

Finance, Economy and Corporate Services Scrutiny Committee



Committee Room 2, 5th Floor, Fife House, North Street,
Glenrothes – Blended Meeting

Thursday 30 January 2025 - 10.00 am

AGENDA

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1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST** – In terms of Section 5 of the Code of Conduct Members of the Committee are asked to declare any interest(s) in particular items on the agenda and the nature of the interest(s) at this stage.
3. **MINUTE** – Minute of Finance, Economy & Corporate Services Scrutiny Committee Meeting of 21 November 2024 3 - 7
4. **APPROACHES TO SYSTEMS REPLACEMENT** – Report by the Executive Director (Finance & Corporate Services) 8 - 37
5. **ANNUAL PROCUREMENT REPORT** – Report by the Head of Revenue & Commercial Services 38 - 136
6. **2024/25 REVENUE MONITORING PROJECTED OUTTURN – FINANCE AND CORPORATE SERVICES** – Report by the Executive Director (Finance & Corporate Services) 137 - 141
7. **2024/25 CAPITAL MONITORING PROJECTED OUTTURN – FINANCE AND CORPORATE SERVICES DIRECTORATE** – Report by the Executive Director Finance & Corporate Services 142 - 146
8. **2024/25 REVENUE MONITORING PROJECTED OUTTURN – PLANNING SERVICE, BUSINESS AND EMPLOYABILITY SERVICE** – Joint Report by the Executive Director (Finance & Corporate Services) and the Executive Director (Place) 147 - 150
9. **2024/25 CAPITAL MONITORING PROJECTED OUTTURN – BUSINESS AND EMPLOYABILITY SERVICE** – Joint Report by the Executive Director (Finance & Corporate Services) and the Executive Director (Place) 151 - 155
10. **FINANCE, ECONOMY & CORPORATE SERVICES FORWARD WORK PROGRAMME** – Report by the Executive Director (Finance & Corporate Services) 156 - 161

Members are reminded that should they have queries on the detail of a report they should, where possible, contact the report authors in advance of the meeting to seek clarification.

Lindsay Thomson
Head of Legal and Democratic Services
Finance and Corporate Services

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23 January, 2025

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BLENDED MEETING NOTICE

This is a formal meeting of the Committee and the required standards of behaviour and discussion are the same as in a face to face meeting. Unless otherwise agreed, Standing Orders will apply to the proceedings and the terms of the Councillors' Code of Conduct will apply in the normal way

For those members who have joined the meeting remotely, if they need to leave the meeting for any reason, they should use the Meeting Chat to advise of this. If a member loses their connection during the meeting, they should make every effort to rejoin the meeting but, if this is not possible, the Committee Officer will note their absence for the remainder of the meeting. If a member must leave the meeting due to a declaration of interest, they should remain out of the meeting until invited back in by the Committee Officer.

If a member wishes to ask a question, speak on any item or move a motion or amendment, they should indicate this by raising their hand at the appropriate time and will then be invited to speak. Those joining remotely should use the "Raise hand" function in Teams.

All decisions taken during this meeting, will be done so by means of a Roll Call vote.

Where items are for noting or where there has been no dissent or contrary view expressed during any debate, either verbally or by the member indicating they wish to speak, the Convener will assume the matter has been agreed.

There will be a short break in proceedings after approximately 90 minutes.

Members joining remotely are reminded to have cameras switched on during meetings and mute microphones when not speaking. During any breaks or adjournments please switch cameras off.

THE FIFE COUNCIL - FINANCE, ECONOMY AND CORPORATE SERVICES SCRUTINY COMMITTEE – BLENDED MEETING

Committee Room 2, 5th Floor, Fife House, North Street, Glenrothes

21 November 2024

10.00 am – 12.45 pm

PRESENT: Councillors Allan Knox (Convener), Alistair Bain, Auxil Barrera, Lynn Ballantyne-Wardlaw, Patrick Browne, Ian Cameron, Rod Cavanagh, Colin Davidson, Sean Dillon, Stefan Hoggan, Kathleen Leslie (substitute for Cllr Robin Lawson), James Leslie, Gordon Pryde, Alistair Suttie and Ann Verner.

ATTENDING: Eileen Rowand, Executive Director (Finance and Corporate Services), Kerry Davie, BMIU Business Change Manager, Business Management Innovation Unit, Les Robertson, Head of Revenue and Commercial Services, Donna Grieve, Accountant and Jackie Johnstone, Accountant, Finance and Corporate Services; Pamela Stevenson, Service Manager - Economic Development, Kirsty Martin, Service Manager, Morag Millar, Service Manager - Place Programmes and Policies and Adam Dunkerley, Opportunities Fife Partnership Manager, Programmes and Policies, Business and Employability Services; Charlie Anderson, Head of Business Technology Solutions; Fiona Allan, Service Manager, HR Workforce Strategy and Organisational Development and Kirsty McElroy, Service Manager, Human Resource Services; Heather Honeyman, Assessor; Lindsay Thomson, Head of Legal and Democratic Services, Helena Couperwhite, Committee Services Manager and Michelle Hyslop, Committee Officer, Legal and Democratic Services.

126. DECLARATIONS OF INTEREST

Councillor Auxil Barrera declared an interest in para 131 – Opportunities Fife Partnership (OFP) Employability Pathway 2023-24 – Annual Performance Update and para 132 – Opportunities Fife Partnership (OFP) – ESF Employability Programme 2015-2022 final position report - as she was employed by Opportunities Fife Partnership.

127. MINUTE

The committee considered the minute of the Finance, Economy and Corporate Services Scrutiny committee meeting of 29 August 2024.

Decision

The committee agreed to approve the minute.

128. CHANGE IN MEMBERSHIP

The committee noted that Councillor Patrick Browne had replaced former Councillor Graeme Downie as a member of the Finance, Economy and Corporate Services Scrutiny Committee.

129. FINANCE AND CORPORATE SERVICES DIRECTORATE PERFORMANCE REPORT.

The committee considered a report by the Executive Director (Finance and Corporate Services) presenting an overview of the Finance and Corporate services Directorate. The report outlined the service planning, change and improvement work undertaken in 2023/24 and provided an assessment of the performance to inform scrutiny of future service planning.

Decision

The committee: -

- (1) reviewed the progress and performance of the Finance and Corporate Services Directorate for 2023/24 and the activity undertaken in 2024/25 to date;
- (2) noted the service planning objectives for 2024/25 and the three-year direction of travel; and
- (3) noted the remodeled annual service review report format.

130. BAD DEBTS 2023-2024

The committee considered a joint report by the Head of Revenue and Commercial Services and the Head of Housing Services updating members on the irrecoverable bad debts that had been written off during 2023/24 by the Finance and Corporate Services Directorate and Housing Services.

Decision

The committee noted the content of the report.

Having earlier declared an interest in the following items (paras. 131 and 132), Councillor Auxi Barrerra left the meeting at this stage.

131. OPPORTUNITIES FIFE PARTNERSHIP (OFP) EMPLOYABILITY PATHWAY 2023-24 – ANNUAL PERFORMANCE UPDATE.

The committee considered a report by the Service Manager, Place, Programmes and Policies providing an update on the performance and delivery of the Opportunities Fife Partnership (OFP) and the Fife Employability Pathway during 2023/24.

Decision

The committee: -

- (1) reviewed the progress and performance of the Opportunities Fife Partnership (OFP) Employability Pathway during 2023/24; and
- (2) noted the priorities ahead.

The meeting adjourned at 11.35 am and reconvened at 11.45 am.

132. OPPORTUNITIES FIFE PARTNERSHIP (OFF) – ESF EMPLOYABILITY PROGRAMME 2015-2022 FINAL POSITION

The committee considered a report by the Service Manager, Place, Programmes and Policies providing an update on the final performance of Fife's Employability Pathway, funded by the European Social and Investment Funds (ESIF) 2015-2022.

