

Procurement in SCRA



SCOTTISH

CHILDREN'S REPORTER

ADMINISTRATION

Annual Procurement Report

For the period
1st April 2022 to 31st March 2023

Published September 2023

VERSION CONTROL

Version No.	Revised By	Description of Changes	Date
1.0	Helen Mora	First Issued Version	31/07/2022
2.0	Helen Mora	First Issued Version	23/08/2023

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1. INTRODUCTION

1.1 About SCRA

The Scottish Children's Reporter Administration (SCRA) is a national body focused on children and young people most at risk. SCRA was formed under the Local Government (Scotland) Act 1994 and became fully operational on 1st April 1996. Our main responsibilities as set out in the Act are:

- To facilitate the work of Children's Reporters
- To deploy and manage staff to carry out that work
- To provide suitable accommodation for Children's Hearings

The Children's Hearings System provides the operational setting in which SCRA and its partner agencies work. The aim is to provide a safety net for vulnerable children and young people, and deliver tailored solutions which meet the needs of the individuals involved, while helping to build stronger families and safer communities.

SCRA's revised Procurement Strategy 2020-23 was approved by the Board in May 2020 and refreshed in March 2022 for the period 2020 to 2024. The Strategy details the principal aims of SCRA Procurement as follows:

- Deliver a professional and flexible procurement service to both internal managers and external suppliers through an inclusive procurement approach, ensuring that SCRA receives best value for money in the procurement of all goods, services and works in order to deliver an effective and efficient service to children and families.
- Contribute to SCRA carrying out its functions and the achievement of its purposes by ensuring that suitable contracts are in place, in particular to allow the dissemination of information and data and to ensure we have adequate premises for hearings to take place.
- Ensure full compliance with legislation and Public Sector Regulations, in accordance with the General Duties and Sustainable Procurement Duty, giving due regard to SCRA's needs and requirements to ensure operational effectiveness is maximised.
- Ensure SCRA's procurement practices contribute to the Scottish Government's objective for sustainable economic growth and contribute to the achievement of relevant National Outcomes.

The Strategy set out seven priorities for the four years covered by the Strategy. The priorities and progress to date are covered in the table at section 3.2.

The Principal Reporter/Chief Executive was clear in his Procurement Strategy foreword that the solid approach to procurement, captured in the strategy, allows SCRA Localities and Teams across the country to have the kind of access to specialist support and advice they need, now and in the future, to make wise, best value decisions about goods and services, to benefit from the scale of national contracts and to vision future ways of making things ever more efficient, responsive and adaptable to our changing needs.

1.2 Procurement Vision

Our vision for the future is one where the approach to procurement and contract management is inclusive and fully integrated into our business strategies and a culture of best practice is embedded which will deliver legally compliant procurement processes, ensuring value for money, sustainability, quality services and continuous improvement.

1.3 Looking Ahead

In developing plans for 2023/24 and beyond, the Procurement Team will ensure objectives align with the seven public procurement priorities published by the Public Procurement Group (PPG) in May 2021 and updated in April 2022: Leadership & Visibility, Sustainable Economic Recovery, Supply Chain Resilience, Maximise Impact of the Sustainable Duty, Climate Emergency, Achieving professional excellence and Developing use of systems to drive sustainable outcomes and support reporting.

1.4 Publication of Report

This report will be published on SCRA's website at www.scra.gov.uk.

2. SUMMARY OF REGULATED PROCUREMENTS COMPLETED

The following regulated procurements were completed in the period from 1st April 2022 to 31st March 2023

Date of Award	Contract Title/ Subject Matter	Supplier	Total Est. Value (Including Extensions (Ex. VAT))	Total Est. Value (Excluding Extensions) (Ex. VAT)	Contract Start Date	Contract End Date (Excluding Extensions)
19/09/2022	Enterprise Service Agreement Software	Softcat	£633,995	£633,995	19/09/2022	30/09/2025
31/08/2022	Provision of Postal Services	Royal Mail	£913,200	£684,900	31/08/2022	30/09/2025
27/10/2022	Stirling Furniture	Gresham Office Furniture	£76,883	£76,883	27/10/2022	31/03/2023
01/04/2022	Virtual Hearings Sandbox	Brightwire Technology Services	£63,800	£63,800	01/04/2022	30/11/2022
01/12/2022	Virtual Hearings Sandbox Extension	Brightwire Technology Services	£237,500	£158,333	01/12/2022	30/11/2024

* The above table does not include contract extensions which were taken during 2022/23.

