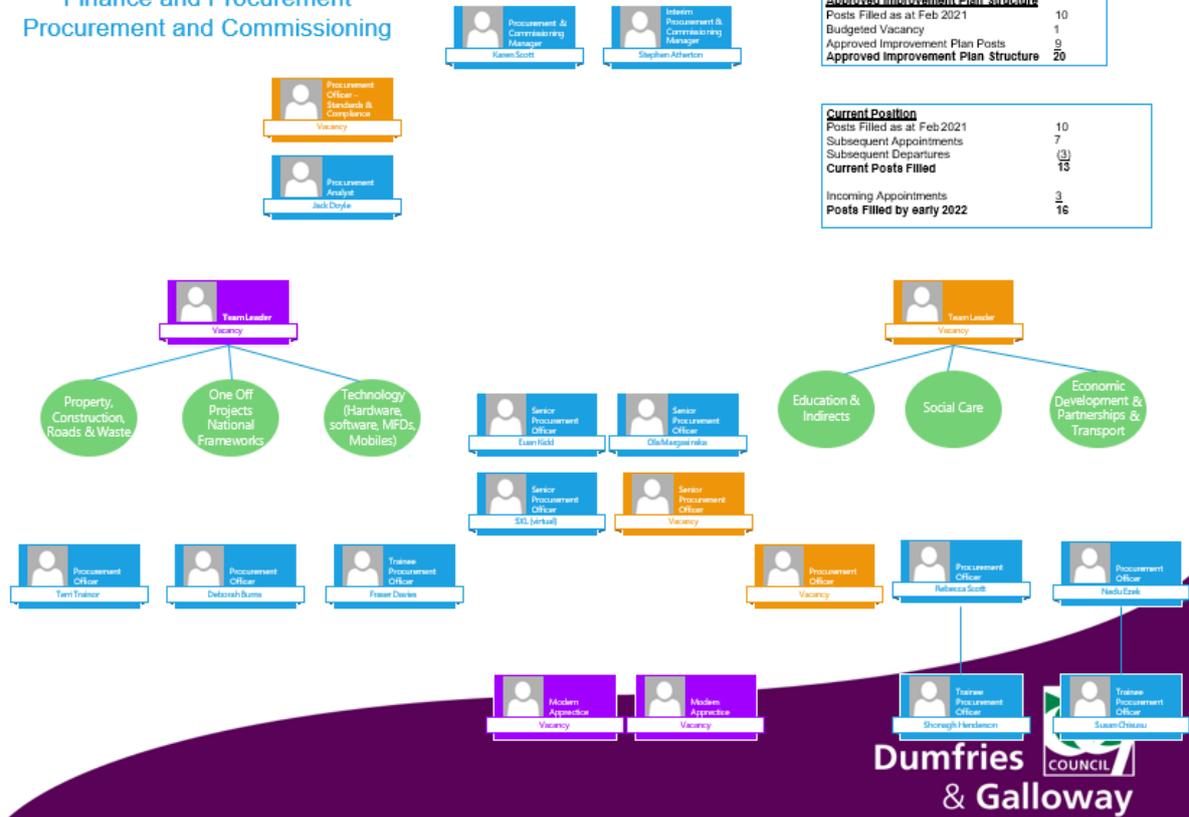
- Delivery of a face-to-face training programme to Elected Members and Senior Management teams, alongside the development of a new Procurement Sharepoint site as a single repository for all procurement policies, templates, and contracts.
- The establishment of a Procurement Officer Group to provide oversight and support the strategic direction of procurement activity.
- A new contract register has been developed and published on the Council's website to improve transparency and ease of access to Council contracts.
- A programme of local supplier engagement events was developed, however due to Covid-19 restrictions delivery of some face-to-face events was postponed.
- A new Contract and Supplier Management Policy was launched.
- The establishment of a new Community Benefit Forum which has developed and implemented a new Sustainable Procurement Policy. The forum provides a greater focus on monitoring the delivery of community benefit commitments, with some examples of delivery of these commitments listed at section 4.
- Temporary removal of delegated procurement authority for contracts between £20K - £50K, pending further development and delivery against the agreed action plan.

Alongside this progress against the member review action plan, further key achievements during the Reporting Period include:

- Completion of the Purchase to Pay project with the introduction of a single ordering and payment system rolled out across the Council with streamlined, automated processes behind this system.
- Improved levels of procurement compliance, with an increase from 80.64% to 87.42%.
- Exceeding the 34% local supplier spend target, with 34.78% of Council spend being with local businesses.
- Further use of collaborative contracts, with spend increasing from 31.60% to 44.01%.

To support delivery of the review action plan, a temporary structure for the corporate procurement team was approved. However due to a national skills shortage for procurement professionals, it has been very challenging to attract and retain appropriately skilled and experienced procurement professionals. The structure chart below provides an overview of the agreed structure for the Reporting Period, however, there have been a number of vacancies throughout the Reporting Period and the table below provides a representation of the level of resourcing secured for the majority of the Reporting Period:

**Finance and Procurement
Procurement and Commissioning**



Professional development and training have been an ongoing priority for the corporate procurement team to ensure appropriate knowledge and skills are available to support the contractual and commercial needs of the Council and to support the continued growth of our own procurement talent.

Section 2 – Summary of Regulated Procurements Completed

This section includes information that is required by the Procurement Reform (Scotland) Act 2014. Section 18(2) of the Act requires organisations to include: “a summary of the regulated procurements that have been completed during the year covered by the report”.

2.1 Regulated Contracts Awarded

A regulated procurement means the seeking of offers and award of a contract or framework agreement with a value equal to or more than £2M for works or £50,000 for goods and services. Regulated procurement processes are governed by regulations set out within the Procurement Reform (Scotland) Act 2014.

During the Reporting Period, the Council conducted 45 regulated procurement processes, worth up to £151,932,613.15 over their lifetime. In addition to these regulated contracts awarded, a further 175 non-regulated contracts were awarded during the same period.

A record of all regulated contracts awarded during the Reporting Period is provided at Annex A of this Report.

The Council's contract register is also available online and enables searches for live, planned, and collaborative contracts entered into by the Council. This register is maintained to provide a record of all contracts over £20,000 and can be found on the Council's website ([Council contracts and tender opportunities - Dumfries and Galloway Council \(dumgal.gov.uk\)](https://www.dumgal.gov.uk/council-contracts-and-tender-opportunities)).

2.2 Collaborative Procurement Activity

Collaborative procurement activity is where the Council participate in a contract or framework agreement which is awarded by another public-sector organisation on our behalf or where the Council tender on behalf of ourselves and other public-sector organisations.

The use of and implementation of collaborative contracts, for example, those awarded by Crown Commercial Services, Scottish Government or Scotland Excel, are considered fully compliant and an assessment to ensure they represent best value for money for the Council is conducted prior to their use. We have continued to participate in a range of National Category Forums and all User Intelligence Groups for the contracts we use, to influence the procurement strategy to support our needs and to promote opportunities for D&G businesses.

During the Reporting Period, 44.01% of our spend was through collaborative contracts. This is an increase from the previous financial year, where 31.60%, which had also seen a considerable increase from 19.88% of our spend, go through a collaborative contract. This increase has been largely due to improved reporting and use of national contracts. The procurement compliance review highlighted spends where national collaborative contracts were being used but not appropriately reported and this has now been addressed and is reflected in this performance improvement. A target of 45% of spend is included within the corporate procurement team's performance indicators for the next financial year (2022/23) as we continue to aim for collaborative spend but only where it provides direct benefit to the Council and to the economic growth of the region.

Section 3 – Review of Regulated Procurement Compliance

This section includes information that is required as a minimum by the Procurement Reform (Scotland) Act 2014.

Section 17 of the Act makes it mandatory for regulated procurements to be carried out in accordance with the organisation's procurement strategy. Section 18 (2) of the Act states that an annual procurement report must include "a review of whether those procurements complied with the authority's procurement strategy" and "the extent to which any regulated procurements did not comply, and a statement detailing how the organisation will ensure that future regulated procurements do comply".

3.1 Procurement Compliance:

The table below provides a summary of the Council's procurement spend and related contract activity relative to the Reporting Period:

Total Value of Procurement Spend	£196,048,801.58
% Of Procurement Spend on Contract	87.42%

There has been an increase in the level of procurement spend on contract during the Reporting Period from 80.64% in the previous period (FY 2020/21) to 87.42% in this Reporting Period. This improvement followed a review which was undertaken from April 21 through to October 2021 and had a detailed analysis of procurement compliance as a key recommendation from the Finance, Procurement & Transformation Committee's Review of Financial Procedures and Procurement Standing Orders. Following the procurement compliance review, a contract action plan was agreed by Finance, Procurement and Transformation Committee at their meeting on 9 November 2021, which set out to address historical areas of spend which are not matched to contract. This contract action plan is incorporated within the wider contract workplan within the Council's published contract register and at Annex B of this report.

Key Findings from this compliance review reported:

- Significant improvements have been made in recent years in increasing the proportion of the Council's procurement spend that is undertaken in a compliant manner in line with regulations and the Council's agreed policies and standing orders. This has been achieved through the development of improved procedures and standing orders and informed by the actions agreed by Elected Members through a series of scrutiny reviews over recent years. Elected Members have received regular updates on progress on these matters as part of Procurement annual reports and quarterly updates since 2015, outlining levels of compliance with Procurement Standing Orders and progress to improve this measure. The current overall Council position, following this recent detailed review of compliance, was that 85.4% of current spend was found to be fully compliant with Procurement Standing Orders. This demonstrated the journey of continuous improvements since the financial year 2015/16 where the reported level of compliant spend at that time as a baseline was 51%.
- The organisational changes over this time, alongside the continued improvements in relation to our procurement policies, training and support has resulted in this significant reduction in non-compliance with ongoing work now being progressed to secure further improvements, which has been further strengthened by the Committee led review and recommendations. The additional resources agreed by Members at the Finance, Procurement and Transformation Committee meeting of 11 February 2021 are assisting in the acceleration of improvements and the delivery of agreed actions and provides for a strong base from which to make significant further progress.

- The term 'non-compliance with Procurement Standing Orders', covers a range of reasons or issues, and it is important to clarify what this term means to better understand the analysis from the review, progress to date, the current issues to be addressed and the appropriateness of actions proposed to achieve improvement. The key reasons for expenditure being non-compliant identified during the review were:
 - Rolling forward historical arrangements where previously compliant contracts had expired but have continued to be used. Some examples of where services have continued to use expired contracts included:
 - Situations where there were insufficient resources or capacity available to progress a tender process to renew the contract or to manage a change of supplier at the time of contract expiry.
 - Services have sought to extend the contractual arrangements but have done so in a non-compliant manner. Opportunities to extend arrangements are fairly limited within the procurement regulations. In these circumstances, operational priorities have required a continuation of supply, resulting in a temporary failure to comply with Procurement Standing Orders.
 - Contracts are in place but have been awarded in a manner not wholly compliant with the detailed provision of the Council's Procurement Standing Orders. Reasons for this can include:
 - Where external funding is in place to fund the expenditure - Procurement Standing Orders do still apply irrespective of the funding source, however this is often an area of confusion for officers and non-compliance can occur where Services have prioritised ensuring compliance with the funder's detailed requirements and have not fully appreciated the requirements to also comply with Council procedures at the same time.
 - Where an existing contract is already in place or where national framework agreements for expenditure are used but these are used incorrectly and not in a manner compliant with Procurement Standing Orders (for example, notices are not published or disaggregation of spend is not considered).
 - Disaggregation of spend – this occurs where low value tender procedures are followed (e.g., Quick Quote or informal quotation processes) but this is done on a repetitive basis for similar requirements. In accordance with the Procurement Standing Orders, a review of the Council's requirements for goods, services and works needs to be undertaken over a four-year period to establish the appropriate procurement route to be followed. This is necessary to ensure compliance with procurement regulations.
 - Formal contract arrangements are not in place:- This occurs in more complex and novel areas of spend, many of which now require time and thought to provide a compliant route to procurement, which continue to meet the wider ambitions of how these goods, service and works are delivered, which are often delivered by local suppliers and are intended to support local supply chain and local products or where there is a very limited supply base available.
- This review identified expenditure of £21,004,077 (14.6% of annual procurement spend across the Council) was deemed to be non-compliant with the Council's Procurement Strategy and Procurement Standing Orders for the reasons outlined above. This expenditure has been prioritised within the contract workplan and some

areas addressed during the Reporting Period as is reflected within the overall compliance position reported above.