Decision

The committee considered the financial performance and activity as detailed in the report.

Councillor Auxi Barrera re-joined the meeting following consideration of the above items.

133. BUSINESS GATEWAY FIFE ANNUAL PERFORMANCE

The committee considered a report by the Executive Director (Place) providing an annual overview of the performance of Business Gateway Fife Ltd in delivering services during the period April 2023 to March 2024 including the council's financial assistance to businesses scheme. The report outlined information on performance and highlighted areas of service adjustments to support the delivery of the UK Shared Prosperity Funding (UKSPF).

Decision

The committee noted: -

- (1) the performance, expenditure and activity for Business Gateway Fife in 2023/24 as detailed in the report; and
- (2) the risk posed by the uncertainty over UKSPF funding beyond 31 March 2025.

134. BUSINESS & EMPLOYABILITY SERVICES – ANNUAL SERVICE REVIEW REPORT 2023/2024

The committee considered a report by the Executive Director (Place) presenting an overview of the Business and Employability service. The report outlined the service planning, change and improvement work undertaken in 2023/24 and provided an assessment of the performance to inform scrutiny of future service planning.

Decision

The committee: -

- (1) noted the remodeled annual service review report format;
- (2) reviewed the progress and performance of the Business and Employability Service for 2023/2024 and the activity undertaken to date in 2024/25; and
- (3) noted the service planning objectives for 2024/25 and the three-year direction of travel.

Councillor Katheen Leslie left the meeting following consideration of the above item.

135. 2024/25 REVENUE MONITORING PROJECTED OUTTURN - PLANNING SERVICE, BUSINESS AND EMPLOYABILITY SERVICE

The committee considered a joint report by the Executive Director (Finance and Corporate Services) and Executive Director (Place) providing an update on the projected outturn financial position for the 2024/25 financial year for the areas in scope of the Finance, Economy and Corporate Services Scrutiny Committee.

Decision

The committee noted the current financial performance and activity as detailed in the report.

136. 2024/25 CAPITAL MONITORING PROJECTED OUTTURN - BUSINESS AND EMPLOYABILITY SERVICE

The committee considered a joint report by the Executive Director (Finance and Corporate Services) and Executive Director (Place) updating members on the Capital Investment Plan and advised on the projected financial position for the 2024/25 financial year for the areas in scope of the Finance, Economy and Corporate Services Scrutiny Committee.

Decision

The committee noted the current financial performance and activity as detailed in the report.

137. 2024/25 REVENUE MONITORING PROJECTED OUTTURN – FINANCE AND CORPORATE SERVICES

The committee considered a report by the Executive Director (Finance and Corporate Services) providing an update on the projected outturn financial position for the 2024/25 financial year for the Finance and Corporate Services Directorate.

Decision

The committee noted the current financial performance and activity as detailed in the report.

138. 2024/25 CAPITAL MONITORING PROJECTED OUTTURN - FINANCE AND CORPORATE SERVICES

The committee considered a report by the Executive Director (Finance and Corporate Services) providing an update on the Capital Investment Plan and advised on the projected financial position for the 2024/25 financial year for the areas in scope of the Finance and Corporate Services Directorate.

Decision

The committee noted the current financial performance and activity as detailed in the report.

**139. FINANCE, ECONOMY & CORPORATE SERVICES SCRUTINY COMMITTEE
FORWARD WORK PROGRAMME**

The committee considered a report by the Executive Director (Finance and Corporate Services) outlining a draft workplan for future meetings of this committee.

Decision

The committee: -

- (1) noted the current Finance, Economy and Corporate Services Scrutiny Committee Forward Work Plan; and
- (2) agreed that a short life working group would be set up to look at support services for elected members with disabilities and a report on the findings would be brought back to a future meeting of this committee.

30 January 2025

Agenda Item No. 4

Approaches to systems replacement

Report by: Eileen Rowand, Executive Director of Finance and Corporate Services

Wards Affected: All Wards

Purpose

This report explores the approaches and processes involved in major systems replacement such as the recent legacy replacement programme. Lessons learned and improvement actions are explored.

Recommendation(s)

The Committee is asked to:

- (1) Review the approaches and process lessons learned from major systems replacements
- (2) Note the changes to the approach
- (3) Endorse the need to have a continued focus on improvement
- (4) Endorse the embedding of the lessons learned in the governance structures and services across the council

Resource Implications

None

Legal & Risk Implications

The lessons learned and approach is designed to help mitigate any legal and risk aspects.

Impact Assessment

An EqIA has not been completed and is not necessary because the report does not propose a change or revision to any existing policies and practices.

Consultation

This report has been shared with the Council Executive Team and Digital Portfolio Board.

1.0 Introduction

- 1.1 In the last 5 years the council has replaced several large systems – often referred as legacy systems replacements. This includes our Finance, HR, Asset Management, Housing and Social Work systems. Work to finalise Asset management legacy replacement continues and the report to Cabinet Committee in August 2024 updated on progress. The committee approved the updated business case and funding solution.
- 1.2 Cabinet Committee also agreed that the report be referred to this Committee for more detailed scrutiny considering revised and improved processes which could be adopted by Fife Council in future. This report has been compiled to give an overview of lessons learned, good practice and areas for continuous improvement.
- 1.3 All of these systems replacements are led by Services with technical, financial, procurement, HR, training and legal support provided by Finance & Corporate Services to varying degrees dependent on the nature of the replacement. All replacement systems have been supplied by external vendors in line with the council’s policy to “buy, not build.” Support from implementation partners who work alongside the council staff and vendors is also a common feature of major replacements.
- 1.4 This report outlines typical challenges encountered and explores revisions and improvements to the overall process.

2.0 Processes and approach

- 2.1 There are inevitable challenges in replacing large-scale complex systems that have often grown up around long established work practices and processes.
- 2.2 Key challenges and lessons span the following aspects:
 - 1) Understanding of architecture and design principles
 - 2) Clarity of objectives and scope
 - 3) Culture and stakeholder engagement
 - 4) Re-use of and integration with existing systems
 - 5) Customisation, configuration and standardisation
 - 6) Procurement approach and vendor selection
 - 7) Data migration and quality
 - 8) Budget and benefits management
 - 9) Training
 - 10) Phasing and timing
 - 11) Support and maintenance
 - 12) Roles and responsibilities
- 2.3 Each of these have has been explored in conjunction with officers involved in varying roles across programmes and services ranging from users to Senior Responsible Officers. Lessons learned and areas where a different approach may be appropriate have been distilled and included within each aspect and summarised in Appendix 1. Good practice exists across many of these areas,

and these have also been included in the lessons learned in order that they can be reiterated.

3.0 Key challenges and lessons

Understanding the architecture and design principles

- 3.1 The Information and Communication Technology (ICT) Governance Board has a role to review the Council's Digital strategy and approve standards, principles and policies relating to ICT sustainability, risk management, scrutiny and continuity of operations. It also promotes and monitors Information Management policies. It has agreed fourteen design principles that collectively form the foundation for our technology and systems architecture. While exceptions to these principles may occur, they are acknowledged and evaluated individually. The design principles are as follows:

DESIGN PRINCIPLES

- 1 We deploy technology and solutions which equip us to work in any location and on any appropriate device (Council provided or personal) without compromising security or privacy.
 - 2 Systems must be accessible through the single Council log-in, or by equivalently well-controlled logins from "trusted agencies" - and protected by multi-factor authentication (not passwords alone) to ensure smooth operation and legal compliance.
 - 3 We have one agreed "source of the truth"/master record for customers, property, Council Assets and employees, which all processes and systems use to avoid disconnects and duplication in service delivery.
 - 4 Our main technology platforms offer built-in capabilities to collaborate and connect across Services and with Communities, citizens and partner organisations where they choose to utilise them. We will ensure as far as possible that partner-selected tools can be utilised, but they cannot be assured or guaranteed as compliant with any of the other Design Principles here - and this may mean they cannot be used.
 - 5 Digital solutions must be implemented with clear plans for support, sustainability, and upgrade in place.
 - 6 Online access is available across all smartphone, tablet and computer platforms as well as at community facilities for those who do not have their own devices or need assistance.
 - 7 Solutions for use by Citizens which require a confirmed digital identity or personalisation will use, or integrate with, the Council's agreed national citizen account and authentication solution, currently the MyAccount service and/or the Scottish Digital Identity Account when it becomes available.
 - 8 Solutions will provide identified, documented and open API's (Application Programming Interfaces) to allow integration with other systems, in particular agreed Council strategic platforms.
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- 9 Any service specific or national “portals” will be part of and accessible through the Council’s single customer or employee portal.
- 10 We will minimise the internal resources needed to maintain and host systems and optimise accessibility, by using “cloud” solutions that operate on any device, with minimal customisation. We will also classify and implement less critical "line of business" systems as requiring full and costed "straight to supplier" support to ensure they are sustainable within limited resources.
- 11 Solutions will comply with all ICT, data protection and cyber security regulations and legislative requirements.
- 12 We will re-use existing Enterprise or other suitable solutions, before considering options to procure new solutions and will only consider building solutions where no cost-comparable commercial alternative exists.
- 13 Solutions selection will only be undertaken following a clear statement of business need.
- 14 System customisation will only be undertaken where there is a clearly justified business need to do so and this outweighs the additional costs and complexity of supporting a bespoke solution.

3.2 All the principles are relevant to major systems replacements with principles 10, 12, 13 and 14 being particularly relevant. There are aspects that can make complying with these problematic and this is explored in each section. The primary lesson learned across the various programmes is to fully understand what the need is and how it fits with our architecture. This is captured as the first lesson learned:

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
1.1	Understanding of architecture and design principles	Fully understand what we need, consider if we can reuse what we have and if not, go for a cloud-based system with minimum customisation and support requirements	Re-affirm the IT Design Principles and formally assess systems replacements against each principle	Head of BTS in conjunction with Senior Responsible Owners/Sponsors Digital Portfolio Board to re-affirm IT Design Principles and cascade as appropriate

Clarity of objectives and scope

- 3.3 The reasons for replacing a system can vary and will potentially impact on the way the project is run and include:
- End of contract period
 - Vendor stopping support of a product

- Technology obsolescence

- 3.4 End of contract period - each live system undergoes a TIME assessment, which provides a baseline for its typical lifecycle. This assessment allows Services to anticipate the need to replace or migrate systems. Understanding the need for a major system replacement in advance helps with planning, including defining requirements, procurement, implementation, testing, staff training, and customer engagement. Generally, major replacements are known well in advance, allowing for adequate planning periods. Contract end dates are typically well understood, and options to extend are explored. There may be instances where there is a requirement to go to market rather than continuing to extend.
- 3.5 Vendor stopping support of a product - the need to replace a system can also arise when vendors stop supporting a product. This situation requires careful planning and consideration to ensure a smooth transition to a new system that meets requirements.
- 3.6 Technology obsolescence - refers to aspects that are no longer viable and will either be switched off, such as analogue telephony, or continue at risk, for example, when hardware is no longer available, as with the COMIS system within Asset management legacy replacement. Changes in cybersecurity compliance requirements may also render a product non-viable. These conditions can lead to accelerated timelines or increased risk levels beyond the preferred risk appetite. The need to replace a system under these circumstances can impact the timeline, scope and ambition of the replacement project.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
2.1	Clarity of scope and objectives	Assess systems at obsolescence risk, scale of replacements, and perform horizon scanning for evolving technology and cybersecurity trends	Continue forward assessment and horizon scan of systems	Head of BTS in conjunction with Systems owners in services
		Assess forward view of contract end points to inform requirement to go to market	Continue forward view of contract end points	Head of Revenues and Commercial Services in conjunction with Systems owners in services

- 3.7 There may also be a changed need for efficiency or shift in customer and staff expectations as well as a step change in technology, for example, the increase in automation and AI. This can impact on the scope of the replacement as the objective may no longer be for a “like for like” replacement but for a step change impacting on customer and staff processes. This may

identify wider benefits but also bring in greater challenges in understanding requirements and for stakeholder engagement.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
2.2	Clarity of scope and objectives	Understanding new or emerging opportunities in terms of the impact and readiness of staff and customers	Forward assessment and horizon scan of systems from a staff a customer impact perspective	Digital Portfolio Board members in conjunction with Head of BTS

- 3.8 The importance of having a clear understanding of business needs when selecting solutions, and the challenges that can arise from balancing the reuse of existing systems with the need for customisation is key.
- 3.9 Clear statement of business need - principle 13 emphasises that solutions should only be selected after clearly understanding the business processes and functionality required to support them. This ensures that the chosen solution aligns with the actual needs of the business.
- 3.10 Reuse of existing systems - the principle of reusing existing systems and minimising customisation is closely related to the need for a clear statement of business need. This approach aims to simplify the systems landscape, reduce integration efforts, and minimise overall maintenance, support, and training costs. By investing in fewer systems, the council can achieve standardisation and build expertise more effectively.
- 3.11 Tension between customisation and reuse - there is often tension between the desire to reuse existing systems and the need for customisation to meet specific business requirements. Customers typically prefer solutions that match their needs completely, rather than compromising. This tension can lead to challenges in achieving a balance between these aims. There may be added complexity and tension caused by changes in the overall systems landscape, for example we have a new corporate finance and HR system that was not in place when some line of business systems were implemented. This can change the context of a potential “like for like” replacement as although process may be fit for process, the systems around it have changed. This is the case within the Asset management legacy replacement programme.
- 3.12 Best fit with functionality - with system replacements, there is often a need to achieve the best fit with functionality. The extent of the gap in functionality can vary with different products, and this can impact the ease of integration, configuration, and customisation. Different products offer varying levels of fit, which can lead to procurement difficulties, implementation challenges, and post-implementation issues.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
2.3	Clarity of scope and objectives	<p>Assess requirements, evaluate existing systems, identify gaps, and challenge "like-for-like" replacements to enhance efficiency and performance</p> <p>Balance customisation needs with reusing systems to reduce procurement, implementation, and post-implementation challenges</p>	Continue to carry out formal Enterprise Architecture reviews covering both the technical and business process aspects	Head of BTS in conjunction with Senior Responsible Owners/Sponsors

Culture and stakeholder engagement

3.13 The importance of understanding the context and culture in which systems are implemented, recognising the challenges and opportunities that come with change, and the need for thorough planning and assessment are covered below:

3.14 Purpose of Systems

- Systems exist to support staff and customers.
- Delivering change can present both challenges and opportunities.

3.15 Impact of Culture

- The prevailing culture influences the context and atmosphere of system implementation.
- There may be a belief that a "like for like" replacement is needed if existing processes are seen as optimal or if the disruption is not justified.
- A culture of seeing system change as an opportunity to update business processes and take opportunities from modern technology provides a more positive starting position.
- Concern over change is normal and should be recognised.

3.16 Staff and Customer Expectations

- Staff generally aim to do a good job, and customers expect good service.
- Recognising the culture and assessing change readiness is crucial, considering both overly optimistic and resistant attitudes.

3.17 Process Understanding and Mapping

- Understanding and mapping current customer journeys and businesses processes ("as is") and potential future customer journeys and businesses processes ("to be") are essential for any change.