3. REVIEW OF REGULATED PROCUREMENT COMPLIANCE

3.1 In compliance with Section 15(5) of the Procurement Reform (Scotland) Act 2014 and published Statutory Guidance, SCRA is now required to set out how it will ensure its regulated procurements will:

- Contribute to the carrying out of its functions and achievement of its purposes
- Deliver value for money
- Be carried out in accordance with the General Duties and the Sustainable Procurement Duty
- Ensure payment of invoices are made no later than 30 days after the invoice relating to payment is presented

3.2 Review of compliance with Corporate Procurement Strategy

Key Priorities	Compliance in 2022/23
1. Ensure full compliance with EU and UK Public Sector regulations	
For all regulated procurements comply with statutory requirements for addressing Fair Work Practices, including payment of a Living Wage	<p>Complied:</p> <ul style="list-style-type: none"> • Assumed addressed by Scottish Procurement & Property Directorate (SPPD), Yorkshire Purchasing Organisation (YPO) and Crown Commercial Services (CCS) in setting up Frameworks (Enterprise Agreement, Postal Services, Office Furniture, VH platform support) • Statements on workforce matters, CSR, Environmental performance and Sustainability included in Invitations to Tender (ITTs) and evaluation criteria where applicable.
Develop a diverse range of suppliers, including SMEs, Supported Businesses and Third Sector	<p>Complied:</p> <ul style="list-style-type: none"> • Assumed addressed by SPPD, YPO and CCS in setting up Frameworks (as above) and by including SMEs in non-regulated procurements. • No opportunities for Supported Businesses.
Consider Community Benefit clauses in all contracts for goods and services over £50k in value	<p>Complied:</p> <ul style="list-style-type: none"> • Assumed addressed by SPPD, YPO and CCS in setting up Frameworks (as above).

	<ul style="list-style-type: none"> No Cat C Community Benefits opportunities.
Ensure that regulated procurements are carried out in compliance with SCRA's sustainable procurement duty	<p>Complied:</p> <ul style="list-style-type: none"> Assumed addressed by SPPD, YPO and CCS in setting up Frameworks (as above). Sustainability Test included in Procurement Strategies and Evaluation Criteria included in tenders issued, where appropriate.
Comply with SCRA's Health & Safety Policy by ensuring that suppliers comply with relevant regulations and best practice	<p>Complied:</p> <ul style="list-style-type: none"> Assumed addressed by SPPD, YPO and CCS in setting up Frameworks and in SCRA tender exercises, where relevant.
Follow SCRA's established approach of consulting and engaging with those affected by its procurements	<p>Complied:</p> <ul style="list-style-type: none"> Where appropriate SCRA engaged with internal stakeholders either by setting up User Intelligence Groups (UIGs) or in discussions with business leads.
Ensuring SCRA's contracts deliver value for money	<p>Complied:</p> <ul style="list-style-type: none"> Procurement Strategies identify best route to market and ensure demand is justified. Business Cases include whole life costing where appropriate. Opportunities for collaboration actively considered.
Ensuring that SCRA pays its suppliers within 30 days and endeavour to make payment within 10 working days of receipt of a valid invoice	<p>Partly complied:</p> <ul style="list-style-type: none"> Small improvement in 2022/23 payment performance, further improvement will be targeted again in 2023/24.
2. Promote continuous improvement	
Develop contract management practices across SCRA	<p>Partly complied:</p> <ul style="list-style-type: none"> Adherence to Contract & Supplier Management (CSM) guidance was assessed in 2022/23 and a number of improvement actions agreed with contract managers.
Develop and train staff involved in purchasing and/or managing contracts and suppliers	<p>Partly complied:</p> <ul style="list-style-type: none"> No Delegated Purchaser (DP) Training was carried out in 2022/23. Refresher Training is

	planned for 2023/24. Other training captured in Section 10.
Meet regularly with Property, IT, HR and Business Improvement Teams ensuring SCRA receives best value whilst meeting legal obligations	Complied: <ul style="list-style-type: none"> Regular meetings with IT, HR and Property Teams throughout 2022/23.
Develop relationships with Scottish Government Procurement and identify opportunities for collaborative working with other public bodies	Complied: <ul style="list-style-type: none"> Good relationships with Scottish Government Procurement and membership of Cluster Group.