- Analysis of the non-compliant spend highlights expenditure across several commodity areas which required action to ensure compliance including procurement of 'fit for purpose' contracts. The table below provides a breakdown by commodity with the number of contracts which are currently delivered under non-compliant arrangements and the reasons identified for non-compliance as described above:

Commodity Spend Area	Estimated Annual Procurement Spend	Number of contracts which continue to be used after they expired	Number of contracts in place which have not been compliantly procured	Number of arrangements where there is no formal contract in place	TOTAL
TOTAL	£21,004,077	89	184	95	368
Construction / Property Maintenance	£5,110,248	8	37	13	58
Roads	£732,723	5	5	16	26
Waste	£1,092,895	12	2	1	15
Social Care	£4,311,273	17	49	15	81
Fleet	£2,387,396	5	49	6	60
Temporary Accommodation and Support	£1,371,053	9	0	1	10
Services	£5,229,258	31	31	33	95
Goods	£769,231	2	11	10	23

- Further details of the key contract requirements under each of these commodity areas with indicative dates for progressing this procurement activity alongside the wider compliance action plan agreed are detailed within the **Annex C** to this Report. The planned dates within the action plan were set to be achievable subject to securing and retaining central procurement resourcing arrangements, and therefore planned dates have been subject to further update as the actions progressed. Updates on delivery of the programme of procurement has been provided and will continue to be provided to Finance, Procurement and Transformation Committee, as part of the overall Implementation Plan and regular Procurement Performance updates.
- In carrying out this review, officers sought to undertake a comparison to procurement compliance levels in other local authorities across Scotland. However, a like for like comparison could not be presented as other local authorities have confirmed that they calculate and report compliance levels in different ways with the majority only reviewing and reporting on transactions over the regulated procurement thresholds (goods and services over £50,000 and works over £2,000,000). The approach adopted by Dumfries and Galloway Council is more robust and reflects the standards of compliance that Elected Members expect to see following their review and therefore included all external expenditure, which supports the Council to move towards a position of full compliance.

3.2 Supply Chain Payment Performance

The Council include an obligation on all works contracts for our primary contractors to pay invoices within 30 days for all sub-contractors.

The contractual clause also provides for sub-contractors and members of the supply chain to be able to notify the Council as an escalation for failure to comply with the obligated payment terms by any main contractor.

During the Reporting Period no complaints have been made to the Council regarding payments in the supply chain.

To support the Council's suppliers the Council have continued to make payments as quickly as possible for valid invoices received during the Reporting Period, the table below provides an overview of the Council's payment performance:

Percentage of invoices paid within 30 days (contractual term)	92.5%
Percentage of invoices paid within 20 days	17.8%
Percentage of invoices paid within 10 days	65.3%
Percentage of the number of invoice payments made by electronic means	98.2%

The Council are reviewing arrangements for the next reporting period to undertake appropriate and proportionate checks to ensure compliance with the contractual clauses to ensure timeous payment in the supply chains.

3.3 Fair Work First

An updated Sustainable Procurement Policy was also agreed during the Reporting Period (March 2022) with implementation of this and the wider Fair Work First criterion being adopted and monitored through this updated policy. A copy of the updated policy is available on the Council's website: [Sustainable-Procurement-Policy.pdf \(dumgal.gov.uk\)](https://www.dumgal.gov.uk/sites/default/files/2022-03/Sustainable-Procurement-Policy.pdf). Full implementation of this Policy will take place throughout the next financial year.

During the Reporting Period, the Council continued to include Fair Work First criterion in all relevant tenders. The Council set a target for 75% of Regulated Contracts to be awarded to a supplier who had commitment to payment of the Scottish Living Wage, this was surpassed with 86% of regulated contracts awarded were to suppliers committed to paying the living wage.

Fair Work First commitments are also monitored and managed by the responsible contract owners as an integral part of the contract delivery commitments made by the Council's suppliers during the tender procedures.

This positive achievement highlights the influence of procurement spend on our supply chains as we strive to improve the employment opportunities within Dumfries and Galloway, Scotland, and the wider UK where our supply chains are based.

Section 4 – Sustainable Procurement Summary

This section includes information that is required as a minimum by the Procurement Reform (Scotland) Act 2014. Section 18(2) of the Act states that it is mandatory for an annual procurement report to include “a summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report”.

Section 18(2) of the Procurement Reform (Scotland) Act 2014 requires organisations to include “a summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report”.

4.1 Community Benefits

Community Benefit Clauses will build a range of economic, social, or environmental obligations into relevant Council contracts.

During the Reporting Period the Council tested various procedural approaches to securing community benefit commitments and through a newly established Community Benefit Forum included a continuation of a refreshed points-based scoring model within the new Sustainable Procurement Policy approved in February 2021. As part of this, we aim to ensure that the community benefits delivered are aligned to addressing the key economic priorities across Dumfries and Galloway and that we maximise the benefits to the communities where the contracts are being delivered. We also aim to provide a connection to industry support available, ensuring the benefits delivered within Dumfries and Galloway are maximised, targeting key audiences and particularly those furthest removed from the job market for employability support and opportunities.

This is achieved through:

- Stakeholder engagement: We will ensure continuous liaison with key relevant stakeholders who will include local support agencies, voluntary and third sector agencies and the Council’s economic development team.
- Market engagement: We will provide a link between suppliers delivering community benefits by attending local and national ‘Meet the Buyer’ events, Procurex, GO Awards and Chamber of Commerce business opportunities event, outlining our approach and promoting our expectations of delivery of community benefits.
- Compliance with the Council’s commitments: We will align community benefits objectives with the Council’s priorities of:
 - Building the local economy
 - Providing the best start in life for all our children of Protecting our most vulnerable people
 - Being an inclusive council
 - Urgently responding to climate change and transition to a carbon neutral region.
- Establishment of the Council’s “Community Benefits Forum” We have set up the “Community Benefits Forum” to provide a consistent strategic approach by developing, promoting, and delivering community benefits across the Council. The Forum, including representatives from the Council’s Economic Development, Employability, Skills & Partnerships, Communities (Ward Officers), Construction, Education and Procurement teams, will be responsible for:
 - pro-actively communicating and providing guidance on the Council’s community benefits objectives and requirements with internal and external stakeholders including the guidance to contract owners on the relevant and proportionate community benefits objectives.
 - offer guidance to industry on the direction of community benefits to ensure alignment with the key economic priorities across Dumfries and

Galloway and ensure that we maximise the benefits to the communities where the contracts are being delivered.

- ensure local economic development information, such as employability programmes, funding opportunities, community initiatives, education activity and Community Plan objectives are shared with service departments and Corporate Procurement Team. As appropriate this intelligence will be shared with potential Tenderers, suppliers or market and communicated through formal procurement channels.
 - consult the community benefits delivery outcomes with the local community groups, and capture lessons learned.
 - support the delivery of Community Benefits by identifying opportunities to help maximise local employment and training opportunities.
 - manage community engagement opportunities and assist with delivery of supply chain opportunities.
 - provide leadership on best practice and continually seek improvement and innovation.
- **Community Benefits Point Based System:** We adopt a Point Based System within tenders for the inclusion of contractual community benefits. This is a common approach across the Scottish local authorities. The approach allows the Council to develop a menu of community benefits, which is based on the best practice across Scotland and engagement with industry bodies but targets specific priority groups or benefits for Dumfries and Galloway. It also provides flexibility to reflect local priorities and ensure it is relevant and proportionate to a contract scope. The development of the menu will be the responsibility of the Council's Community Benefits Forum.
 - **Highlighting Importance of Community Benefits:** We will highlight the social value importance by increasing the Community Benefit's weighting in the procurement of the relevant contracts to a minimum of 5-10% of the total score for tender evaluation of relevant contracts. (ONGOING DELIVERY / IMPLEMENTATION)
 - **Engagement with Suppliers on the Community Benefits delivery:** We will closely work with Suppliers to provide case studies on their achievements and, where relevant, publish these via the various Council's media platforms (ONGOING IMPLEMENTATION / DELIVERY)

Community Benefit Commitments

Under the Sustainable Procurement Duty, the Council must consider community benefits for all procurement processes at or above £4 million in value. The Council awarded **2** contracts / frameworks whereby the overall ceiling value exceeded this amount during the Reporting Period and these agreements included community benefit requirements, however specific commitments will be defined and reported at the time of call offs from these agreements and reported in subsequent annual reports. A further 9 contracts were awarded which included community benefits requirements below this threshold.

Whilst this is a low proportion of the overall number of contracts awarded, further commitments are obtained and delivered through wider framework suppliers. This is also representative of the nature of the contracts that have been procured during the Reporting Period where inclusion of community benefit requirements would have been disproportionate to the main subject of the contract, particularly where the contracts are of lower value and / or short duration.

Of the 11 contracts which secured community benefit commitments, a record of the specific contractual commitments made is listed in the table below:

Community Benefit Commitment	Number
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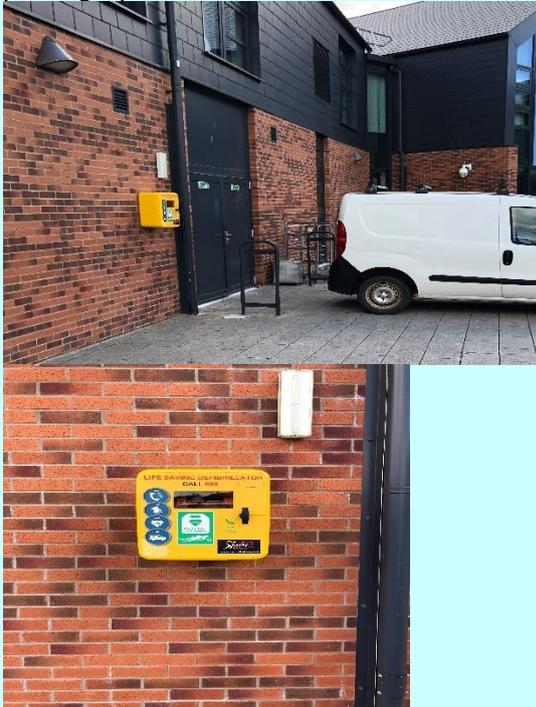
Number of apprenticeships filled by priority groups	1
Number of work placements for priority groups	9
Number of qualifications achieved through training by priority groups	1
Other community benefits fulfilled	4

Community Benefit Delivery Case Studies

To illustrate the types of benefits being delivered through these community benefits during the Reporting Period, some examples are noted below:

Case Study – EV Charging Points Contract

A contract was awarded for the installation of electric vehicle charging points to Connected Kerb Ltd and as part of the contract award, they committed to delivery of community benefits. In delivering this commitment, they installed an existing defibrillator (belonging to Heston Rovers Youth Football Club) to a cabinet so that it will always be charged. Connected Kerb Ltd also funded another defibrillator for North West Community Campus, which included the provision and installation of another cabinet for the defibrillator on the school grounds. The photographs below demonstrate the delivery of these commitments:



Case Study – Core Paths Maintenance Contract

The Council also awarded a contract for maintenance of core paths across the region to J Findlay Ltd for a longer contract period than had previously been tendered. This provided an opportunity through the community benefit commitments to create new employment opportunities which resulted in sustainable employment for 2 employees. Further details of this are included within this case study provided by the supplier:



J G FINDLAY
IMPROVING YOUR ENVIRONMENT

Case Study

Dumfries and Galloway Council Core Path procurement and wider longer term historical procurement.

By James Findlay for JGFindlay Ltd 13/07/22

Introduction

This brief case study aims to highlight the positive impact we as a company have been able to create through wider community benefits and longer term contractual commitments given through the Council's contracts.

Background

JGFindlay Ltd is a company established and based in Dumfries and Galloway that continually aims to create new employment opportunities for as many people as it can. It aims to provide an avenue for employees to better their career journey, and provide local work to local people. We operate in grounds maintenance and highway maintenance. I will look at the core path contract and expand on how it has helped two employees be retained and developed by the company. I will also give a brief insight into longer term historical contracts that have also allowed the company to provide a platform for staff development as well as company growth as a whole.

Core Paths Contract

JGFindlay Ltd bid and won the most recent core path maintenance contract. This allowed us to retain two key employees, namely ___ and ___ who are key individuals concerned with the delivery of the contract. The contract has provided job security for them, thus making for a more assured working environment for which they can rely on the company as an establishment. This is key for a local company aiming to fulfil its duties in a circular economy. The opportunity to bid for contract such as the core path contract, and contracts like it, is key to being able to offer organic and authentic employment opportunities such as the ones ___ and ___ have taken.

Wider long term contracts

JGFindlay Ltd has also benefited from longer term contracts procured by Dumfries and Galloway Council throughout its business life. These opportunities allowed for sustained growth and develop robust systems to aid and improve delivery of the contracts, thus providing a healthy environment to provide employment opportunities. There can be areas where common themes are shared by both parties that are very beneficial to the well being of the company, the companies employees, and the service being provided. Core community values can be encouraged by this type of environment and the end aim is for a gratifying life for an employee both living and working in the area.