- Large systems consist of many processes, and achieving a thorough understanding of these, along with their potential impact and opportunities, is an area that can be strengthened.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
3.1	Culture and stakeholder engagement	Strengthen user engagement early, recognising the need to change and ensuring input via roles like Change Managers and mapping processes	Engage systems users and customers early and have appropriate representation and roles	Senior Responsible Owners/Sponsors

Re-use of and integration with existing systems

- 3.18 Principle 12 emphasises the importance of reusing existing systems helping to join up processes and public services. It also helps minimise the number of systems in place simplifying the technology landscape. This principle is linked to Principle 3, which aims to achieve a single view of the truth through master data management.
- 3.19 Reuse of Existing Systems - where possible, existing systems should be reused to reduce complexity and streamline operations. This approach has been successfully applied to corporate processes in HR, Finance, and Procurement.
- 3.20 Challenges in Service Processes - the approach has proven more challenging across operational processes. The breadth of services provided by local authorities often exceeds the scope of systems available, leading to the use of specialised line-of-business systems for large service areas such as Housing, Building Services, Education, and Social Work.
- 3.21 Overlapping Functionality - specialised systems can overlap with corporate process systems, complicating implementations. For example, some social care systems include financial functionality that is not required when a core corporate finance system is in place.
- 3.22 Vendor Coordination - during procurement, vendors are informed of the existing corporate systems to ensure their solutions can coexist within that space. There may be instances where line-of-business systems offer enhanced functionality related to corporate processes, which cannot be fully realised without risking duplication or complex integrations.
- 3.23 Risks of Overbuying – there is a risk of overbuying or inappropriate tender scoring if the system includes features that will not be utilised. It is essential to carefully consider these factors to avoid unnecessary costs and complications.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
4.1	Re-use of and integration with existing systems	Understanding system overlaps and architecture, both on technical and business process side	Continue to carry out Enterprise Architecture checks appropriate to risk, criticality and scale - covering both the technical and business aspects	Head of BTS in conjunction with Senior Responsible Owners/Sponsors

- 3.24 Principle 8 – integration, states that "Solutions will provide identified, documented, and open APIs (Application Programming Interfaces) to allow integration with other systems, particularly agreed Council strategic platforms."
- 3.25 There are risks associated with integration, even with modern systems that are open to data sharing. Integrations can be complex, especially across cloud systems, and this complexity increases with frequent, real-time, and high-volume data exchanges.
- 3.26 When multiple vendors are involved, there can be a lack of clarity over who owns the integration requirements, leaving services caught between vendors who may claim that the problem is not theirs. Additionally, as vendors develop and enhance their products, integrations need to be tested or redone each time, adding another layer of complexity.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
4.2	Re-use of and integration with existing systems	Minimise and simplify integrations to reduce system stress and ensure better performance and stability	Develop and implement an assessment approach on the impact of integrations (linked to best fit assessment below)	Head of BTS

Customisation, configuration and standardisation

- 3.27 Principle 14 states that "system customisation will only be undertaken where there is a clearly justified business need to do so, and this outweighs the additional costs and complexity of supporting a bespoke solution."
- 3.28 Preference for off-the-shelf solutions - ideally, an off-the-shelf solution that meets all mandatory requirements through configuration rather than customisation would be preferred. However, given the scale and diversity of councils, this is unlikely. There are typically limited options aimed specifically at Local Authorities, which often requires a degree of compromise.

- 3.29 Influence and control over vendor offerings - the influence and control over vendor offerings can be less than desired, as many products are designed to operate across all sectors and, in some cases, across national boundaries. Localisation approaches can help mitigate this but may not match exactly what a Scottish Local Authority requires – for example, using US English instead of UK English. More significant examples include setting up payroll in the context of localised arrangements.
- 3.30 Impact of customisation - the impact of customisation is not restricted to the design and implementation phase; it extends to acceptance testing, training, and long-term maintenance and support. Where possible, implementing a system using only configuration options will lead to a smoother implementation, as it follows tried and tested routes using pre-existing planned steps, documentation, and approaches.
- 3.31 Costs and efforts of customisation - customisation comes at a cost, including external coding and interface work, as well as internal effort and energy to specify and test them. There may also be an impact on other connected systems processes that need to be considered, potentially leading to further configuration or customisation.
- 3.32 Examples of customisation challenges - customisation of some corporate processes, such as attendance management, has had a knock-on effect on reporting, as standard reports cannot be easily used due to different processes. In this case, the customisation was carefully considered and progressed in a measured way, as the gap in functionality was assessed as being too great.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
5.1	Customisation, configuration and standardisation	Future system replacements should iteratively assess functionality gaps for best fit, aligning with identified procurement routes	Develop and implement a formal best fit assessment process (linked to impact of integrations above)	Head of BTS in conjunction with Digital Portfolio Board

Procurement approach, vendor selection and management

- 3.33 Across the many systems replacements there have been two procurement paths used, either the traditional route or negotiated procurement via frameworks. There has been reference to agile procurement in relation to Asset management legacy replacement, but this is effectively a form of negotiated procurement. The routes are clarified below with additional context on the benefits and drawbacks from the council's Procurement functions perspective.

Procurement Method	Description	Benefits	Drawbacks
Traditional Procurement	Fully specified tender process, which requires detailed specifications and offers clear benefits such as milestone payments and clarity on requirements	Detailed specifications, clear requirements, easy management, use of council terms and conditions, and best value through competitive processes	Time-consuming, relies on users knowing their requirements, may hinder innovation and lacks negotiation flexibility
Negotiated Procurement via Frameworks <i>(also referred to as agile procurement)</i>	Sharing requirements with framework suppliers and negotiating to assess functional fit and value	Quicker to market, effective with joined-up support services, and fosters innovation through supplier-service collaboration	Relies on clear requirements, risks future disagreements, over-promising by suppliers, market limitations, negotiation restrictions, and challenging value/pricing evidence. Contract periods may be less flexible

- 3.34 The benefits and drawbacks outlined above reflect the procurement function's experience in supporting system replacements. Service reflections mirror these experiences. The Asset management legacy replacement programme, for example, encountered difficulties as previously reported to Cabinet committee.
- 3.35 Balancing the detail of functional requirements with an understanding of the context and culture is critical:
- **Balancing detail and context:** It's crucial to balance detailed requirements with an understanding of the context and culture to avoid limiting system choices.
 - **Impact of overly detailed requirements:** Overly detailed requirements can deter vendors from tendering if they cannot meet mandatory requirements.
 - **Cost to vendors:** The significant cost of responding to detailed requirements can reduce vendor interest.
 - **Risk of relaxing requirements:** Relaxing mandatory requirements during the tender process can lead to challenges, as some vendors may have chosen not to tender based on the original requirements.
 - **Contracting time vs. deliverables:** Contracting based on time rather than deliverables or payment milestones can cause issues if timescales need to be adjusted.
- 3.36 To enhance the procurement process and mitigate associated risks, services can leverage additional approaches with Procurement support:
- **Market research:** Conducting market research, including pre-tender requirement notices, helps to understand what is available and inform functionality to help assess fit and case for change.

- **Early framework analysis:** Analysing frameworks early on helps in deciding the best route to market.
- **Framing contracts:** Ensuring contracts are framed to protect the council's position, including milestone payments and liquidated damages/service credits.

- 3.37 Other procedures, such as restricted or Competitive with Negotiation/Competitive Dialogue (CPwN) processes, may be more appropriate. These alternate procurement routes have not been widely used as services have tended to opt for the two recognised routes, which are tried and tested and considered quicker.
- 3.38 CPwN has been introduced to allow for some negotiation after the initial tender is received, if required. These methods are useful when services cannot fully specify requirements, as they allow for refining requirements through market engagement. This approach is a step beyond the more formal route compared to the previously mentioned 'agile' route.

Approach	Description	Timeline	When to use
Competitive procedure with negotiation (CPwN)			Competitive dialogue should not be used for commodity purchases that are easy to specify, such as IT hardware
Competitive dialogue			

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
6.1	Procurement approach, vendor selection and management	Services to better understand the scope, ambition, functional requirements and scale of potential business change required ahead of using any procurement route	Services must define scope, ambition, and functional requirements before procurement. Negotiated approaches like CPwN require a clear functional specification to assess shortfalls, innovation and costs effectively	Senior Responsible Owners/Sponsors in conjunction with Procurement

3.39 Aside from which procurement route is used, is the extent to which vendors staff will be on-site. Some systems replacements were progressed during lock down that by necessity were supported virtually and this caused difficulties.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
6.2	Procurement approach, vendor selection and management	Having onsite staff from vendors can be beneficial and needs to be built in early in the procurement approach	Contract for the appropriate balance of on-site versus virtual support	Senior Responsible Owners/Sponsors in conjunction with Procurement

3.40 Building a trusted relationship with vendors and viewing implementation as a joint endeavour is the ideal scenario. However, achieving this is not always easy and depends on various factors, including external pressures, commercial considerations, and the experience of both vendor and council staff.