3.3 Review of regulated procurements

SCRA's Head of Finance and Resources reviewed all regulated procurements in the period April 2022 to March 2023, as shown in the table above, for compliance with the organisation's Procurement Strategy and Policy.

In summary all five of our regulated procurements:

- where relevant were tendered via PCS;
- complied with SCRA Procurement Policy thresholds;
- where appropriate, included statements in the ITTs on Fair Work Practices, sustainability including fair and ethically traded goods and payment performance for suppliers and sub-contractors.

Two were awarded under Scottish Government Frameworks by direct award, one was awarded by direct award using a YPO Framework, one was a direct award using a CCS Framework and the virtual hearings sandbox was awarded by Non Competitive Action (NCA).

4. COMMUNITY BENEFITS SUMMARY

- 4.1 Consideration is given to the inclusion of Community Benefit Clauses (CBCs) in our procurement exercises, however, there were no relevant procurements during the reporting period.

5. SUPPORTED BUSINESSES SUMMARY

- 5.1 SCRA actively take steps to facilitate contract opportunities for Supported Businesses where possible. Although initial enquiries were made regarding document scanning this was not pursued any further and no other suitable opportunities were identified during 2022/23.

6. FUTURE REGULATED PROCUREMENTS

- 6.1 A summary of regulated procurements expected to commence within the next two financial years is included at Appendix A. Details may be subject to change due to budget revisions/resource availability, in particular following the development of the organisation's digital plan for 2023/24.

7. NON-REGULATED PROCUREMENTS

- 7.1 A summary of non-regulated procurements and contract extensions with an estimated value above £20k, awarded in the reporting period, is included at Appendix B.
- 7.2 In addition 8 non-regulated procurements below £20k, with a total value of around £82k were awarded in the reporting period.

8.0 PROCUREMENT PERFORMANCE

8.1 Supporting national policies

Digital

SCRA and CHS further developed the new and future-proofed digital platform, CSAS, within the year. In addition there was significant investment in virtual hearings technology, and refresh of laptops. SCRA hearing rooms now have cloud based video conference and collaboration units and guest Wi-Fi provision. The Procurement Team have supported the Digital Programme Manager by providing procurement advice and leading on any tendering requirements.

Environment

The potential for environmental benefits are considered in procurement exercises and where appropriate sustainability is included as one of the criteria for tender evaluation with bidders advised that sustainability is a key feature of the Procurement Reform Bill and a focus of Scottish Government.

Procurement also contribute to the mandatory environmental reporting by completing the procurement section of the annual Climate Change Report.

There is now more prominence given to Climate Change in the organisation's Corporate Procurement Strategy and Sustainability Tests are routinely completed for all regulated procurements.

The Procurement Team support Business Managers and the Head of Property in their efforts to review historical electricity and gas consumption patterns with a view to reducing future emissions.

8.2 PCIP Healthcheck

The last Healthcheck took place in December 2019 and the next one is now programmed for 2024. The 2019 recommendations have been implemented however further improvement work is underway between Procurement and Finance Teams on recording Savings & Benefits.

8.3 2022/23 Published Spend Data

The following table was extracted from the data published by DXC Technology (formerly Spikes Cavell).

<p style="text-align: center;">£5,985,344 Total Spend</p>			<p style="text-align: center;">£5,024,320 Core Trade Spend</p>	
<p style="text-align: center;">543 Input Suppliers</p>	<p style="text-align: center;">489 De-duplicated Total Suppliers</p>	<p style="text-align: center;">54 Duplicate Suppliers</p>	<p style="text-align: center;">82 SME Suppliers</p>	<p style="text-align: center;">2 Local Suppliers</p>
<p style="text-align: center;">2550 Transactions</p>	<p style="text-align: center;">£12,240 Avg. spend per supplier</p>	<p style="text-align: center;">3.43 % PCard Spend</p>	<p style="text-align: center;">36.88 % SME Spend</p>	<p style="text-align: center;">14.85 % Local Spend</p>

Key:

Total Spend - the total amount of spend for the year.
 Input Suppliers - The number of suppliers, before de-duplication.
 De-duplicated Total Suppliers - The number of unique suppliers.
 Duplicate Suppliers - The number of suppliers which are duplicates of another supplier.
 PCard Spend - Percentage of transactions by value of spend that are identified as Purchase Card transactions in the extract.
 Transactions - The total number of transactions.
 Avg. spend per supplier - The average spend per unique supplier.
 Core Trade Spend - Core Trade is a sub-set of your supply base that includes all Trade Suppliers and Social Care Providers with whom you have spent £1,000 or more in the financial year.
 SME Suppliers - Small & Medium sized businesses where the supplier has less than 249 employees or where the annual revenue is less than £22.8m.
 SME Spend - Spend with SME as a percentage of classified suppliers.
 Local Suppliers - Spend with suppliers within the same local authority area as your organisation (based on Postcodes).
 Local Spend - Spend with local suppliers as a percentage of classified suppliers.

8.4 Contracted Spend

Of the total procurement spend of £5,985,344 in 2022/23, £5,584,309 was contracted spend (including non-regulated contracts). This represented c. 93.3% of all procurement spend in the year.

Procurement spend is closely monitored by the Procurement Team with support from the Contract Managers.

8.5 Spend with SMEs

During 2022/23, 36.88% of SCRA's Core Trade Spend was with SMEs, however, it should be noted that DXC (Spikes) still do not have sufficient data from all suppliers on their number of employees to be able to classify them, so the number of SME's is likely to be understated.

Of the five regulated procurements completed within the reporting period, all were awarded to SMEs. A further eight non-regulated contracts above £20k were awarded to SMEs and c. five contracts below £20k.

8.6 Invoices paid within 10 working days

During the year ended 31 March 2023 SCRA paid 77% of all invoices within the terms of its payment policy.

8.7 Collaborative working

SCRA utilises Scottish Government Frameworks where possible. In addition SCRA participated in the SG UIG for Interpreting, Translation & Transcription Services Framework and works with Children's Hearings Scotland (CHS) where possible. We collaborated with CHS on the Internal Audit re-let which SCRA led and awarded early in 2023/24.

8.8 Savings & Benefits

Scottish Procurement have confirmed the full year savings that SCRA achieved from their use of Scottish Government collaborative framework agreements, were £121,293. This includes both Category A and B Frameworks. It should be noted that these are not savings which reduce SCRA's costs or help SCRA to operate within the approved level of Grant in Aid so are not counted as efficiency savings.

Savings from SCRA contracts (as distinct from Frameworks above) are captured on SCRA's Savings Tracker. Information on these savings has been captured throughout 2022-23 for regulated and non-regulated procurements, and the accumulated savings, largely based on the difference between the average of all tenders less the winning bid, amount to around £127.1k on the 13 procurement exercises where savings were calculated.

Savings are reported to SCRA's Board in the quarterly Budget Outturn reports.

9.0 OTHER PROCUREMENT ACTIVITIES

9.1 Inclusion & Diversity

The Procurement Officer met with the Inclusion & Diversity Manager to discuss further opportunities for improving the process for completing Equality & Human Rights Impact Assessments (EHRIA), updates to the Corporate Procurement Strategy, procurement policies and processes to make these more inclusive.

Basic Impact Assessments are completed for all regulated goods and services procurements and individual works contracts over £100k. Where possible a joint EHRIA is completed for works contracts between £50k and £100k and for any non-regulated procurements which are likely to have more of an impact on equalities and the Strategy was recently updated to reflect a more inclusive approach.

For monitoring purposes, we have introduced some non-scored questions on diversity into our tender documents, including a question on whether an organisation is led by a female, someone from a minority ethnic background or by a disabled person.

The Procurement Officer will continue to work with the Inclusion & Diversity Manager during 2023/24 to ensure SCRA's procurement policies and processes continue to support inclusive procurement.

9.2 Policy development

In line with the Procurement Reform (Scotland) Act, SCRA's Procurement Strategy was revised in March 2022 with changes approved by the senior management team.

The Procurement Policy is now reviewed every year and will be updated in 2023/24 and approved by the senior management team.

9.3 Cyber Resilience

In January 2020, the Scottish Government advised that a Supplier Cyber Security Guidance Note had been developed to meet the commitment to develop a proportionate, risk-based policy in respect of supply chain cyber security for Scottish public sector organisations.