4.2 Supported Businesses

Supported Businesses make an important contribution to the Scottish economy, through the goods and services they deliver, but also by providing meaningful employment, training, and social support for those who may otherwise be excluded from the workplace.

Supported businesses are social enterprises whose main aim is to integrate disabled or disadvantaged people socially and professionally. Their workforce must be at least 30% disabled or disadvantaged. Social enterprises are businesses with a social or environmental purpose and whose profits are re-invested in fulfilling their mission. They empower communities, tackle social problems, and create jobs.

Consideration of supported businesses is always included in the development of all contract strategies for contracts over £50,000 within Dumfries and Galloway Council. However, during the Reporting Period there has been limited opportunity as supported businesses have not been available for the markets required to meet our contracted needs. 5 contracts have been awarded to Supported Businesses during the Reporting Period.

In addition, the Council continued to utilise the Scotland Excel furniture services framework, with a spend of £1,311,180 through this framework. The Council's chosen supplier has

committed to 2% of this spend then being spent with Supported Businesses through their supply chain.

The Council also recognises the value of third sector organisations and continues to work with the third sector to deliver services across the region. Third sector organisations include the voluntary sector, charities, and social enterprises (including social firms and supported businesses). During the Reporting Period, the Council have spent a further £4,412,660 with third sector organisations.

Section 5 – Future Regulated Procurements Summary

This section includes information that is required as a minimum by the Procurement Reform (Scotland) Act 2014. Section 18(2) of the Act states it is mandatory that an annual procurement report must include “a summary of the regulated procurements the authority expects to commence in the next two financial years.”

Acting in a transparent and proportionate manner is an effective way by which the Council can encourage competition and achieve better value for money in its procurements. It promotes wider participation in the public procurement process and this information will give notice to suppliers of future opportunities.

Whilst it is acknowledged that at the time of preparing an annual procurement report, it is unlikely to know what the precise requirements will be over the course of the next two financial years, the Council are able to provide a brief forward plan of anticipated procurements. This information is provided within Annex B of this Report and is also maintained with regular updates made on the contract register published on the Council website ([Council contracts and tender opportunities - Dumfries and Galloway Council \(dumgal.gov.uk\)](http://dumgal.gov.uk)). This not only includes regulated procurements, but all planned over £20,000 procurement activity.

The Council also regularly publish Prior Information Notices for contracts to engage markets early of the forthcoming opportunities, this notice often facilitates market research, feedback and informs procurement timescales.

Section 6 – Project Delivery Updates

6.1 Purchase to Pay

The Council embarked on a Purchase to Pay transformation project in 2018 and this project concluded during the Reporting Period.

The project was set up to ensure the Council had in place effective and efficient processes and systems for purchase to pay activities. The key objectives of the project were to simply and automate the process and to improve the Council's payment performance.

The diagram below illustrates the purchase to pay lifecycle:



The following table highlights key achievements delivered through the project aligned to each element of the P2P lifecycle:

Ordering	<ul style="list-style-type: none"> • Introduction of e-forms (incl. urgent payments and new suppliers) • Creation of centralised ordering hubs • Procurement pre-approvals configured for commitments and new supplier requests • Introduction of optical character recognition (OCR) templates to load invoices onto system obviating manual punching • Completing the review of authorisation and access hierarchies and limits in the corporate ordering and payment system. • Training, support and alignment between the Billing Ordering and Payment team and the corporate procurement team to ensure common goals and objectives are in place and each team are supportive of the other and can act as gatekeeper and provide service leads with appropriate information to support compliance with corporate policies
Analysis	<ul style="list-style-type: none"> • Review of existing systems and integrations • Removal of PECOS • Introduction of Integra RSS as the “corporate ordering system” • Implementation of No PO No Pay policy • Majority of hard copy invoices moved to electronic invoicing • Enabled commitment accounting to take place • Introduction of new Purchase Card contract • “Go Live” with Virtual Purchase Card
Sourcing	<ul style="list-style-type: none"> • Supplier housekeeping with removal of suppliers not used for over 2 years and catalogues with no contractual arrangement with the Council

	<ul style="list-style-type: none"> • Creation of Contract Register on RSS to allow quick view of existing contracts • Defined process and roles and responsibilities for catalogue management • PCS-Tender is used for all tender activity over £50K, unless express approval is provided due to market supplier capability
Overarching	<ul style="list-style-type: none"> • Lean 6 process review • Systems review and roll out of a single corporate ordering system including more robust financial control of Council spend • Alignment between procurement and financial transactions activities, to support procurement compliance

The project had included the roll out of an early payment programme which was intended to generate an income to the Council, however this has not been progressed as the Council focus on supporting the economic recovery following the Covid-19 restrictions.

The project included the following savings and benefits targets which have been achieved and exceeded:

- Financial Savings; The target savings figures of 1.0 FTE in 2019/2020; 2.0 FTE in 2020/2021; 2.0 FTE in 2021/2022 (achieved 5.4 FTE with the additional savings contributing to the required Admin & Support project savings. It is also important to recognise that delivery of the project has reduced the management & supervision requirements in relation to separate ordering and payment system which were previously managed by services themselves, this time saving is not reflected in these figures.
- Performance improvements
- Suppliers/clients paid quicker
- Sustainable and more resilient team through a centralised function.

6.2 Review of Internal Financial Procedures and Procurement Standing Orders

At the meeting of Full Council on 17 December 2020, Elected Members agreed the recommendations from the Finance, Procurement and Transformation (FPT) Committee review of the Council's internal financial procedures and procurement standing orders. Finance, Procurement and Transformation Committee on 11 February 2021 agreed an implementation plan to address the recommendations and agreed the allocation of resources from the Corporate Change Fund over two years (2021/22 and 2022/23) to ensure this could progress.

Annex D provides an extract of the wider action plan to include only the procurement relevant actions and the latest update at the end of the Reporting Period.

Main actions which have been taken forward under this project include:

- Contracts Register - The comprehensive contract register was prepared and went live on the 1 April 2022 and thereafter published on the Council's website from the 30 April 2022, following the extensive review and analysis of existing contracts.
- Procurement Compliance Review – a detailed review of procurement analysis was undertaken, with an action plan to improve on this approved as set out at Annex C of this Report.
- PCIP Assessment – Scotland Excel have carried out a review and assessment of progress on procurement practice and this features in a separate report on the agenda for this Committee meeting, aligned to the PCIP assessment framework.
- Review of Procurement Standing Orders – work has progressed on this review and updates on the contract and supplier management policy and sustainable procurement policy are on the agenda for this Committee. Further work on updating

the standing orders taking account of all feedback from this review and further actions has been re-scheduled to be included in an update later in the year.

- Training – A programme of training on procurement has been deployed in support of officers and Elected Members.
- Procurement Delegations – Procurement delegation to services has been removed by the Head of Finance & Procurement for contract activity between £20,000 - £50,000 pending delivery and recommendation on the business-as-usual post project arrangements to be considered and agreed by Elected Members.
- Securing resources - progress continues to be made on specialist resourcing for the work programme, with funding allocated to support this and people recruited to the key posts.
- Culture – the staff engagement programme – Supportive Conversations - in support of this work and the delivery of the People Strategy have been taking place in February and March 2022.

Ongoing delivery of this project is a predominant priority within the Procurement Strategy for financial year 2022/23.

Section 7 – Key Statistics Summary

This section includes information that is required by Scottish Government and will be incorporated within the Scottish Minister's annual procurement report for financial year 2021/22.

1. Organisation and report details

a) Contracting Authority Name	Dumfries and Galloway Council
b) Period of the annual procurement report	2021/2022
c) Required by s18 Procurement Reform (Scotland) Act 2014 to prepare an annual procurement report? (Yes / No)	Yes

2. Summary of Regulated Procurements Completed

a) Total number of regulated contracts awarded within the report period	45
b) Total value of regulated contracts awarded within the report period	£151,932,613.15
c) Total number of unique suppliers awarded a place on a regulated contract awarded during the period	110
i) how many of these unique suppliers are SMEs	91
ii) how many of these unique suppliers are Third sector bodies	7

3. Review of Regulated Procurements Compliance

a) Number of regulated contracts awarded within the period that complied with your Procurement Strategy	45
b) Number of regulated contracts awarded within the period that did not comply with your Procurement Strategy	0

4. Community Benefit Requirements Summary

Use of Community Benefit Requirements in Procurement:

a) Total Number of regulated contracts awarded with a value of £4 million or greater.	2
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b) Total Number of regulated contracts awarded with a value of £4 million or greater that contain Community Benefit Requirements.	2
c) Total Number of regulated contracts awarded with a value of less than £4 million that contain a Community Benefit Requirements	9
Key Contract Information on community benefit requirements imposed as part of a regulated procurement that were fulfilled during the period:	
d) Number of Jobs Filled by Priority Groups (Each contracting authority sets its own priority groups)	0
e) Number of Apprenticeships Filled by Priority Groups	1
f) Number of Work Placements for Priority Groups	9
g) Number of Qualifications Achieved Through Training by Priority Groups	1
h) Total Value of contracts sub-contracted to SMEs	£not recorded
i) Total Value of contracts sub-contracted to Social Enterprises	£not recorded
j) Total Value of contracts sub-contracted to Supported Businesses	£not recorded
k) Other community benefit(s) fulfilled	4
5. Climate change	
a) Number of regulated contracts awarded within the report period that included a climate-related requirement.	0
6. Fair Work and the real Living Wage	
a) Number of regulated contracts awarded during the period that included a Fair Work First criterion.	28

b) Number of regulated contracts awarded during the period where the supplier committed to pay the Real Living Wage in delivery of the contract.	40
7. Payment performance	
a) Number of valid invoices received during the reporting period.	104,264
b) Percentage of invoices paid on time during the period (“On time” means within the time period set out in the contract terms.)	92.5
c) Number of regulated contracts awarded during the period containing a contract term requiring the prompt payment of invoices in public contract supply chains.	8
d) Number of concerns raised by sub-contractors about the timely payment of invoices within the supply chain of public contracts.	0
8. Supported Businesses Summary	
a) Total number of regulated contracts awarded to supported businesses during the period	5
b) Total spend with supported businesses during the period covered by the report, including:	£4,412,660.43
i) spend within the reporting year on regulated contracts	£4,412,660.43
ii) spend within the reporting year on non-regulated contracts	(Included above at 8(B)(i)– spend report is not broken down to regulated / non regulated)
9. Spend and Savings Summary	
a) Total procurement spend for the period covered by the annual procurement report.	£196,048,801.58
b) Total procurement spend with SMEs during the period covered by the annual procurement report.	£9,883,190.01
c) Total procurement spend with Third sector bodies during the period covered by the report.	£7,204,815.50
d) Percentage of total procurement spend through collaborative contracts.	44.01%

e) Total targeted cash savings for the period covered by the annual procurement report

£150,000

i) targeted cash savings for Cat A contracts

£50,000

ii) targeted cash savings for Cat B contracts

£50,000

iii) targeted cash savings for Cat C contracts

£50,000

f) Total delivered cash savings for the period covered by the annual procurement report

£307,105.70

i) delivered cash savings for Cat A contracts

£0

ii) delivered cash savings for Cat B contracts

£238,998.00

iii) delivered cash savings for Cat C contracts

£68,107.70

g) Total non-cash savings value for the period covered by the annual procurement report

£1,237,382

10. Future regulated procurements

a) Total number of regulated procurements expected to commence in the next two financial years

355

b) Total estimated value of regulated procurements expected to commence in the next two financial years

£323,871,402

Public Procurement Priorities – Public Sector Organisation Progress Report FY2021-22

Guidance: Please complete a short narrative on your organisation's overall progress against the Priorities (max 300 words) and the boxes below to indicate your organisation's progress. The Priorities and their Aims (Table 1) and suggested Success Indicators (Table 2) are included as a guide below. The indicators are precisely that – you may have other examples of how you have delivered against the Priorities.

Organisation	<i>Dumfries and Galloway Council – prepared by Karen Scott, Procurement and Commissioning Manager</i>
Date	<i>23 August 2022</i>

Summary Narrative of Progress against the 7 Priorities (300 words)

During delivery of an improvement project to action the key recommendations arising from the Finance, Procurement and Transformation Committee's Review of Financial Procedures and Procurement Standing Orders and ongoing monitoring, the profile of procurement across the organisation has increased significantly. This has seen the introduction of a Procurement Officer Group and resurrection of regular service reporting and engagement with Management Teams and Senior Leadership Team on key procurement issues and activities. Cross sector and cross functional working has also further developed with DGC procurement service representation at national forums, PIP Steering Group and SXL Commercial Board externally and representation on various project boards and the Digital Transformation Board and Capital Investment Board included provided.