3.41 The council has existing corporate contract management processes that are used across services to manage potential risks and issues with performance and delivery. While not all engagements or contracts will run smoothly, these processes help mitigate risks.

3.42 Additionally, risks can be further mitigated through the specification and assessment approach and iterative procurement methods mentioned above (CPwN/Competitive dialogue).

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
6.3	Procurement approach, vendor selection	Balance contractual deliverables with vendor relationship; clarify	Services to better understand the scope, ambition and functional	Senior Responsible Owners/Sponsors

and management	requirements and address functionality gaps early	requirements to inform deliverables	in conjunction with Procurement
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Data migration and quality

- 3.43 Ideally data in all systems should be of good quality – up to date, accurate and appropriately managed. This is a challenge for all organisations and is recognised within the council. There are established business as usual data security arrangements ranging from system level to individual level in place and these are managed across the council.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
7.1	Data migration and quality	Increasing data maturity in managing data as an asset across the council is a wider improvement that can be progressed and will help mitigate migration and quality risks over the longer term	Data maturity action plan to be developed	Head of BTS in conjunction with Digital Portfolio Board

- 3.44 When replacing systems, data is typically migrated from the existing system to the new one. Data may be in different formats and not as complete as desired. Additionally, there is often a need to parallel run input to ensure data is kept up to date over specific cutover dates.

- 3.45 There is an opportunity to cleanse data ahead of any migration, and there have been mixed approaches to this. In some instances, data has been migrated largely “as is” into new systems and later verified. The effort required to verify data post go-live can be greater than doing it prior to go-live. Time constraints often reduce focus on data cleansing. Manual workarounds to input data have also been used during the crossover, causing a significant administrative burden.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
7.2	Data migration and quality	Implementing a new system presents an opportunity to start with clean data and new processes to ensure its quality is sustained	Formal data migration plan approach to be developed and implemented. Data migration to be approved by Board	Head of BTS in conjunction with Digital Portfolio Board Senior Responsible Owners/Sponsors

Budget management

3.46 Established Finance processes have been used to good effect across the various replacements with costs and benefits identified and monitored.

3.47 Communication and Reporting

- Senior Responsible Officers and Boards receive regular updates from the Finance Service.
- Reports include input from the Finance Service.

3.48 Risk and Issue Management

- Risks and issues are managed within programme and project arrangements.
- Forecast costs have identified increases beyond tolerance levels.
- Increases are reported to Project and Programme Boards, and where appropriate, to the Council Executive Team and to committee.

3.49 Cost Management and Mitigation

- Despite control measures, costs can exceed initial estimates due to factors like inflation, lengthening timescales, and customisation.
- Options to mitigate and fund cost increases are explored by services with Finance support.
- Delays to project planning and implementation can be costly.

3.50 Challenges in Cost Estimation

- An optimism bias may be present, as system replacements rarely come in under budget. This can be caused by estimates which assume system adoption in isolation, no customisation, integration or business change elements.
- Estimating costs is challenging until market engagement begins.
- Exception reports, issues, and risks generally include cost impacts for options.

Ref Aspect No.	Lesson	Agreed action	Lead(s)
8.1 Budget management	Focus on cost drivers, timescales, customisation, and contract management to avoid costly post-live delays and remediation. Optimisation bias may be present in costings	Services to better understand the drivers of cost through fuller options assessment and whole cost analysis whilst being alert to optimisation bias. Routinely include a financial assessment report on agenda of boards	Senior Responsible Owners/Sponsors in conjunction with Finance, Procurement and BTS

- 3.51 Properly considering the financial impact and operational impact of the resources required to fully resource the project is key. Costs and impacts tend to focus on those most directly relating to the replacement and these are charged to the project or programme. There can however be costs within services for design, testing and training which are absorbed and not wholly charged into the project. Achieving a balance in the cost of administrative effort required to achieve a fuller whole costing and the benefit of doing so can be challenging. Unnecessary recharging should be avoided.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
8.2	Budget management	Tracking service-level effort and energy is crucial to inform future projects on internal time investment required	Balanced whole cost approach to be developed and implemented	Head of Finance in conjunction with Digital Portfolio Board

- 3.52 Benefits management - can prove challenging and includes financial and non-financial benefits. Where financial benefits are included in budget proposals they are managed through the standard financial monitoring arrangements.

3.53 Focus of Financial Monitoring

- Monitoring focuses on whether the service operates within the reduced budget.
- There is less emphasis on tracking if the actual change on the ground is materialising.

3.54 Non-Financial Benefits

- Some benefits are not included as cash savings within budgets and are not subject to the same standard monitoring.

3.55 Post-Implementation Pressures

- Pressures from going live with systems, post-implementation work, and staff returning to operational roles can impact benefit realisation.

3.56 Benefits Realisation Phase

- Projects may continue without reaching the benefits realisation phase.
- Projects can be shut down too quickly, leading to a lack of clarity around who is responsible for benefits realisation.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
8.3	Budget management	Govern benefits post-go-live with formal reporting; major system replacements and capital projects over £5m require committee updates	Benefits realisation approach to be reiterated	Senior Responsible Owners and Digital Portfolio Board in conjunction with the Head of Finance

Training

- 3.57 Having well trained, confident users is crucial for a smooth implementation but often this is difficult to achieve. The Digital Skills and Learning Team (DSLST) in HR have identified the following from their experience in supporting services:
- 3.58 Early involvement of the Digital Skills and Learning Team (DSLST) helps align new systems with user needs and capabilities, which in turn helps with early adoption. Understanding user capabilities, conducting skills diagnostics, and assessing needs are crucial for successful digital adoption. Diverse training methods, such as eLearning, Teams, face-to-face, and bitesize sessions, cater to different learning styles. Working with Subject Matter Experts (SME's), managing staffing constraints, and leveraging AI tools for efficient eLearning creation are essential. Properly assessing service needs allows for effective training strategies and delivery plans, ensuring staff are well-prepared and confident in using new systems.
- 3.59 Services mirror the challenges identified by the training team. There is an overhang of expectations from previous practices, where face-to-face training was the norm for new systems. However, for many years this approach has not been sustainable due to the scale of system replacements and the increase in users access to cloud based systems.
- 3.60 A mixed training approach is now common, including online training, SME led sessions, and limited face-to-face training. Generally, a hybrid approach to training delivery has greater success in delivering a holistic approach to digital skills which benefits systems-specific training.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
9.1	Training	Ensure joint understanding of training mix needs as early as possible, with plan agreed before going live. The solution will be a balance between HR, Service and vendor-led options as appropriate	DSLST to be engaged as early as possible with an agreed plan in place prior to go live	Head of HR in conjunction with Digital Portfolio Board