From 1st April 2020, the Procurement Officers have embedded cyber security in our procurement processes by considering the importance of cyber security before commencing each procurement and where relevant completing the Cyber Security Procurement Support Tool and including relevant wording in tender documentation and Terms & Conditions of contracts where required.

9.4 Fair Work

We updated our General Policy on Fair Work during 2022/23. We include a statement on Fair Work in all of our tender documents and where relevant and proportionate we include a scored question as part of the award criteria.

For monitoring purposes, we now include non-scored questions in all of our procurement exercises asking suppliers to confirm whether or not they are accredited real living wage employers and have signed up to the Scottish Business Pledge.

9.5 Spotlight on Procurement

The Procurement Team and Press & Communications Manager developed an article focussing on some of the key activities carried out by the Procurement Team and the article was published on SCRA's intranet site.

10.0 CONTINUOUS IMPROVEMENT ACTIVITY

10.1 Contract and Supplier Management (CSM)

New CSM guidance was issued in late 2020/21 to key Contract Managers. The Procurement Team now meet with Property, HR and IT Teams to review recent procurement exercises and plan for upcoming exercises. The Procurement Team consulted on what difference the CSM guidance has made and improvements identified will be taken forward in 2023/24.

10.2 Risk Management

The Procurement Team maintain a risk register which is regularly reviewed and updated. Risks tracked during 2022/23 include:

- Insufficient capacity and/or lack of training results in failure to deliver key Business Plan and Team Plan objectives.
- Increasingly complex regulations results in non-compliance with Corporate Procurement Strategy and/or challenges to contract awards.
- Failure to ensure continuity of contract cover results in disruption to key business systems/services.
- Ineffective contract management leads to poor supplier performance going unchallenged which results in major contract dispute or delivery failure.
- Due to current market conditions tender prices significantly exceed available budgets and/or lead to significant project delays.

10.3 Procurement Procedures

In order to keep track of the increasing variety of areas which need to be considered and completed for each procurement, many of which are dependent on the value of the procurement, a Procurement Procedures document was implemented and is updated when required. This includes both legislative and SCRA requirements.

10.4 Networks and Training

SCRA's Procurement Officers are members of a Cluster Group which met regularly throughout the year.

In addition the Procurement Officer attended the SG 17th National Procurement Conference & Professional Procurement Skills Training Zones during the reporting period.

Other training attended included:

- Microsoft Teams Drop In Session
- Scotland Excel Webinar – Stay Connected – Options for Urgent Procurements
- GDPR Refresher Training

11.0 ANNUAL PROCUREMENT REPORT TEMPLATE

In accordance with Scottish Procurement Policy Note SPPN 4/2019 an Annual Procurement Report template has been completed and attached at Appendix C.

12.0 OWNERSHIP AND CONTACT DETAILS

The owner of SCRA's Annual Procurement Report is as follows:

Ed Morrison
Head of Finance & Resources
0131 244 8585
ed.morrison@scra.gov.uk

SUMMARY OF REGULATED PROCUREMENTS EXPECTED TO COMMENCE IN THE NEXT 2 FINANCIAL YEARS

Subject Matter	Type	Expected Contract Notice Publication Date	Expected Award Date	Expected Start Date	Estimated Value of the Contract or Extension
Legal Services - Principal Reporters Statutory Duties	Re-Let	N/A	TBC	01/06/2024	£140,000
Legal Services - Property & Related Matters	Re-Let	N/A	TBC	01/06/2024	£54,000
Secure Mailing Bags	Re-Let	01/09/2023	01/11/2023	01/12/2024	TBC
Supply of Electricity (SPPD)	Re-Let	N/A	31/03/2024	01/04/2024	£185,000
Water & Waste Water Billing Services (SPPD)	Re-Let	N/A	31/03/2024	01/04/2024	£240,000
Supply of Gas	Re let	N/A	01/03/2026	01/04/2026	£180,000
Winter Gritting Services	Re-Let	02/07/2023	28/09/2023	01/11/2023	£51,000
Cyber Resilience Assurance Services	New	TBC	TBC	TBC	£100,000
Edinburgh Hearing Suite Upgrade Furniture	New	N/A	04/09/2023	Sept 2023	£60,000
Dundee Remedial Works Principal Contractor	New	TBC	TBC	TBC	£90,000
Edinburgh - Smart Working - Principal Contractor	New	N/A	04/09/2023	Sept 2023	£298,000
Glenrothes - Reconfiguration of Hearing Suite - Principal Contractor	New	N/A	01/10/2023	01/12/2023	£50,000
Hearing Room Improvements – Principal Contractor	New	N/A	22/12/2023	10/01/2024	£60,000
Dumfries - Hearing Room Improvements – Principal Contractor	New	N/A	30/09/2023	22/12/2023	£50,000
Kilmarnock - Hearing Room Improvements - Principal Contractor	New	N/A	31/10/2023	30/11/2023	£80,000