The Council have prioritised the ongoing development and growth of procurement talent with a temporary increase in the corporate procurement team resource to deliver the improvement project. All members of the team are progressing professional qualifications, where relevant and the wider organisation are engaged in a programme of procurement training.

A review and update of the Council's Sustainable Procurement Policy and Contract and Supplier Management Policy has been undertaken and the key commitments from these policies are now being taking forward.

The Council have commenced a Community Wealth Building Project which has reviewed existing good practice and identified areas for ongoing improvements which are now being progressed with an update of the Procurement Standing Orders due within the next financial year. This will further enhance the existing strong performance with local supply chains which has developed resilience, particularly during the Covid-19 pandemic.

Progress Indicator *(Place an 'x' in the box that best represents progress – do so for each priority)*

Priority	Fully Delivered	Good Progress	Partial Progress	No Progress
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Leadership & Visibility	<i>Place an 'x' in the box that best represents progress</i>	X		
Sustainable Economic Recovery		X		
Supply Chain Resilience (Public Sector)			X	
Maximise Impact of the Sustainable Procurement Duty		X		
Climate Emergency			X	
Achieving Professional Excellence		X		
Using Systems to Drive Sustainable Outcomes and Support Reporting		X		

Table 1: The Public Procurement Priorities and their Aims

Priority	Leadership & Visibility	Sustainable Economic Recovery	Supply Chain Resilience (Public Sector)	Maximise Impact of the Sustainable Procurement Duty (including post-EU exit implications)	Climate Emergency (including carbon reduction and circular economy)	Achieving Professional Excellence (against national policy and standards)	Using Systems to Drive Sustainable Outcomes and Support Reporting
Aims	<i>Engage and influence organisation leaders and stakeholders Identify and own escalated issues</i>	<i>Mainstream Sustainable Procurement and related tools</i>	<i>Manage business continuity through supply chain shocks (e.g. Pandemic; post-EU Exit)</i>	<i>Understand and exploit any flexibility within current Rules and our international obligations to support economic recovery</i>	<i>Embed climate considerations in a 'whether', 'what', 'how' and 'how much' we buy approach</i>	<i>Create and develop the talent we require now, and in the future, to deliver on our ambitions</i>	<i>Embed national and tailored sectoral systems and best practice tools across the Scottish public sector and supply base</i>
	<i>Raise profile with better communications internally & externally</i>	<i>Use of Intelligent Data & Local Partnerships</i>	<i>Build/support immediate and longer-term resilience in critical supply chains</i>	<i>Explore further options to maximise priority outcomes and financial wellbeing to ensure Scotland maintains</i>	<i>Integrate climate action in contract and supplier management activities</i>	<i>Develop and/or implement collaborative targeted capability programmes to build skills and</i>	<i>Increase the visibility / use of other systems in use across sectors</i>

				<i>its competitive position in the world</i>		<i>competencies, driving consistency in approaches</i>	
	<i>Identify and own escalated issues</i>	<i>Inclusive & Responsible Supply Chains</i>	<i>Collaborate on opportunities to grow capacity & capability in targeted sustainable supply chains</i>		<i>Seek local leaders, stakeholder and supplier commitment to developing cross-functional roadmaps that exploit opportunities for economic development while delivering on our climate ambitions</i>	<i>Ensure that training and professional development continues to be available to the sector during the pandemic and post-pandemic period</i>	<i>Develop a strategy to enable the sharing of these systems and tools across sectors to enhance outcomes</i>
		<i>Understand what good looks like, tracking performance and tackling opportunities to deliver better outcomes</i>					

Table 2: The Public Procurement Priorities and Success Indicators – What success could look like¹

Priority	Leadership & Visibility	Sustainable Economic Recovery	Supply Chain Resilience (Public Sector)	Maximise Impact of the Sustainable Procurement Duty (including post-EU exit implications)	Climate Emergency (including carbon reduction and circular economy)	Achieving Professional Excellence (against national policy and standards)	Using Systems to Drive Sustainable Outcomes and Support Reporting
Delivery/ Success Statement (What success could look like)	<i>Increasing the visibility of procurement</i> <i>Reviewing and refreshing existing engagement with key stakeholders</i>	<i>Utilising Sustainable Procurement tools to support the delivery of social, economic, or environmental benefits for communities (local or connected through supply chains)</i>	<i>Being dependable to partners within supply chains, taking adequate precaution against supply chain disruption</i> <i>Arranging contingency</i>	<i>Utilising the Sustainable Procurement Duty to deliver social, economic and/or environmental benefits from organisational spend</i>	<i>Identifying and mitigating risks within your org's supply chains</i> <i>Reporting against specific priorities in annual reports</i>	<i>Promoting training and development to support the professionalisation of procurement in Scotland</i> <i>Taking steps to enhance commercial</i>	<i>Development of organisational norms around the use of PCS, PCS-T, Procurement Hub & PECOS</i> <i>Commitment to improving competence with</i>

¹ The Delivery/ Success statements in full can be found at [Public Procurement Priorities 2021-22 - PDF - Final - May 2021.pdf](#)

	<p><i>Improving communications</i></p> <p><i>Empowering leaders to understand their role in driving impactful procurement</i></p> <p><i>Identification, management, and mitigation of potential risk</i></p> <p><i>Identifying opportunities for cross-sector and cross-functional working</i></p>	<p><i>Utilising responsible procurement practices</i></p> <p><i>Creating opportunities for local and third sector businesses to bid for, and win, contracts</i></p> <p><i>Using data, where appropriate, to support well-reasoned decision making and highlight future opportunities</i></p>	<p><i>processes should conventional ways of working be disrupted by unforeseen or unpredicted events</i></p> <p><i>Where offset of risk is impossible, having a process for the mitigation and management of potentially disruptive events</i></p> <p><i>Where possible, working collaboratively to both reinforce and grow links in supply chains</i></p>	<p><i>Using the duty to advance other key shared priorities as it relates to Fair Work, Circular Economy, Community Wealth Building, increasing access to skills development and training</i></p>	<p><i>Utilising existing tools and service to access guidance and resources</i></p> <p><i>Carbon mapping to understand procurement activity emissions</i></p> <p><i>Using climate impact reduction road-mapping</i></p> <p><i>Aligning climate and economic development objectives</i></p> <p><i>Sourcing guidance from benchmarking and best practice</i></p>	<p><i>capability of procurement teams and championing continuous improvement</i></p> <p><i>Working collaboratively to share best practice and contribute to knowledge sharing with similarly oriented organisations</i></p> <p><i>Creating development plans aligned to the Procurement Competency Framework</i></p>	<p><i>and familiarity of updates to system/service functionality</i></p> <p><i>Ensuring that relevant personnel have the required competence to utilise systems in order to deliver on key shared priorities</i></p>
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Summary of Regulated Contracts Awarded during Financial Year 2021/22

Contract Title	Awarded Supplier	Actual Total Contract Value	Tender Route	Date of Award	Contract end date (disregarding any options to extend the contract)
Feasibility study into solar array on Locharmoss landfill site	RPS	£ 74,630.00	Open Tender	09/04/2021	08/10/2021
Rhins of Galloway Coast Path (interpretation)	Bright 3D Environments Limited	£ 190,000.00	Open Tender	13/07/2021	12/07/2022
Care and Support at Home	1 st Homecare Beyond Limits (Plymouth) Ltd Care Solutions Homecare Ltd Cera Care Operations (Scotland) Limited Crossroads Annandale & Eskdale Crossroads Care and Support Crossroads Caring Scotland Community Integrated Care Dumfries and Galloway Mental Health Association Guardian Response Ltd Independent Clinical Services Limited T/A Scottish Nursing Guild JPM Community Care Services Ltd Key Housing Association Leonard Cheshire Disability Quarriers Rainbow Services (UK) Ltd Scottish Autism Stewartry Care The Richmond Fellowship Scotland	£ 125,600,000.00	Framework Call Off	01/04/2021	31/03/2025

Contract Title	Awarded Supplier	Actual Total Contract Value	Tender Route	Date of Award	Contract end date (disregarding any options to extend the contract)
	Turning Point Scotland Voyage 1 Limited T/A Voyage Care				
Vehicle In Cab / Back office Software and Hardware	Webaspx Ltd	£ 293,552.26	Framework Call Off	26/04/2021	25/04/2026
Waste haulage	The NWH Group Ltd	£ 2,248,852.50	Open tender	20/12/2021	19/12/2025
Sanquhar academy HE class base refurbishment	EDS	£ 214,900.40	Open Tender	07/06/2021	06/08/2021
Stranraer Marina Ground Investigation	Causeway Geotech Ltd	£ 349,606.34	Open Tender	17/05/2021	16/11/2021
Confidential Waste	Restore Datashred Limited	£ 200,000.00	Open Tender	02/07/2021	01/07/2026
Planned Preventative Maintenance of Fire & Security	Chubb Fire & Security Ltd	£ 404,000.00	Open Tender	11/10/2021	10/10/2025
Citizen's Panel on Climate Change	Community Chartering Network	£ 50,000.00	Open Tender	16/06/2021	15/06/2022
Microsoft Licencing and Value-Added Services	Softcat	£ 5,000,000.00	Framework Call Off	01/07/2021	30/06/2024
Supply, Erection and Dismantling of Festive Lights in Nithsdale	Blachere Illumination UK Limited	£ 128,724.15	Open Tender	24/09/2021	23/09/2024
Legal ICasework Cloud Case Management System	Civica UK Limited	£ 49,975.00	Framework Call Off	01/09/2021	31/08/2024
PPM of Overhead Sectional Doors	KD Doors Ltd	£ 188,126.00	Open Tender	25/10/2021	24/10/2025
PPM of Automatic Doors	GEZE UK Ltd	£ 110,468.00	Open Tender	25/10/2021	24/10/2025

Contract Title	Awarded Supplier	Actual Total Contract Value	Tender Route	Date of Award	Contract end date (disregarding any options to extend the contract)
Supporting Peer Employment Opportunity	Apex Scotland / Summerhill Community Centre	£ 70,000.00	Open Tender	09/12/2021	08/12/2022
Scheduled/Bulk Mail	Critiqom Ltd	£ 404,781.60	Framework Call Off	30/11/2021	29/11/2025
Roads Recovery Fund (Carriageway Defect Repairs)	J H Civil Engineering Ltd	£ 600,000.00	Open Tender	16/02/2022	15/02/2024
Small Repairs with Dementia Friendly support	D&G HandyVan	£ 656,000.00	Direct Award (Light touch regime)	01/04/2021	31/03/2024
Care & Repair	Loreburn Housing Association	£ 301,939.03	Negotiated Procedure	15/03/2022	14/06/2022
Servicing and Maintenance Workshop Machinery	Active Energy Solutions Ltd	£ 158,000.00	Open Tender	23/09/2021	22/09/2025
18EED062 - Springholm Primary School Nursery Alterations	EDS	£ 562,797.48	Open Tender	13/05/2021	13/11/2021
Professional Technical Services Framework	<ul style="list-style-type: none"> • 286 Solutions Ltd, ACTS Partnership Ltd. • Aitken Turnbull Architects Limited • AMP Architects LLP • Armour Construction Consultants • ARPL Architects • Asher Associates Limited • Baker Hicks Limited • Blyth & Blyth Consulting Engineers Ltd. • Boswell Mitchell & Johnston Ltd 	£ 4,000,000.00	Open Tender	11/06/2021	10/06/2025

Contract Title	Awarded Supplier	Actual Total Contract Value	Tender Route	Date of Award	Contract end date (disregarding any options to extend the contract)
	<ul style="list-style-type: none"> • Capita Property and Infrastructure Ltd • Clancy Consulting Ltd • CLYDE DESIGN PARTNERSHIP LTD. • Collective Architecture Ltd • Cowal Design Consultants Ltd • Curtins Consulting Ltd • DA Architecture Limited • David Adamson & Partners Limited • Gardiner & Theobald LLP • Goodson Associates • Harley Haddow Ltd • Hawthorne Boyle Ltd • Hickton Consultants Ltd • Hulley and Kirkwood Consulting Engineers Ltd • Hypostyle Architects • IMG Quality Control • JDC Consulting Engineers • jmarchitects limited • Keegans Ltd • Kiloh Associates Limited • LDN Architects LLP • LMA Architects • M.B. Langmuir & Hay (UK) Ltd • McGowan Miller Ltd • Plansafe Solutions Ltd • Principal CDM & Safety Ltd 				