Timing and phasing

- 3.61 Timing of implementation - the timing of implementations can have a mixed impact. Dual running is often not possible, and a fixed switch-over date can be beneficial for planning and resource allocation. However, it may also lead to pressure to go live with some elements not fully worked through.
- 3.62 Challenges at go-live - a fixed date can result in shortened training periods, reduced time for data cleansing, and gaps in reporting functionality at go-live. Post-implementation issues can require significant effort to resolve, impacting resource allocation and causing user frustration.
- 3.63 Post implementation impact - projects may continue for some time after go-live, delaying benefits realisation and making it difficult to assess the total cost. While the cost of a delayed go-live is easier to calculate, the overall impact of an early go-live is harder to assess.
- 3.64 Phasing of implementations - phasing has had an impact on the Asset management legacy replacement programme, with multiple systems being replaced on a phased basis. Initially, the goal was to replace as many systems as possible with a single system offering broad functionality, leading to a "big bang approach" where many systems would be swapped over simultaneously. When no suitable systems with broad functionality were found, the approach shifted to assessing individual systems. Despite this shift, the "big bang approach" remained the guiding planning ambition, causing complexity in coordinating multiple systems and vendors. This was later changed to a phased approach, simplifying planning but resulting in workarounds as connected processes went live at different times. It is challenging for the council to foresee all potential permutations of products and integrations.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
10.1	Phasing and timing	Moving forward an early recognition and assessment of phasing options is required for complex replacements and this may benefit from specialised external support	Assessment of phasing options to be considered	Head of BTS in conjunction with Senior Responsible Owners/Sponsors

Support and maintenance

- 3.65 Post implementation there is a business as usual phase that requires ongoing support and maintenance. This includes:
- Ongoing data integrity post migration
 - Interfaces and integrations
 - Testing, patching and bug fixes
 - Performance monitoring
 - Report development
 - Security Management
 - Regulatory and cyber security

- Incident Management
- Ongoing implementation partner support
- Vendor, contract and licence management

3.66 The shift to cloud-based systems with a Software as a Service (SaaS) approach has changed system support. Vendors now handle processes previously managed by BTS, while services can manage user administration, help desk, and report development

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
11.1	Support and maintenance	Clarify roles and responsibilities to avoid gaps or duplication, ensuring early post-live support is included in resource plans	Clear statements of support arrangements to be worked up early in implementations	Head of BTS in conjunction with Senior Responsible Owners/Sponsors

3.67 The following themes highlight the impact of customisation, data cleansing, and go-live readiness on ongoing support and maintenance, as well as the challenges and costs associated with these factors

3.68 Impact on support and maintenance - the impact of customisation, data cleansing, and go-live readiness has a knock-on effect on ongoing support and maintenance. For example, there is still significant post-implementation work on reports for corporate processes, and a post-implementation data verification exercise was required to tidy up staff reporting hierarchies.

3.69 Customisation and integration challenges - customisation and complex integrations complicate support and maintenance as new releases, patches, and bug fixes may need additional testing and further customisation. The time and effort required for this are not reflected in project costs, as the project is considered closed.

3.70 Cost Assessment - it is difficult to assess the total cost of earlier decisions. For context, the post-implementation group for Oracle was only wound down in November 2024. Variations of post implementation support have been used across implementations with differing degrees of cosy and formality.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
11.2	Support and maintenance	A better understanding of the whole cost of decisions is required and is reflected across the twelve learning points	Balanced whole cost approach to be developed and implemented	Head of Finance in conjunction with Digital Portfolio Board

3.71 Post go live it is not uncommon for project teams to return to operational roles leaving a subset of the project structure in place. This can lead to projects not

being formally closed. In these circumstances roles and responsibilities are not always clear. Also, all systems evolve and have a range of functionality that may not have been tapped fully as the priority is to go live.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
11.3	Support and maintenance	It is good practice to have a formal post implementation group, and this should be put in place for all major replacements and links in with benefits realisation	Formal post implementation groups to be put in place	Senior Responsible Owners/Sponsors in conjunction with Finance, HR, Procurement and BTS
11.4	Support and maintenance	Sufficient resource to tune and optimise current and new functionality is required to leverage the most value from systems investments	Formal post implementation groups to be put in place	Senior Responsible Owners/Sponsors in conjunction with Finance, HR, Procurement and BTS

Roles and responsibilities

3.72 There are many roles and responsibilities relating to project and programme delivery including:

- Project staff from services
- Senior Responsible Owners and Sponsors
- Board members
- Programme and Project Managers
- Subject Matter Experts
- Change Managers
- Senior Suppliers
- Senior Users
- Staff users
- Customer users
- Professional support from HR, Finance, Procurement and Legal
- Project and Programme assurance roles

3.73 Projects are temporary, often involving existing staff or temporary recruits. For many, it may be their first time on a systems replacement project. Some see it as a development opportunity and a career path, while others face challenges due to time constraints, skills, and confidence. Standard project and programme approaches are in place, supported by a small network and assurance capability.

3.74 Senior Responsible Owners (SRO's) and Project Sponsors are responsible for the delivery of new systems and manage the change. Often, this may be

the first time a senior officer, such as a Head of Service or Executive Director, takes on this role. Similarly, Board members may not fully understand their roles, risking a shift towards being Service representatives rather than change leaders. Boards function best with the minimal members necessary to drive change. Boards often expand, causing a lack of clarity over membership and between reporting and support roles. While no specific issues have been cited, general observations focus on the time investment and understanding of the role as a Board member. The existing assurance capacity has had a focus on supporting SRO's, Sponsors and Boards and there is scope to increase the support and coaching available to them.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
12.1	Roles and responsibilities	Ensure staff understand their roles and are equipped to fulfil them	Develop and implement a more structured approach to support	Senior Responsible Owners/Sponsors in conjunction with PMO

- 3.75 Project and Programme Managers: Often, existing operational service staff are assigned to these roles for the first time. Systems replacements are typically service led rather than BTS led, meaning a Project or Programme manager may be handling a new management role in a new technical space. They need to understand all twelve lessons learned in this report. BTS has dedicated project managers experienced in systems replacement but not necessarily in service operations. In some cases, it might be more appropriate for BTS to lead a project with support from a Change Manager or Senior User from the business.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
12.2	Roles and responsibilities	Each project should assess the balance of skills needed, determining whether it should be Service led with BTS support or vice versa	Ensure staff resource plans are in place	Senior Responsible Owners/Sponsors in conjunction with BTS and HR

- 3.76 Subject Matter Experts (SME's): Operational service staff are often assigned to lead specific areas within a replacement project, such as Accountants designing the ledger in a finance system or Social Work staff designing workflows in their system. These critical roles have a steep learning curve and can demand more time than anticipated.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
12.3	Roles and responsibilities	It's crucial to ensure appropriate backfill arrangements for subject matter experts (SMEs), as the most experienced staff often leave significant gaps when reassigned. Estimate the time commitment required carefully, as underestimating leads to increased pressure	Ensure staff resource plans are in place	Senior Responsible Owners/Sponsors in conjunction with BTS and HR

3.77 Change Manager and Senior User: Staff and customer users are the ultimate customer of the replacement and are represented by the Change Manager and Senior User role. There is rarely an occasion when the extent of user involvement is seen as being sufficient. This must be balanced by the position that rarely is there enough time for users to be fully involved. These roles ensure that staff and customers are represented, ready for the change, and understand its impact. They identify subject matter experts, support user acceptance training, contribute to wider training needs, and sign off business processes. They also play a role in benefits realisation. Not all projects have formally assigned individuals to this role, often spreading responsibilities across several people, including SMEs. Recent Social Care and Asset management legacy replacement programs have had designated individuals for these tasks.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
12.4	Roles and responsibilities	Moving forward there is scope to recognise the importance of the Change Manager and Senior User roles and ensure that either an individual is tasked with the role or that it is more formally shared amongst a number of individuals who are clear on their part more fully	Ensure role of Change Manager or Senior User in place	Senior Responsible Owners/Sponsors

3.78 Senior Supplier: The Senior Supplier Role represents the interests of those designing, developing, facilitating and implementing the project's products. This role can be fulfilled by vendors and or BTS and clarity on this is helpful at the outset of any implementation. While no specific issues have been cited, general observations are that there may be an expectation that BTS fulfil this

role by default. It may be more appropriate to have a vendor representative on the Programme Board and this has been the case in some instances.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
12.5	Roles and responsibilities	Assigning Senior Supplier role(s) early on helps clarify governance arrangements	Clarify role(s) of Senior Supplier early on and include on Board as appropriate	Senior Responsible Owners/Sponsors in conjunction with Head of BTS

- 3.79 Professional support from HR, Finance, Procurement and Legal are typically required for all major replacements and included within resource plans. A mix of re-prioritisation and backfill arrangements can be used to mitigate the impact on them, but it has caused pressure points on occasion.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
12.6	Roles and responsibilities	A forward look at systems replacements and assessment of the call on professional support will help identify potential spikes in support requirements	Development of IT Road Maps	Digital Portfolio Board members in conjunction with Head of BTS

- 3.80 Project and Programme assurance roles require knowledge of project and programme approaches and assessment skills and should ideally be independent of Services. There are similarities with internal audit and risk type roles although the focus and expertise is narrower and deeper as it is concerned with the specific assurance of projects and programmes.