Notes:

Contract Extensions shown above are not included in Section 9 of the template at Appendix C. Call Off's from Frameworks are included in the template.

Works contracts with an estimated contract value above £50k are included in the above table for information, however, these are non-regulated due to their value and not included in Section 9 of the template at Appendix C.

There may be some additional IT items to be added such as tech refresh and other digital projects (various exercises)

**SUMMARY OF NON-REGULATED PROCUREMENTS & CONTRACT EXTENSIONS
ABOVE £20K - AWARDED BETWEEN 01/04/2022 AND 31/03/2023 (Crawford -
Complete)**

Contract/PO Ref.	Contract Title	Supplier Name(s)	Est. Total Value (ex VAT)	Contract/ Extension Award Date
SCRA/2022/23	Alloa Refurbishment (Principal Contractor)	Affiniti Response	£40,173	01/12/2022
SCRA/2022/22	Confidential Shredding Services	Paper Shredding Services Ltd	£33,872	21/02/2023
SCRA/2022/31	Dumbarton - Hearing Room Works - Principal Contractor	Interact Interiors Ltd	£24,315	07/03/2023
SCRA/2022/20	Edinburgh - Workplace Design Consultant	Space Solutions Ltd (Scotland)	£40,869	09/11/2022
13/12/2022	Hamilton House Project Furniture	Flexiform	£52,940	13/12/2022
SCRA/2022/08	Hearing Room Improvement Furniture	Claremont Office Furniture	£23,133	20/07/2022
SCRA/2022/24	Hearing Room Improvements - Works	Ross & Laidlaw	£41,324	21/11/2022
SCRA/2022/15	Professional Mangers Award - Public Sector Leadership	Learning and Development Associates	£33,000	11/07/2022
SCRA/2021/23	Risk Management Software and Hosting	Softcat Plc (sub-contracted to Decision Time)	£49,149	12/05/2022
SCRA/2022/05	Stirling Reconfiguration 2022 - Principal Contractor	Interact Interiors	£128,766	31/08/2022
SCRA/2022/12	Taking Evidence by Commissioner (2022)	Heriot Electronics Ltd (T/a Heriot AV)	£25,200	04/11/2022

* Notes: Works contracts below £2m are classed as non-regulated.

Annual Procurement Report template

[NOTE: reference to contract is also to be construed as meaning a Framework Agreement]

1. Organisation and report details	
a) Contracting Authority Name	Scottish Children's Reporter Administration
b) Period of the annual procurement report	1 st April 2022 to 31 st March 2023
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	5
b) Total value of regulated contracts awarded within the report period	£1,925,378
c) Total number of unique suppliers awarded a place on a regulated contract awarded during the period	5
i) how many of these unique suppliers are SMEs	5
ii) how many of these unique suppliers how many are Third sector bodies	0
3. Review of Regulated Procurements Compliance	
a) Number of regulated contracts awarded within the period that complied with your Procurement Strategy	6
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.	0
b) Total number of regulated contracts awarded with a value of £4 million or greater that contain Community Benefit Requirements.	0
c) Total number of regulated contracts awarded with a value of less than £4 million that contain a Community Benefit Requirements	0
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 (<i>Each contracting authority sets its own priority groups</i>)	Not Known
e) Number of Apprenticeships filled by Priority Groups	Not Known
f) Number of Work Placements for Priority Groups	Not Known