Contract Title	Awarded Supplier	Actual Total Contract Value	Tender Route	Date of Award	Contract end date (disregarding any options to extend the contract)
	<ul style="list-style-type: none"> • PUNCH Consulting Engineers Limited • Quantum Solutions • Robert Potter and Partners LLP • Robinson Low Francis LLP • Rybka Limited • Storrier & Donaldson Ltd • Tetra Tech Limited • Thomas & Adamson • Thomson Gray • Troup Bywaters + Anders • Turner & Townsend Cost Management Ltd • Turner & Townsend Project Management Ltd • Wardell Armstrong • Will Rudd Davidson (Glasgow) Ltd 				
Road Reconstruction at Eaglesfield Village	cubby construction	£ 126,383.38	Open Tender	28/06/2021	27/07/2021
Insurance -Ecodeco Waste Plant	Rokstone	£ 323,908.00	Framework Call Off	01/10/2021	30/9/2022
RS-EAST-SUR03-2021 - Capital Resurfacing	J H Civil Engineering Ltd	£ 496,773.41	Open Tender	31/01/2022	28/02/2022
Postal Vote Management System	Democracy Counts Ltd	£ 83,000.00	Open Tender	07/03/2022	06/03/2026
Supply of Minibuses (16 seat)	EVM Direct Ltd	£ 96,424.00	Framework Call Off	01/03/2022	28/02/2023
Supply of Minibus (22 seat)	EVM Direct Ltd	£ 179,093.00	Framework Call Off	21/02/2022	20/02/2023

Contract Title	Awarded Supplier	Actual Total Contract Value	Tender Route	Date of Award	Contract end date (disregarding any options to extend the contract)
Insurance Policies and Claims Handling	Zurich Municipal	£ 1,082,310.10	Framework Call Off	29/06/2021	30/9/2024
Rhins of Galloway Coast Path	J.B.Black (Ayrshire) Ltd	£ 119,675.82	Open Tender	27/01/2022	26/07/2022
18EED061 - Calside Primary School - Nursery Alterations	R H Irving Construction Ltd	£ 412,535.98	Open Tender	16/06/2021	15/12/2021
Community Supports	the Food Train	£ 546,840.00	Negotiated Procedure	01/10/2021	30/09/2024
Outreach Housing Support	Turning Point Scotland Services Ltd, ADS & Quarriers	£ 4,556,005.00	Open Tender	17/01/2022	16/01/2027
Fixed electrical inspections	SS Testing Ltd	£ 183,421.25	Open Tender	19/05/2021	18/05/2026
Housing First Flexible Support	Turning Point Scotland Services Ltd	£ 279,983.00	Open Tender	11/05/2021	10/05/2023
Langholm suspension bridge repairs	Diack & MacAulay Ltd	£ 296,351.80	Open Tender	12/04/2021	11/08/2021
Ground investigations at 6 sites	Holequest	£ 134,019.00	Open tender	18/06/2021	17/09/2021
Verint CRM	Softcat Ltd	£ 536,566.75	Framework Call Off	27/01/2022	26/01/2027
Vulnerability & Threat Management Software	Barrier Networks	£ 258,345.00	Framework Call Off	28/02/2022	27/02/2025
Roofing Maintenance	Lee Glover Roofing Contractor Ltd	£ 524,124.00	Open Tender)	13/09/2021	13/09/2023
Collaborative Robot Systems (COBOTS)	SP Automation & Robotics	£ 211,236.00	Negotiated	15/07/2021	31/08/2021
High Security Display Cases for Kirkcudbright Galleries	AM System Limited	£ 65,000.00	Open Tender	16/07/2021	21/09/2021
designated person for harbour master	Marico Marine	£ 46,000.00	Open Tender	09/08/2021	30/08/2026

Contract Title	Awarded Supplier	Actual Total Contract Value	Tender Route	Date of Award	Contract end date (disregarding any options to extend the contract)
Training Provision Framework	toc-tic-toc.com, Strength2Strength - Management Training Specialists, Etopia Solutions Ltd., Amvale Scotland Ltd, BSM Training and Consultancy, First Aid Training Cooperative, First Response Training and Consultancy Services Limited, Galloway First Aid, Synergy Training Services, Dumfries and Galloway College, Kielder Newport West Limited, Camilla Training Aspects, HGV Training Services Limited, Nithcree Training, West coast training, Sibbald Training, Synergie Training Limited, CBES Ltd, G & A Wilson Consultants Limited, SGS United Kingdom Limited	£ 1,200,000.00	Open Tender	20/07/2021	24/10/2024

Annex B

Summary of Regulated Contracts Awarded Planned

Contract Title	Estimated Contract Value	Contract Duration (Months)
Stranraer Flood Protection Scheme – Work Item 4	£50,000.00	2
Provision of Boilersuite Supply and Laundering	£33,618.60	36
Document Management, Workflow and Performance Measuring System	£538,950.00	60
Newton Stewart Flood Protection Scheme Construction	£8,000,000.00	12
Carsphairn Flood Protection Scheme Consultancy	£350,000.00	18
B725(n) Brow Well Bridge Replacement Scheme	£150,000.00	4
Stranraer Marina Expansion Project – Integrated Design Team Services for Development of Full Business Case and Delivery of Completed Project	£2,100,000.00	36
Lease of Ride-on Mowers	500000	60
Agency Workers Framework	4200000	48
Landscape consultant/architect framework	TBC	48
Occupational Health Contract	£691,690.00	48
Universal Free School Meal Provision Equipment	£600,000.00	TBC
Learning Management System (LMS)	£100,000.00	48
Stranraer Flood Protection Scheme – Work Item 6	£125,000.00	2
PE and gym equipment - maintenance and inspection	£100,000.00	60
Legal Services Framework	£287,287.56	48
Outdoor / residential activities	£542,311.36	48
External print framework	TBC	24
Pupil equity fund (PEF)	TBC	84
School trips & outings	TBC	84
Schools outdoor play equipment inspection & maintenance	TBC	48
Early Learning & Childcare Brokerage Framework (nursery provision)	£44,486,143.00	84
Springholm primary school nursery lease	TBC	48
Treasury Advisor	£60,000.00	48
Fund manager	TBC	48
Treasury Actuary	£275,000.00	84

Contract Title	Estimated Contract Value	Contract Duration (Months)
Banking services	£ 67,500.00	48
Upgrade of Hillview leisure centre MUGA to a 3G pitch	£62,000	3
Dumfries and Galloway Coast and Upland Tourism Study	£67,874.00	6
No Town Left Behind' Electric Vehicle Chargepoint Developments	£235,604.54	36
Parking Commission Consultancy	£100,000.00	18
Council website -new build and maintenance	£172,860.00	48
Fully Hosted UTC/SCOOT System	£49,103.20	48
Portable Firefighting Equipment	£80,000.00	48
Fire and Security Measured Term Contract	£116,000.00	48
Computer Software & Hosting - various Performance Management and Training Modules	£316,000.00	48
Damp & Dry Rot Framework	£316,000.00	48
Citizen's Panel on Climate Change	£200,000.00	48
Trades and Construction	£18,578,432.00	48
Consultancy	TBC	TBC
Property Advice	£157,040.00	48
Treasury Management Advice	£60,000.00	48
Window Cleaning	£136,043.60	48
Advertising & Marketing	£127,189.92	48
Removals and storage	£134,884.00	48
Insurance Inspections	£115,402.28	48
Property information	£89,060.00	48
Refridgeration Maintenance	£97,684.00	48
Cleaning Services	£42,800.00	48
Valuations & Property Advice	£40,908.64	48
Food Products	£ 1,160,000.00	24
Digital Publications	£69,941.04	48
Washroom	£110,947.28	48
Vending Machines	£190,613.12	48
Annan Museum Roof	£125,000.00	6
Annanbank Hostel - Ensuite	£125,000.00	3
Commerce Road Depot, Stranraer - Reconfiguration Final Phase	£1,081,250.00	9
Lochmaben Community Centre - Roof repairs/renewal	£500,000.00	6
Lochside Caravan Park, Castle Douglas - The Isle Wood Block	£375,000.00	12
Newington Sports Centre - Fabric & M&E Works	£312,500.00	12
Ryan Centre, Stranraer - Heating Upgrades BMS & Flume	£750,000.00	12

Contract Title	Estimated Contract Value	Contract Duration (Months)
Stewartry Museum Replacement Heating & Controls	£125,000.00	3
Victoria Halls, Annan - Roof & Windows	£375,000.00	6
Agile Working - Dumfries Asset Plan Office Focus	£700,000.00	12
Stranraer CARS	£300,000.00	12
Dumfries CARS	£185,910.00	12
Kelloholm STEM Skills & Innovation Centre	£450,000.00	24
A the Airts Phase 2	£500,000.00	12
Stranraer Water Sports Activity Centre	£427,070.00	12
Annan Victoria Halls Feasibility	£100,000.00	12
Community Regeneration Framework Support	£750,000.00	24
Whithorn Way Infrastructure	£140,000.00	12
Enabling Digital Infrastructure	£455,000.00	24
Cyber Security Protection	£285,000.00	24
Asset Replacement	£375,000.00	24
Cloud PBX	£170,000.00	24
Customer Channel Improvement	£250,000.00	24
Digital Information Management	£185,000.00	24
Digital Platform	£50,000.00	24
Smarter Working	£90,000.00	24
Digital Systems & Process Re-engineering	£150,000.00	24
Transformation Review Outcomes	£150,000.00	24
Managed Internet Service - upgrade to 10Gpbs	£131,726.40	12
SWAN Network - national procurement	£10,000,000.00	108
FortiGate2201E Hardware plus 3 year Forticare and FortiGuard protection	£180,740.00	36
VMWare Licencing Support	£35,719.91	12
Pentana (Annual support and maintenance -	£26,550.00	12
Lagan -Support and Maintenance costs	£39,694.02	12
ICT Back-up Solution	£103,110.06	60
Mobile Voice and data Services Contract	TBC	24
SolarWinds Licence Maintenance	£46,796.40	36
CTM Sensor Service in conjunction with Scottish Government Cyber Resilience Directive	£85,000.00	36
Call Manager Licences Support & Maintenance (Inc SWSS)	£105,429.91	12
Oracle Cloud Subscription	£47,232.00	12
SWAN Circuit (Education Scotland)	£55,740.67	24
SHARE Multivue Licensing	£157,611.00	36
Silver Incident Response Retainer	£76,000.00	24
Vulnerability and Threat Management	£45,420.00	12
School Meals - Fruit and Vegetables	£388,000.00	24
School Meals - Meat Frozen/fresh and cooked	£1,280,000.00	48

Contract Title	Estimated Contract Value	Contract Duration (Months)
School Meals - Fresh Bakery	£160,000.00	48
Milk	£500,000.00	48
Transporting School Meals	£200,000.00	48
Ironmongery	£200,000.00	48
Glass and Glazing	£154,834.96	48
Domestic Kitchen Units/Worktops and fittings	£47,301.00	48
General Frozen Goods - School Meals Brakes	£1,864,000.00	48
Staff Survey	£2,070,321.64	48
BACS Processing Software	TBC	12
Trade Materials	TBC	48
Refresh of Corporate wireless access points - The purchase of new wireless hardware (and maintenance) to replace a subset of the current estate that has went end of life and support	£160,000.00	48
Cashless Payment System	£600,000.00	48
Servicing and Maintenance of Air Conditioning	£104,000.00	48
PPE - Safety/ work wear/ weather wear / footwear and catering/food industry	£548,452.00	48
Multi Trade MTC	£200,000.00	48
Electrical MTC	£881,254.00	24
Water coolers	£80,000.00	48
Licensing	£303,464.28	48
Children's activities and resources	£44,270.00	48
DLT 2 - Dumfries High School	£48,200,000.00	12
DLT 2 - Dumfries Academy Refurb	£16,490,000.00	12
DLT 2 - Loreburn Primary Relocation	£7,120,000.00	12
Castle Douglas HS Technical Classroom Refurbishment	£250,000.00	12
Kelloholm PS Formation of HE Room	£100,000.00	12
Annan Academy Future Phases of Electrical Rewiring of School	£588,000.00	12
Creetown PS Refurbishment inclusive of Kitchen	£1,129,765.00	12
Gretna PS Temporary Classrooms	£140,000.00	12
Hollywood PS Toilet Refurbishment	£175,500.00	12
Locharbriggs PS Refurbishment	£2,148,953.00	12
Newington PS M & E	£650,210.00	12
Palnackie PS Electrical Refurbishment	£136,750.00	12
Park PS Mechanical Refurbishment	£317,500.00	12
Rephad PS Internal Doors and M&E	£607,500.00	12
St Michaels PS Roofs, Windows & Electrics	£1,417,070.00	12
Health & Safety Projects (block)	£800,000.00	24
Noblehill PS Nursery & Internal Alts	£22,374,296.00	12
Library Management System	£89,872.00	48