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
12.7	Roles and responsibilities	A strong PMO approach is required to strengthen assurance capability and capacity	Develop and implement a more structured approach to assurance through a Programme Management Office	Executive Director of Finance and Corporate Service in conjunction with PMO

4.0 Conclusions

4.1 Key takeaways

1. **Challenges and lessons:** This report identifies key challenges and lessons learned from previous systems replacements, including the understanding of architecture and design principles, clarity of objectives and scope, culture and stakeholder engagement, re-use of and integration with existing systems.
2. **Design principles:** It outlines the fourteen design principles agreed upon by the ICT Governance Board, which form the foundation for the council's technology and systems architecture.
3. **Clarity of objectives:** It emphasises the importance of having a clear understanding of business needs when selecting solutions and the challenges that can arise from balancing the reuse of existing systems with the need for customisation.
4. **Stakeholder engagement:** Highlights the importance of understanding the context and culture in which systems are implemented and the need for thorough planning and assessment with stakeholders.
5. **Integration with existing systems:** Discusses the importance of reusing existing systems to minimise complexity and streamline operations, while also addressing the challenges of integration.

Key improvements

1. **Strengthen user engagement:** Engage systems users and customers early in the process to ensure their input is considered and have appropriate representation and roles.
2. **Enterprise Architecture (EA) reviews:** Continue to carry out EA checks covering both technical and business aspects to understand system overlaps and architecture.
3. **Forward assessment and horizon scanning:** Assess systems at obsolescence risk, scale of replacements, and perform horizon scanning for evolving technology and cybersecurity trends.

Appendix 1 Lessons learned and actions

Report Contacts

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Change & Improvement Service Manager

Communities

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Appendix 1

Ref No.	Aspect	Lesson	Agreed action	Lead(s)
1.1	Understanding of architecture and design principles	Fully understand what we need, consider if we can reuse what we have and if not, go for a cloud-based system with minimum customisation and support requirements	Re-affirm the IT Design Principles and formally assess systems replacements against each principle	Head of BTS in conjunction with Senior Responsible Owners/Sponsors Digital Portfolio Board to re-affirm IT Design Principles and cascade as appropriate
2.1	Clarity of scope and objectives	Assess systems at obsolescence risk, scale of replacements, and perform horizon scanning for evolving technology and cybersecurity trends	Continue forward assessment and horizon scan of systems	Head of BTS in conjunction with Systems owners in services
		Assess forward view of contract end points to inform requirement to go to market.	Continue forward view of contract end points	Head of Revenues and Commercial Services in conjunction with Systems owners in services
2.2	Clarity of scope and objectives	Understanding new or emerging opportunities in terms of the impact and readiness of staff and customers	Forward assessment and horizon scan of systems from a staff a customer impact perspective	Digital Portfolio Board members in conjunction with Head of BTS
2.3	Clarity of scope and objectives	Assess requirements, evaluate existing systems, identify gaps, and challenge "like-for-like" replacements to enhance efficiency and performance	Continue to carry out formal Enterprise Architecture reviews covering both the technical and business process aspects	Head of BTS in conjunction with Senior Responsible Owners/Sponsors

		Balance customisation needs with reusing systems to reduce procurement, implementation, and post-implementation challenges		
3.1	Culture and stakeholder engagement	Strengthen user engagement early, recognising the need to change and ensuring input via roles like Change Managers and mapping processes	Engage systems users and customers early and have appropriate representation and roles	Senior Responsible Owners/Sponsors
4.1	Re-use of and integration with existing systems	Understanding system overlaps and architecture, both on technical and business process side	Continue to carry out Enterprise Architecture checks appropriate to risk, criticality and scale - covering both the technical and business aspects	Head of BTS in conjunction with Senior Responsible Owners/Sponsors
4.2	Re-use of and integration with existing systems	Minimise and simplify integrations to reduce system stress and ensure better performance and stability.	Develop and implement an assessment approach on the impact of integrations (linked to best fit assessment below)	Head of BTS
5.1	Customisation, configuration and standardisation	Future system replacements should iteratively assess functionality gaps for best fit, aligning with identified procurement routes	Develop and implement a formal best fit assessment process (linked to impact of integrations above)	Head of BTS in conjunction with Digital Portfolio Board.
6.1	Procurement approach, vendor selection and management	Services to better understand the scope, ambition, functional requirements and scale of potential business change required ahead of using any procurement route	Services must define scope, ambition, and functional requirements before procurement. Negotiated approaches like CPwN require a clear functional specification to	Senior Responsible Owners/Sponsors in conjunction with Procurement

			assess shortfalls, innovation and costs effectively	
6.2	Procurement approach, vendor selection and management	Having onsite staff from vendors can be beneficial and needs to be built in early in the procurement approach	Contract for the appropriate balance of on-site versus virtual support	Senior Responsible Owners/Sponsors in conjunction with Procurement
6.3	Procurement approach, vendor selection and management	Balance contractual deliverables with vendor relationship; clarify requirements and address functionality gaps early	Services to better understand the scope, ambition and functional requirements to inform deliverables	Senior Responsible Owners/Sponsors in conjunction with Procurement
7.1	Data migration and quality	Increasing data maturity in managing data as an asset across the council is a wider improvement that can be progressed and will help mitigate migration and quality risks over the longer term	Data maturity action plan to be developed	Head of BTS in conjunction with Digital Portfolio Board
7.2	Data migration and quality	Implementing a new system presents an opportunity to start with clean data and new processes to ensure its quality is sustained	Formal data migration plan approach to be developed and implemented. Data migration to be approved by Board	Head of BTS in conjunction with Digital Portfolio Board Senior Responsible Owners/Sponsors

8.1	Budget management	Focus on cost drivers, timescales, customisation, and contract management to avoid costly post-live delays and remediation. Optimisation bias may be present in costings	Services to better understand the drivers of cost through fuller options assessment and whole cost analysis whilst being alert to optimisation bias. Routinely include a financial assessment report on agenda of boards	Senior Responsible Owners/Sponsors in conjunction with Finance, Procurement and BTS
8.2	Budget management	Tracking service-level effort and energy is crucial to inform future projects on internal time investment required	Balanced whole cost approach to be developed and implemented	Head of Finance in conjunction with Digital Portfolio Board
8.3	Budget management	Govern benefits post-go-live with formal reporting; major system replacements and capital projects over £5m require committee updates	Benefits realisation approach to be reiterated	Senior Responsible Owners and Digital Portfolio Board in conjunction with the Head of Finance
9.1	Training	Ensure joint understanding of training mix needs as early as possible, with plan agreed before going live. The solution will be a balance between HR, Service and vendor-led options as appropriate	DLST to be engaged as early as possible with an agreed plan in place prior to go live	Head of HR in conjunction with Digital Portfolio Board
10.1	Phasing and timing	Moving forward an early recognition and assessment of phasing options is required for complex replacements and this may benefit from specialised external support	Assessment of phasing options to be considered	Head of BTS in conjunction with Senior Responsible Owners/Sponsors
11.1	Support and maintenance	Clarify roles and responsibilities to avoid gaps or duplication, ensuring early post-live support is included in resource plans	Clear statements of support arrangements to be worked up early in implementations	Head of BTS in conjunction with Senior Responsible Owners/Sponsors