g) Number of Qualifications Achieved Through Training by Priority Groups	Not Known
h) Total Value of contracts sub-contracted to SMEs	Not Known
i) Total Value of contracts sub-contracted to Social Enterprises	Not Known
j) Total Value of contracts sub-contracted to Supported Businesses	£0
k) Other community benefit(s) fulfilled	0
5. Fair Work and the real Living Wage	
a) Number of regulated contracts awarded during the period that included a Fair Work criterion.	4
b) Number of unique suppliers who have committed to pay the real Living Wage in the delivery of a regulated contract awarded during the period.	4
c) Number of unique suppliers who are accredited Living Wage employers and were awarded a regulated contract awarded during the period.	4
6. Payment performance	
a) Number of valid invoices received during the reporting period.	2550
b) Percentage of invoices paid on time during the period ("On time" means within the time period set out in the contract terms).	77%
c) Number of regulated contracts awarded during the period containing a contract term requiring the prompt payment of invoices in public contract supply chains	Not Known
d) Number of concerns raised by sub-contractors about the timely payment of invoices within the supply chain of public contracts	0
7. Supported Businesses Summary	
a) Total number of regulated contracts awarded to supported businesses during the period	0
b) Total spend with supported businesses during the period covered by the report, including:	£0
i) spend within the reporting year on regulated contracts	£0
ii) spend within the reporting year on non-regulated contracts	£0

8. Spend and Savings Summary

a) Total procurement spend for the period covered by the annual procurement report.	£5,985,344
b) Total procurement spend with SMEs during the period covered by the annual procurement report.	£2,207,395 (36.88% of Core Trade Spend)
c) Total procurement spend with Third sector bodies during the period covered by the report.	Not Known
d) Percentage of total procurement spend through collaborative contracts.	18.27%
e) Total delivered cash savings for the period covered by the annual procurement report.	£248,393
f) Total non-cash savings value for the period covered by the annual procurement report.	Not Known

9. Future regulated procurements

a) Total number of regulated procurements expected to commence in the next two financial years.	9
b) Total estimated value of regulated procurements expected to commence in the next two financial years.	£1,010,000

Glossary

Term	Description
Collaboration	When two or more groups of people or organisations engage in procurement work together for mutual benefit (CIPS).
Contract Management	The process of monitoring the performance of a supplier to contract.
Framework Agreement	An agreement or other arrangement between one or more contracting authorities and one or more economic operators which establishes the terms (in particular the terms as to price and, where appropriate, quantity) under which the economic operator will enter into one or more contracts with a contracting authority in the period during which the framework agreement applies.
Critical Suppliers	Those suppliers identified as business critical in terms of risk/value and business continuity.
Procurement Exercise	Full end to end procurement exercise documentation from strategy development to contract & supplier management.
Procurement function	The business management function that ensures identification, sourcing, access and management of the external resources that an organisation needs or may need to fulfil its strategic objectives.
Procurement Journey	Revised public procurement toolkit with guidance and templates on the procurement process or Construction manual when appropriate. The Procurement Journey will be enhanced on an on-going basis with feedback from users and any other identified good practice guidance and tools where appropriate to ensure a standardised approach to the supply base.
Procurement Officer	Individual who spends the majority of their time working in a role that adds value to the quality, cost and effectiveness of the procurement or acquisition of goods, works and services; impacting upon commercial relationships during one or more stages of the procurement cycle and contributing towards best practice contract and supplier management.
Procurement strategy	Strategy for procurement within an organisation (can be called policy).
Public Contracts Scotland	The national advertising portal used to advertise all Scottish Government goods, services or works contract opportunities.
Small Medium Enterprise (SME)	The category of micro, small and medium-sized enterprises (SME's) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro and/or an annual balance sheet total not exceeding 43 million euro.
Supply Chain	All activities, resources, products etc. involved in creating and moving a product or service from the supplier to the procurer.
Supply Chain Management	The coordinated set of techniques to plan and execute all steps used to acquire raw materials from suppliers, transform them into finished goods, and deliver both goods and services to customers. It includes chain-wide information sharing, planning, resources and performance measurements.
Supported Business	Either the organisation's main aim should be the social and professional integration of disabled or disadvantaged persons, or the contract should be performed within a sheltered employment programme.
Value for Money	An economic assessment by the public sector as to whether a project represents value for money; the optimum combination of cost and quality to provide the required service.
Whole Life Costing	The costs of acquiring goods or services (including consultancy, design and construction costs, and equipment), the costs of operating it and the costs of maintaining it over its whole life through to its disposal – that is, the total ownership costs. These costs include internal resources and overheads.