Contract Title	Estimated Contract Value	Contract Duration (Months)
Housing options & Homeless Information Systems	£53,868.00	48
Fencing & Barrier Contractor Framework	£144,400.00	48
Skip Movement & Waste Processing/Recycling Services for Newton Stewart and Stranraer Sites	£400,000.00	48
Future Custodians	£1,984,000.00	48
Hands on Heritage	£2,256,000.00	48
Out and About	£3,392,000.00	48
MBT offtakes; Residual offtakes; and HWRCs, Bulky and Street sweepings offtakes	£9,217,347.80	36
Engineering Support Services	£257,352.00	48
Bridges Maintenance Framework	£800,000.00	48
Road Materials	£227,814.00	24
Road Signage	£98,776.00	24
Road Works	£90,672.00	24
Data - Roads	£157,000.00	48
Surveys	£143,900.00	48
Radios	TBC	TBC
Waste sacks	£120,000.00	24
Vehicle Leasing	£1,400,000.00	48
Vehicle Parts	£2,800,000.00	48
Tyres	£1,000,000.00	48
Sheltered and Temporary Accommodation (non-RSLs)	TBC	48
Representation and Engagement Commission	£268,362.00	48
Transport provision with under 16 seats	£1,869,414.08	48
Salary Sacrifice Scheme	£179,783.72	48
Operation of the Rent Deposit guarantee scheme	£140,000.00	48
Fitness programmes subscription service	£52,233.68	48
Translation Services	£211,135.60	48
CO2 for Swimming Pools	TBC	48
Uniforms	£85,943.92	48
Fitness Equipment Leasing	£283,008.00	48
Event Infrastructure	£633,061.56	48
Resale Items	£97,648.72	48
Supply and Installation of Playpark Equipment	£286,000.00	9
Whitesands Project - Flood Protection Scheme (Detailed Design Phase)	£5,000,000.00	24
Dumfries Zero Waste Park Infrastructure	£11,885,000.00	12
Gypsy Traveller Sites - Glenluce	£188,000.00	12
Planned Structural Overlays	£1,398,404.00	24
Carriageway Drainage	£911,300.00	24
Forestry Routes (Discrete Schemes)	£457,924.40	24
Footways	£483,233.16	24

Contract Title	Estimated Contract Value	Contract Duration (Months)
Roads Lighting	£690,000.00	36
Flood Risk Management	£726,000.00	24
Intelligent Transport System	£651,828.00	24
Road Safety Programme (incl. AIP)	£90,000.00	24
Harbours Infrastructure	£208,000.00	24
Contaminated Land	£100,000.00	24
Waste Service Infrastructure Programme	£100,000.00	24
Infrastructure Network Management	£755,200.00	24
HGV	£1,300,000.00	24
Buses	£770,000.00	24
Passenger Cars	£250,000.00	12
Hand-held grounds maintenance equipment	£100,000.00	12
EV Infrastructure	£200,000.00	24
School Bus Provision (call off contracts)	TBC	24
Provision of Temporary Bus Drivers	TBC	36
Outdoor playpark equipment (Middlebie Play Park; Glencaple Play Park, Castle Douglas Inclusive Play Area)	TBC	5
Equipment for digital enforcement capability case management system	TBC	48
Kbt marina power bollards	£104,000.00	12
Newton Stewart Flood Protection Scheme (Detailed Design Phase)	£135,000.00	12
Langholm Flood Protection Scheme (Detailed Design Phase)	£150,000.00	12
Lockerbie Station Car Park improvement Phase 3	£622,641.00	1.75
DGRI New Abbey Road	£1,517,416.00	6
Roads Recovery term contract - Drainage	£800,000.00	12
Roads Maintenance & Improvements Framework (to consider grass cutting and drainage)	£16,000,000.00	48
Day Opportunities	£2,378,988.00	48
Potters Garden	£70,204.00	48
Community Equipment (collaborative contract with NHS)	TBC	48
Children's Residential	£16,200,000.00	48
Adult Services mental health (Residential)	£999,513.44	48
CHALD	£1,010,706.04	48
National Care Home	TBC	48
Mental Health Support Services	£506,723.48	48
Adult Services Physical and Senses Disabilities	£134,312.88	48
Provision of play services for pre-school children and families	£187,399.48	48
Respite Care for Carers (Short Breaks)	£138,105.08	48
Sexual abuse services	£197,460.00	48

Contract Title	Estimated Contract Value	Contract Duration (Months)
Technology Enabled Care (incl. telecare and analogue to digital)	£125,122.08	48
Subscriptions for Care	£54,000.00	48
Trades support in the community (Handyvan)	£656,000.00	48
Adult With Learning Diasabiity Placement (currently Shared Lives)	TBC	48
Support for Transition (Currently Engage Service)	TBC	48
DG Advocacy	TBC	48
Stranraer Active Travel Assessments	£50,000.00	3
Dumfries active travel assessments in the town centre	£100,000.00	4
Annan Road (Hunters Lodge) Gretna: Provide 30m of missing footway and improve existing footway	£20,000.00	4
DG One: Cycle/Walking links	£20,000.00	4
Castle Douglas Roundabout Active Travel Assessment	£50,000.00	3
Dumfries Academy Bridge: Open and develop cycle link	£30,000.00	4
Package of Dumfries Junction/Roundabout Assessments	£100,000.00	4
Maidenbower: Path lighting	£50,000.00	12
Annan Road (Primary School to Caledonia Park): Footway improvement	£100,000.00	4
Moffat Road/Marchmount Avenue: Community Links Scheme	£250,000.00	4
Lockerbie Rail Station: Improve pedestrian/cycle access and parking	£50,000.00	12
Capture, WebCapture, Webcapture Plus and UCDS Services	£48,900.00	12
Car Hire	£2,800,000.00	48
Heavy Plant	£100,000.00	12
Fleet Management System	£180,000.00	60
Furniture Storage and Removal for Temporary Accommodation	TBC	36
Lease Management and Accounting Tool	£60,000.00	36
Prepaid cards accounts for adults and children receiving self directed support	TBC	36
Support Services for families in Upper Nithsdale area (currently action for children)	TBC	12
Advocacy for Looked after Children	TBC	36
Supported Accommodation for Care Leavers	TBC	36
Family Support Service (currently Quarriers)	TBC	48
Child contact centres	TBC	48
Community Meals	£25,000	12
Fuel Management System	£40,000.00	48

Contract Title	Estimated Contract Value	Contract Duration (Months)
Workshop maintenance for small plant	£90,000.00	48
Lifting equipment, maintenance and repair, inspections, LOLER, testing	TBC	48
Accidents repairs	TBC	48
Recovery	TBC	48
Engineering and Parts Framework	TBC	TBC
MBT Required Works (Primary Shredder, Bridge Crane, Swing Conveyor, Replace Electrical and Control Element)	TBC	TBC
25,000No. 2-Wheeled Bins for Garden Waste Collections	TBC	12
Grounds Maintenance at Closed Landfills and Other Sites	TBC	48
MBT Fire Improvement - Fire Engineer	TBC	48
Health and Safety reporting app	TBC	24
Virtual Desktop Environment - Call Off Days	£15,000.00	0.5
Stranraer 3G Synthetic Carpet Replacement	£206,180.00	TBC
Electric Vehicle Charging Points Concessions	1800000	120
No Town Left Behind	£235,604.54	36
Supply of gull proof bins, smart bins and benches	313000	24
Nithsdale Bridge Maintenance	£60,000.00	24
Park PS – Decant Classrooms	£150,000	24
Locharmoss MBT reline of Cold-Water Storage Tank	£25,000.00	TBC
Fleet Keyless Booking Platform	TBC	TBC
Food Waste Treatment	240000	48
Weighbridge / Data Management Software	TBC	TBC
MBT Patrol Services	550000	24
Schools Network Upgrade - Remediation	£170,000.00	12
Azure migration and implementation - professional services	£375,000.00	12
Stranraer ARC Ext Décor.	£47,000.00	TBC
Daar Rd Offices Segregation	£179,000.00	TBC
CDHS 3G	£61,000.00	TBC
Lochrutton PS Mech Refurb	£115,000.00	TBC
Dfs Ice Bowl Fabric/M&E	£900,000.00	TBC
Sanquhar Acad Ret. Wall	£140,000.00	TBC
Cummertrees Church Gate	TBC	TBC
Elmvale PS	£130,000.00	TBC
Glenluce PS Floor	TBC	TBC
Hecklegirth PS Drainage	£40,000.00	TBC
Whithorn PS Flat Roofs	TBC	TBC
St Teresa PS CPU Kitchen	TBC	TBC
Eaglesfield PS Windows	£93,000.00	TBC

Contract Title	Estimated Contract Value	Contract Duration (Months)
Tundergarth PS Windows	TBC	TBC
DEHS Final Ph Rewire	£255,000.00	TBC
Portwilliam PS Ramped Acc	TBC	TBC
Sanquhar PS "Jacks" Room	TBC	TBC
Dock Park Café Recladding	TBC	TBC
Lockerbie Library Heating	TBC	TBC
Troqueer Cemetery Hut Demolition	TBC	TBC
Laurieknowe PS Boilers	£85,000.00	TBC
Coastal Benefit Projects (7nr Public Toilets)	£190,000.00	TBC
Laurieknowe Demo & Externals	£45,000.00	TBC
Lockside Store	£85,000.00	TBC
Loreburn Muga	£65,000.00	TBC
Kirk Acad Emergency Lights	TBC	TBC
MFD / Printer Devices	TBC	48
Ryan Centre Swim Timing Equipment	£44,000.00	48
Consultancy services to develop specification and criteria to replace Environmental Health and Trading Standards Management System	£25,000.00	TBC
Millbrae Bridge Repairs	£25,000.00	1
Millgreen River Nith Retaining Wall Repair Scheme	£95,500.00	2
Copyright Licences: Education Licence and Printed Music Licence	£60,000.00	TBC
Front Facing Portal / Public Facing Platform	£100,000.00	TBC
Vital Signs Monitoring System pilot project	TBC	12
Roads Recovery Fund Contract Package Two	£1,100,000.00	12
Cloud Based Performance System	£106,200.00	12
THREAVE NATURE RESERVE, CORE PATH 155 IMPROVEMENT	£600,000.00	24
PPE Inc. Workwear and pandemic Recovery Items	£50,000.00	TBC
Wanlock Water Quality Improvement Project	£500,000.00	36
Election Printing & Post	£300,000.00	60
Village Links, Annan, Eastriggs Gretna and Powfoot Feasibility Study and Design Concept	£100,000.00	6
Annan Town Centre Feasibility Study and Design Concept	£25,000.00	6
Rhins of Galloway Coast Path Guides Printing	£750,000.00	TBC
Household Waste Recycling Centre (HWRC) and some kerbside collected waste	£750,000.00	36
Revenue' Kerbside and Household Waste Recycling Centre (HWRC) Waste	£810,000.00	36
Cleaning Equipment	£21,029.07	3
Sumdog educational support software	21029.07	12
Room Booking System	TBC	TBC
Building Access System	TBC	TBC

Contract Title	Estimated Contract Value	Contract Duration (Months)
Technical Cloud Consultancy	£34,200.00	TBC
Mobile Devices for Elected Members	£42,720.00	TBC
Supply and delivery of trailed flair mower	£36,000.00	12
Roads Service IT System Replacement	£400,000.00	48
YMI Traditional Music Project	£600,000.00	48
Hosted Solution and Technical Managed Service	£300,000.00	TBC
Pump Track Annan	£110,000.00	5
Supply and Delivery of Triple Flail Mowers	£221,038.00	12
Brown Brothers Road Extension Road Realignment Additional Landscaping	£44,000	2
- Springholm Primary School External Works	£230,000	TBC
Kirkcudbright Academy Technical Classroom Refurb	TBC	TBC

Procurement Compliance Improvements Action Plan

Alignment to FPT Committee Recommendation	Action	Start Date	Completion Date
4	Review, refresh and renewal of existing Council Framework Agreements and Dynamic Purchasing Systems	15/09/2021	01/03/2022
4	Provide comprehensive guidance on DGC process for use of framework agreements and national contracts.	01/09/2021	30/11/2021
4	Delivery of procurement training - generic plus specifics to address issues resulting in non-compliance.	15/08/2021	31/03/2022
4	Refresh guidance on use of purchase cards with clear alignment to the need to adhere to procurement standing orders requirements around disaggregation.	15/10/2021	15/11/2021
1	New contracts register to regularise contract renewal activities, avoiding continued use of historic arrangements as new contracts are not in place on time.	01/09/2021	31/03/2022

Alignment to FPT Committee Recommendation	Action	Start Date	Completion Date
11	Review, refresh and update the Procurement Standing Orders and associated guidance to provide unambiguous process for external or grant funding arrangements, contract variations and extensions and social care commissioning arrangements.	01/12/2021	31/03/2022
11	Refresh Contract & Supplier Management Strategy and template documents, ensure these are appropriately implemented across the Council. This will include guidance on meeting the transparency obligations where contracts are varied, or extensions are taken up.	13/09/2021	01/02/2022
16	Reporting improvements within Integra RSS and data quality to ensuring correct legal entity name is used for payments which matches to contract, correct coding is used and matches to contract is in place at time of order being raised.	01/11/2021	30/04/2022
1	Publication of award notices for national care contract use and all appropriate call off contract documents are in place with the provider and the Council.	15/08/2021	31/10/2021

Annex D - FPT Review Implementation Action Plan

15 March 2022



-  Completed
-  In Progress
-  Check Progress
-  Overdue

Project Desired Outcome		Change and improvement of the Council's procurement activities resulting in both greater compliance and enhanced value for money.			
Title	Start Date	Due Date	Status	Progress (%)	Latest Update
Internal Financial Procedures and Procurement Standing Orders Implementation Plan	11-Feb-2021	31-Mar-2023		<div style="border: 1px solid black; display: inline-block; padding: 2px;">89%</div>	<p>Work on implementing the plan and actions agreed has commenced and this is the sixth update since the Implementation Plan was agreed at the Finance, Procurement and Transformation Committee in February 2021.</p> <p>The senior officer oversight group to monitor progress and coordinate action has met to prepare and review this report and regular four weekly review meetings are scheduled through the term of this work.</p> <p>The final due date of all actions reflects the two-year resource plan as the horizon for all actions to be complete and impact to be assessed.</p>

Recommendations 1 and 2 – Contracts Register Non-Compliant Spending

Title	Responsibility	Due Date	Status	Completed Date	Note
1.1 Review, cleanse and update the incomplete Contract Register currently in place	Finance and Procurement Governance and Assurance	30-Jun-2021		25-Jun-2021	Initial review, cleansing and updating of incomplete contract register has been undertaken and has informed the work outlined against the actions below. This has included the action arising from the compliance review to publish award notices for national care contract use and ensure all appropriate call off contract documents are in place with the provider and the Council and training, and guidance provided.
1.2 Design and develop a new more comprehensive format and template based around recording all activity and the lifecycle of a contract and associated risks.	Finance and Procurement Governance and Assurance	30-Jun-2021		25-Jun-2021	A complete draft of the format of a new end to end lifecycle Contracts Register has been produced and is currently being tested prior to being populated for existing contracts.
1.3 Write to all Directors to require that all Service areas to request notification of non-compliant Procurement Standing Orders contracts	Finance and Procurement	31-Mar-2021		15-Mar-2021	Head of Finance and Procurement wrote to the Corporate Management Team and Senior Leadership Team requesting that notification by 30 June 2021 is provided to him on all current spend which does not comply fully with Procurement Standing Orders or where there is no completed contract or active contract in place. Assistance is being provided to services to support compliance with this request.
1.4 Provide a full analysis and forward work plan to “regularise” the situation to the FPT Committee.	Finance and Procurement Governance and Assurance	30-Sep-2021		09-Nov-2021	A report setting out the details of the work undertaken to progress this action, the resultant findings and the forward work plan was provided to the Finance, Procurement & Transformation Committee at its meeting of 9 November 2021. Regular progress updates on the actions identified and agreed as part of that report, to address the identified procurement compliance issues, have been added to the implementation plan for monitoring and reflected below.

Title	Responsibility	Due Date	Status	Completed Date	Note
<p>1.5 Comprehensive Contracts Register and associated monitoring arrangements established and available for review and reporting to Members.</p>	<p>Finance and Procurement Governance and Assurance</p>	<p>31-Mar-2022</p>	<p></p>		<p>The analysis and forward work plan activities, which have been completed under Action 1.4 above, are being brought together alongside wider planned 'business-as-usual' procurement activity to inform the ongoing development of the new contract register.</p> <p>The format for the new contract register has been developed with input from colleagues including Legal Services.</p> <p>The new contract register shall present two sets of information:</p> <ol style="list-style-type: none"> 1. A record of all live contracts with a value over £20K; and 2. A forward plan of contract opportunities to be tendered. <p>The register is being populated with all necessary data and the contract workplan agreed with each service. This information will be finalised for 31 March 2022 ready for the new contract register going live on 1 April 2022.</p> <p>In addition, from the compliance review this will also regularise contract renewal activities, avoiding continued use of historic arrangements.</p>
<p>1.6 Comprehensive Contracts Register available on Council website and arrangements in place for supplier access</p>	<p>Finance and Procurement Governance and Assurance</p>	<p>30-Apr-2022</p>	<p></p>		<p>An extract of the full comprehensive contract register (as described at action 1.5 above) is being prepared to be published on the Council's website in early April.</p> <p>The published contract register information will include: Contract Ref No / Contract Title / Start and End Dates / Contract Value / Awarded Supplier(s).</p> <p>This information will be published for all regulated contracts. However, there is no regulatory requirement for the Council to publish this information for non-regulated contracts, therefore the Council shall publish this information where it has obtained permission within the tender process to avoid any legal challenge. Going forward all tenders for over £20K shall seek such permission to enable the fullest picture to be published.</p>

Recommendation 4 – Training

Title	Responsibility	Due Date	Status	Completed Date	Note
4.1 Review of existing budget management structure with Services	Finance and Procurement	31-May-2021		17-June-2021	Report on revised Budget Management Structure considered and agreed at FPT Committee in June 2021. The agreed arrangements and revised authorisation levels have now been implemented.
4.2 Report to FPT Committee setting out the full updated budget management structure for all services and providing assurance in relation to each of the issues identified above with associated performance indicators.	Finance and Procurement	30-Jun-2021		17-June-2021	Report on revised Budget Management Structure considered and agreed at FPT Committee in June 2021. The agreed arrangements and revised authorisation levels have now been implemented.
4.3 Development of a detailed procurement and contract obligations training plan for all levels of staff in each Service area	Finance and Procurement	30-Sep-2021		30-Sep-2021	<p>The delivery of this Training Programme has now commenced with initial sessions aimed at senior managers and Elected Members being progressed. Following these initial sessions, more detailed training will be provided to remaining staff and practitioners over the remainder of the current financial year.</p> <p>The training delivered took cognisance of key findings from the procurement compliance review to address issues which have previously resulted in non-compliance.</p> <p>This training is being supplemented with informal training for specific services on the use of national contracts and frameworks, initial sessions have taken place with Social Care and Roads sectors.</p>

Title	Responsibility	Due Date	Status	Completed Date	Note
4.4 Review of tools/support and training provided to budget holders, non-budget holders, Elected Members, and suppliers	Finance and Procurement	31-Oct-2021		30-Sep-2021	<p>The training referred to above is being complemented by a new and revised Procurement SharePoint site which has been developed and will be populated with all the new information, templates, guides etc to become the single 'go to point' for all aspects of procurement.</p> <p>The tools/support and training provided to support procurement activities will be kept under ongoing review and updated on a continual basis. As part of this process, a detailed training programme is now being rolled out including Elected Member training scheduled for 19 November 2021.</p> <p>A review of the following key framework agreements / Dynamic Purchasing Systems the Council have in place was undertaken as part of the procurement compliance review to ensure they were being used accordingly:</p> <ul style="list-style-type: none"> • Roads frameworks • Dynamic Purchasing System for construction and trades • Dynamic Purchasing System for Transport <p>The review identified some procedural areas for improvement which take cognisance of the changes and challenges in the marketplace since they were set up. The temporary removal of procurement delegations has also seen the use of these framework arrangements to be led by corporate procurement team. This has provided insight and some revisions and renewals have been agreed between the services and the corporate procurement team and are being delivered as part of the ongoing management of these strategic frameworks and dynamic purchasing systems.</p>

Recommendation 5 – Finance and Legal Oversight

Title	Responsibility	Due Date	Status	Completed Date	Note
5.1 Joint review of the arrangements in place for the identification and management of emerging financial and legal risks and the identifications of areas for improvement	Finance and Procurement Governance and Assurance	30-Jun-2021		30-June-2021	As part of this joint review, the Communities Committee, at its meeting of 29 June 2021, received a report setting out revised arrangements for the operation of the Integrity Group as part of a wider report on the arrangements for review of the Anti-Fraud and Corruption Statement and Strategy. In addition, the arrangements for regular discussions between the Chief Executive and the Statutory Officers have been refreshed where emerging financial and legal risks, and the management of these, is a key focus for discussion.
5.2 Identification of appropriate measures and resources to enhance the level of assurance in relation to emerging financial and legal risks including appropriate performance indicators and any structural changes	Finance and Procurement Governance and Assurance	30-Jun-2021		30-June-2021	In addition to the measures outlined under Action 5.1 above, it is also intended that the Head of Finance & Procurement and Head of Governance & Assurance undertake six monthly reviews of emerging financial and legal risks with each Head of Service. These reviews would be additional to, and complementary to, the current financial, performance and enhanced compliance monitoring arrangements already in place. It is not anticipated that further resources beyond those already agreed to support this Implementation Plan should be required to support these arrangements although this will be kept under review.
5.3 Joint report to the FPT Committee setting out proposed arrangements to provide enhanced assurance in relation to emerging financial and legal risks with supporting details including proposed performance measures and any resource implications.	Finance and Procurement Governance and Assurance	30-Sep-2021		09- Nov-2021	A report setting out the details of the enhanced arrangements for the identification, management and reporting of finance and legal risks was considered and agreed by the Finance, Procurement & Transformation Committee at its meeting of 9 November 2021.

Recommendation 10 – Procurement and Commercial Improvement Model

Title	Responsibility	Due Date	Status	Completed Date	Note
10.1 Contact Scotland Excel (SXL) to agree a timeline and scope for the progress review and assessment	Finance and Procurement	31-Mar-2021		31-May-2021	Scotland Excel have been approached and have indicated that, as the Council are not currently due a formal assessment, it would be more appropriate to undertake a short initial assessment and use the output to shape improvement plans in preparation for a future formal assessment. Initial arrangements have been made with Scotland Excel who are planning to undertake their assessment in Q3 this year in line with the plan timeline. Scotland Excel are currently finalising a proposal for how this can be taken forward.
10.2 PCIP review and assessment undertaken	Finance and Procurement	31-Dec-2021		31-Jan-2022	<p>The PCIP assessment approach is currently being reviewed by the Scottish Government therefore formal PCIP assessments are not being undertaken at this time. Scotland Excel have however undertaken a review and assessment process based on the format of the PCIP assessment criteria.</p> <p>Scotland Excel undertook structured interviews with Council officers from across of a range of services and with the Chair & Vice Chair of the Finance, Procurement & Transformation Committee informed by the Members' <i>Progress Review and Evidence Session</i> that was held on 8 November 2021. The structured interviews and the Scotland Excel review took place through November 2021 – January 2022.</p> <p>A full PCIP assessment is expected to take place between September 2022 and March 2023 (date to be confirmed) based on the new assessment framework.</p>
10.3 Receipt of PCIP Report from SXL setting out findings and associated recommendations	Finance and Procurement	28-Feb-2022		4-Mar-2022	A report was received from Scotland Excel on 4 March 2022, setting out the findings and recommendations from their review as described at point 10.2 above.

Title	Responsibility	Due Date	Status	Completed Date	Note
10.4 Report to the FPT Committee setting out the findings from the review and associated recommendations	Finance and Procurement	31-Mar-2022		22-Mar-2022	The findings and associated recommendations of the Scotland Excel review are being reported to the Finance, Procurement and Transformation Committee as a separate agenda item at the meeting on 29 March 2022.

Recommendation 11 – Procurement Structure

Title	Responsibility	Due Date	Status	Completed Date	Note
11.1 Proposed delivery structure and resource requirements for implementation of agreed recommendations presented to the FPT Committee	Finance and Procurement Governance and Assurance	11-Feb-2021		11 Feb 2021	Proposed delivery structures for both Finance and Procurement and Governance and Assurance presented to Committee with Implementation Plan. Human Resources are included in this work to ensure adherence to DGC Policy and procedures.
11.2 FPT Committee agreement of the required funding to support the resources required to deliver the agreed recommendations	Finance and Procurement Governance and Assurance	11-Feb-2021		11 Feb 2021	FPT Committee allocated resources from the Change Fund to support the delivery of the Implementation Plan over 2021/22 and 2022/23 financial years. Elected Members requested a seminar on the resource deployment and use and this was held on the 20 May 2021.
11.3 Recruit to fill the additional resources to meet the implementation structure. Posts to be filled by qualified and experienced procurement professionals using a combination of fixed term employees, contracted staff, and interim resources	11.3.1 Finance and Procurement	30-Sep-2021		30-Sep-2021 & ongoing	Resourcing required to progress the activities outlined in the Action Plan is in place and continual management of these resources is being undertaken to ensure that Action Plan targets are met. The resources in place will vary during the Action Plan period and given the significant demand for experienced procurement professionals in the current market, a range of approaches to securing and managing these resources will require to be employed during the Action Plan period.
	11.3.2 Governance and Assurance	31-Dec-2021		11-Mar-2022	Within Governance and Assurance, this work is well progressed with one recruitment completed for a Solicitor, Development post is proceeding to interview and job evaluations completed and ready for advertisement on a further two posts (Governance and Audit roles). Development Officer has now been recruited. The Governance and Assurance Manager post is currently being advertised, with a closing date of 2 December 2021. The identified posts of Governance & Assurance Manager, Solicitor, Development Officer and Internal Auditor have been recruited.

Title	Responsibility	Due D-ate	Status	Completed Date	Note
11.4 Induction of new staff and development of granular plan with task allocation	11.4.1 Finance and Procurement	30-Sep-2021		30-Sep-2021 & ongoing	Detailed induction and support for new appointments is being provided, as posts are filled supported by detailed task & activity plans.
	11.4.2 Governance and Assurance	31-Jan-2022		11-Mar-2022	<p>Within Governance and Assurance, this has not started as a result of the delays in recruitment.</p> <p>This is being carried on a phased basis as per the recruitment to Governance and Assurance.</p> <p>All recruited staff have completed their Induction and workplans have been allocated.</p>
11.5 Write to Directors to confirm withdrawal of procurement delegations for all goods, services and works above £20,000 with these activities to be carried out by the central Procurement Team in collaboration with Services.	Finance and Procurement	30-Sep-2021		7-Sep-2021	<p>The Head of Finance and Procurement wrote to Directors and Heads of Service on 7 September 2021 to confirm the withdrawal from Services of procurement delegations for all goods, services and works above £20,000 with these activities to be carried out by the central Procurement Team in collaboration with Services. This removal of procurement delegation became effective from Monday 13 September 2021.</p> <p>This notification was subsequently backed up through a wider communication to staff setting out details of how this activity would be undertaken by the central Procurement Team.</p>
11.6 Capture and review all documentation and templates in use around the Council for procurement related activity	Finance and Procurement Governance and Assurance	30-Sep-2021		30-Sep-2021	Review of templates, documents and guides has been undertaken and draft revised versions have now been prepared for internal collaboration more widely.

Title	Responsibility	Due Date	Status	Completed Date	Note
11.7 Review, refresh and update the Procurement Standing Orders	Finance and Procurement Governance and Assurance	31 October 2022			<p>Consultation with Council services and with the Council's Procurement Officer Group on the review, refresh and updating of the standing orders is now being undertaken.</p> <p>This consultation, alongside the findings from the procurement compliance review and the wider ambitions and recommendations of the Finance, Procurement & Transformation Committee's Implementation Plan, will inform the review and updating of the Procurement Standing Orders prior to these being presented for Member consideration.</p> <p>This has also included a review and update of associated corporate procurement policies. Updates of the Contract and Supplier Management Policy and Sustainable Procurement Policy are being presented to this Finance, Procurement and Transformation Committee meeting on 29 March 2022. The commitments made within these updated proposals are to be incorporated within the updated Procurement Standing Orders.</p> <p>An update to the Procurement Standing Orders was authorised by the Director of Economy and Resources on 7 February 2022, under delegated authority, to reflect regulatory updates, changes to procurement thresholds and to schedules of the Procurement Standing Orders to include a revised contract strategy template and reflecting the temporary removal of procurement delegation from services for contracts between £20K and £50K (as set out at action 11.5).</p> <p>The Council's purchase card policy has also been refreshed to provide clear alignment on the need to adhere to the Procurement Standing Order requirements, including aggregation of spend.</p> <p>Whilst good progress against this action has been made, due to ongoing resource challenges for both procurement and legal services to deliver the recommendations within this action plan, a revised due date is provided. This delayed due date will ensure continued full engagement on the development</p>

					of the Procurement Standing Orders and ensure appropriate professional drafting is included for the necessary updates.
Title	Responsibility	Due Date	Status	Completed Date	Note
11.8 Design, develop and implement a new Procurement SharePoint site to form the basis of a procurement repository for “knowledge, information and guidance” for use by all Council staff and the corporate procurement team.	Finance and Procurement	31-Mar-2022			<p>A new and revised Procurement SharePoint site has been developed and has been populated with templates, guides etc and will become the single ‘go to point’ for all aspects of procurement. This includes guidance on use of key frameworks and national contracts which supports delivery of some actions arising from the procurement compliance review.</p> <p>The new Procurement SharePoint will go live on 1 April 2022.</p>
11.9 Develop and establish a programme of supplier “surgeries” to inform them of procurement across the Council and, to support them in completing any forms and documentation (but not tender responses).	Finance and Procurement	31-Mar-2022		15-Mar-2022	<p>A programme of events has been developed, however delays to this programme were necessary due to covid restrictions in January 2022.</p> <p>Large face to face events currently planned include: Dumfries on 22 June 2022 (D&G event) Stranraer on 1 July 2022 (D&G event) Selkirk on 4 October 2022 (South of Scotland event being delivered in partnership with Scottish Borders Council, SOSE and Supplier Development Programme).</p> <p>More focused events are programmed for contracts and market specific opportunities are also planned.</p> <p>Online training is programmed with Supplier Development Programme to help businesses with preparation of tender documents and the public sector procurement processes. Provision of this training by Supplier Development</p>

					Programme provides a separation of duties to avoid any potential conflict for suppliers who then bid for DGC contracts.
Title	Responsibility	Due Date	Status	Completed Date	Note
11.10 Establish the post implementation 'Business as Usual' structure based on the finding from this programme and Members' future considerations on the appropriate balance/split of procurement responsibilities between Service and the central Procurement Team.	Finance and Procurement Governance and Assurance	31-Dec-2022			This action is not yet due to commence, and plans are in place to progress this.

Recommendation 12 – Early Engagement

Title	Responsibility	Due Date	Status	Completed Date	Note
12.1 Write to all Directors to seek representation at a suitable level to form the Procurement Group.	Finance and Procurement	28-Feb-2021		15-Mar-2021	Head of Finance and Procurement wrote to all Directors seeking representation to form the Council Procurement Group. The make-up of the Group has now been agreed with all Directors.
12.2 Draft a Group Charter and Terms of Reference (including arrangements for close working with the Capital Strategy Group) and governance structure for the Group.	Finance and Procurement Governance and Assurance	30-Apr-2021		18-May-2021	The first meeting of the Group was held on 18 May 2021 at which the Group charter, terms of reference and governance structure were discussed and agreed and are reflected in a separate report on the FPT Committee agenda in June 2021 titled Procurement Officers Group.
12.3 Establish a core standard agenda and meeting frequency for the operation of the Group	Finance and Procurement Governance and Assurance	30-Apr-2021		18-May-2021	Core standard agenda and meeting frequency were agreed at the first meeting of the Group which was held on 18 May and are reflected in a separate report on this agenda titled Procurement Officers Group.
12.4 Update to the FPT Committee setting out the arrangements for the operation of the Group	Finance and Procurement Governance and Assurance	30-Jun-2021		17-June-2021	Report on the establishment of the Procurement Officers Group considered and agreed at FPT Committee in June 2021.

Recommendation 15 – Culture

Title	Responsibility	Due Date	Status	Completed Date	Note
15.1 Establishing a clear programme of culture change activity led through the Corporate Management Team which supports the delivery of the Implementation Plan and secures support from senior officers for organisational change.	People and Transformation Governance and Assurance	30-Sep-2021		30-Sep-2021 and Ongoing	<p>We have established a workforce engagement programme to support cultural change through engaging with our workforce through supportive conversation sessions.</p> <p>The programme will commence at a time when it is Covid-19 safe as the sessions will be place based, virtual, and face-to-face giving our workforce recognition, offering the opportunity to reflect on the last 18 months and agree our common purpose, values, and behaviours.</p> <p>Significant engagement has taken place over recent months as part of developing our People Strategy. This engagement included discussions on our values and behaviours in supporting our culture.</p> <p>Our Supportive Workforce Conversations programme started on 21 February 2022 with 13 Sessions in total at this stage. The venues were Annan, Castle Douglas, Newton Stewart and Dumfries. Virtual events also took place at various times including Saturday morning and early morning. The programme was led by a member of SLT and included a facilitated session on our People Strategy, Council values and people behaviours.</p>

Title	Responsibility	Due Date	Status	Completed Date	Note
15.2 Work with the Procurement and Commissioning Team to support knowledge transfer and teamworking with services to build a consistent and shared culture of improvement around procurement and contracting activity within the Council.	People and Transformation	31-Mar-2022		31-Mar-2022 and Ongoing	<p>Structured procurement training has been delivered and an ongoing programme of procurement training is scheduled.</p> <p>This is further supported through the transfer of some service personnel to the procurement team on an informal part time secondment basis and are delivering the low value procurement activity under the supervision and direction of the wider procurement team to support the knowledge transfer and close team working. This informal arrangement followed the temporary removal of the procurement delegations for contracts with a value of £20,000 - £50,000 and also provides sufficient capacity to deliver this activity within the procurement team.</p> <p>The corporate procurement team have now adopted a category management structure which also supports wider team working with services.</p>
15.3 Establish a set of baseline measures within a staff survey programme to benchmark change in culture and attitudes in future and to identify actions and inform wider cultural change programming to inform the Workforce Strategy.	People and Transformation	30-Sep-2021		30-Sep-2021 and Ongoing	<p>Significant engagement has taken place over recent months as part of developing our People Strategy. This engagement included discussions on our values and behaviours in supporting our culture.</p> <p>An initial staff survey was completed to establish baseline measures and to inform the Homeworking Policy, Office Accommodation Strategy and People Strategy.</p> <p>A staff survey programme will continue to benchmark change in culture on an ongoing basis.</p> <p>A Pulse Staff Survey was completed as part of Supportive Conversation programme through our engagement tool Menti-meter to identify the baseline measures.</p>

Title	Responsibility	Due Date	Status	Completed Date	Note
15.4 Establish a set of baseline measures within an Elected Member survey programme to benchmark change in culture and attitudes in future.	People and Transformation Governance and Assurance	30 April 2022			<p>A draft set of baseline measures have been prepared on the basis of a survey based on that developed with SOLAR and an Elected Member survey is being developed to be agreed and implemented. Further refinement being undertaken to reflect on the culture change aspect as the current focus is on services delivered to Members by Democratic Services.</p> <p>An electronic Elected Member Survey has been circulated to all members with a completion deadline of 31 March.</p>
15.5 Develop and undertake staff and Elected Member surveys and other tools for organisational development to support culture change and to measure the impact of change on culture and staff attitudes	People and Transformation	31-Dec-2021		31-Dec-2021 and Ongoing	<p>The development of a staff survey programme is included in our People Strategy Delivery Plan as an action. We have developed a staff survey programme which will be launched in January 2022, this staff survey programme will continue to benchmark change in culture on an ongoing basis.</p> <p>We have also established a Workforce Supportive Conversations engagement programme to support cultural change by engaging with our workforce through recognition and reflective sessions.</p> <p>A Pulse Staff Survey was completed as part of Supportive Conversation programme through our engagement tool Menti-meter to identify the baseline measures.</p> <p>A report is being developed with the supportive conversation feedback, this feedback will be presented to Senior Leadership Team in themes and will provide a basis for further organisational development and cultural change.</p>

Recommendation 16 – Business Intelligence and Measuring Impact

Title	Responsibility	Due Date	Status	Completed Date	Note
16.1 Develop and implement business intelligence resources, building on the learning from COVID-19 to develop effective information and performance insight and reporting which will support and improve evidence for decision-making arrangements.	People and Transformation	30-Sept-2021		30-Sept-2021	Resources and approaches in place to ensure business intelligence methods embedded to develop effective information and performance insight. Performance Management Framework refreshed to incorporate four levels of reporting and first round of Evaluation Sessions completed to align performance information to the refreshed methods.
16.2 Prioritise support for development of business intelligence on procurement and contracting information, aligned with the development of the Procurement and Commissioning Team and in line with action planned on other recommendations.	People and Transformation	30-Sept-2021		30-Sept-2021	Resources identified and activity embedded in to work plan to ensure ongoing support. Senior Business Analyst and Information and Data Analyst will provide direct support to Procurement and Commissioning Manager.
16.3 Develop analysis and reporting on procurement and contracting information with the Procurement and Commissioning Team as part of the improvements to quarterly reporting included within the implementation plan at Recommendation 1	People and Transformation	30-Sept-2021		04-Oct-2021	Joint work with Senior Business Analyst and Procurement Analyst to identify suite of indicators to be developed into dashboard. The data and information will be kept under review for ongoing monitoring and development in line with procurement data returns. This includes the improvement of data quality and reporting directly from Integra.