11.2	Support and maintenance	A better understanding of the whole cost of decisions is required and is reflected across the twelve learning points	Balanced whole cost approach to be developed and implemented	Head of Finance in conjunction with Digital Portfolio Board
11.3	Support and maintenance	It is good practice to have a formal post implementation group, and this should be put in place for all major replacements and links in with benefits realisation	Formal post implementation groups to be put in place	Senior Responsible Owners/Sponsors in conjunction with Finance, HR, Procurement and BTS
11.4	Support and maintenance	Sufficient resource to tune and optimise current and new functionality is required to leverage the most value from systems investments	Formal post implementation groups to be put in place	Senior Responsible Owners/Sponsors in conjunction with Finance, HR, Procurement and BTS
12.1	Roles and responsibilities	Ensure staff understand their roles and are equipped to fulfil them	Develop and implement a more structured approach to support	Senior Responsible Owners/Sponsors in conjunction with PMO
12.2	Roles and responsibilities	Each project should assess the balance of skills needed, determining whether it should be Service led with BTS support or vice versa	Ensure staff resource plans are in place	Senior Responsible Owners/Sponsors in conjunction with BTS and HR
12.3	Roles and responsibilities	It's crucial to ensure appropriate backfill arrangements for subject matter experts (SMEs), as the most experienced staff often leave significant gaps when reassigned. Estimate the time commitment required carefully, as underestimating leads to increased pressure	Ensure staff resource plans are in place	Senior Responsible Owners/Sponsors in conjunction with BTS and HR
12.4	Roles and responsibilities	Moving forward there is scope to recognise the importance of the Change Manager and Senior User roles and ensure that either an individual is tasked with	Ensure role of Change Manager or Senior User in place	Senior Responsible Owners/Sponsors

		the role or that it is more formally shared amongst a number of individuals who are clear on their part more fully		
12.5	Roles and responsibilities	Assigning Senior Supplier role(s) early on helps clarify governance arrangements	Clarify role(s) of Senior Supplier early on and include on Board as appropriate	Senior Responsible Owners/Sponsors in conjunction with Head of BTS
12.6	Roles and responsibilities	A forward look at systems replacements and assessment of the call on professional support will help identify potential spikes in support requirements	Development of IT Road Maps	Digital Portfolio Board members in conjunction with Head of BTS
12.7	Roles and responsibilities	A strong PMO approach is required to strengthen assurance capability and capacity	Develop and implement a more structured approach to assurance through a Programme Management Office.	Executive Director of Finance and Corporate Service in conjunction with PMO

30 January 2025

Agenda Item No. 5

Annual Procurement Report 2023-24

Report by: Les Robertson, Head of Revenue and Commercial Services

Wards Affected: All

Purpose

The purpose of this report is to provide members with detail of key Procurement activity and its impact from the financial year 2023-2024.

Recommendation

Members are asked to note the content of the Annual Procurement Report (Appendix 1) which will subsequently be published on the Fife Council website and notified to Scottish Ministers.

Resource Implications

There are no direct resource implications in resulting from this report, however, trend data detailed in the report highlights the increased demand on the Procurement function.

Legal & Risk Implications

The Annual Procurement Report is a requirement of the Procurement Reform (Scotland) Act 2014 and is intended to support transparency and compliance with the Act.

Impact Assessment

An Equality Impact Assessment (EqIA) is not required as there are no changes to existing service delivery or policy.

Consultation

Consultation of this report is not required, but content has been shared with relevant stakeholders for input and comment as appropriate.

1.0 Background

- 1.1 The Procurement Reform (Scotland) Act 2014 forms part of the public procurement legislation that governs how Scottish public bodies buy their goods, works and services and encourages the maximising of economic benefit brought to Scotland from effective and efficient public procurement activity.
- 1.2 The Act requires public bodies with third party spend of over £5m per annum to publish procurement strategies to set out how they intend to carry out their regulated procurements, and to publish Annual Procurement Reports. The Annual Procurement Report is attached in Appendix 1, and it is required to be published on the internet with the link then sent on to Scottish Ministers.
- 1.3 The Annual Procurement Report requires set criteria to be included as a minimum and it should be enhanced to include any content in relation to the specific organisation's Procurement Strategy. Areas such as Fair Work Practices, supporting the local economy and climate agenda are recognised priorities of Fife Council therefore these have been incorporated into the report.
- 1.4 It is acknowledged that the Annual Procurement Report is lengthy, with extensive data provided, including multiple line appendices and in some cases, it may appear that some duplicate information is provided. As noted in 1.3, much of the content is required to comply with Statutory Guidance and is of interest or benefit to different audiences. Specifically, Appendices 1A, B, C and Annex A are requirements of the Act, a summary position and/or additional context to these appendices is provided in the main Annual Procurement Report (Appendix 1).
- 1.5 The reporting period that the report addresses is the respective financial year, 2023-2024, i.e., 1st April 2023 through to 31st March 2024.

2.0 Reporting Period Highlights

- 2.1 The Annual Procurement Report acknowledges that the council had in excess of £628m 'in-scope' third party spend over the reporting period. Over 74% of this spend is with Scottish based organisations.
- 2.2 The Annual Procurement Report acknowledges that 190 regulated contracts were awarded to 593 suppliers during the reporting period. The value of these contracts equates to an approximate overall contract value of £471.9m (£202m per annum). There were 662 contract awards published on Public Contracts Scotland (the national public sector procurement portal for advertising and awarding contracts); this includes lower value (unregulated) tender activity.
- 2.3 Section 7 of the report highlights that 96.3% of the contracts awarded followed due governance. 3.7% required some retrospective activity to conform with required processes. This section also highlights some further controls to enhance compliance and continuous improvement.
- 2.4 In accordance with the Benefits Realisation Policy, over £12.7m of financial savings and benefits have been reported during the reporting year with £2.8m of these being cashable. A summary of benefits generated for the last three years has been provided to show comparison and to illustrate that the collective benefit over that period is almost £29m.

- 2.5 In addition to the financial savings, other benefits from procurement activity have been reported, including:
- Ensuring as much of Fife Council's procurement spend is spent with local Fife businesses as possible.
 - Reduction of environmental impacts
 - Delivery of Community Benefits from contracted suppliers
 - Promoting Fair Work practices in procurement activity.
- 2.6 A selection of infographics have been created to provide a more engaging picture of key activity and outputs. These are appended as follows:
- [Appendix 1Ba – Community Benefit Infographics and Examples](#)
 - [Appendix 3 – Highlight Infographics](#)

Sustainable Procurement – spend with local Fife Businesses/SMEs

- 2.7.1 As well as the statutory requirement to achieve best value in every contract issued by Fife Council, there is a policy objective to obtain the best outcomes for the wider Fife economy and this is supported by targeting procurement spend to local businesses, especially the small to medium enterprise (SME, under 250 employees) sector.
- 2.7.2 Fife Council awarded 48% of its regulated contracts to Fife suppliers, 78% were SMEs. Furthermore, 50% of the contracts via Public Contracts Scotland (this includes unregulated (lower value) contracts)) were awarded to businesses that are registered as trading from Fife, and 86% of those contract awards were to SMEs.
- 2.7.3 Fife Council attributed 34.18% (£214m) of its third party spend to Fife businesses. This is a slight decrease from previous years, but additional analysis was undertaken to determine the reasons. This is largely due to inflationary increases or additional spend with non-Fife businesses and has had a disproportionate impact on the statistics. Further information is provided in section 6.5.3 and 6.5.4 of the Annual Procurement Report.
- 2.7.4 In addition, 6.5.5 acknowledges that a further 32% (£202m) of spend was attributed to businesses who have a significant local impact from their spend with Fife Council – this could be in relation to depots or employment within the Fife area and/or through their onward supply chain.
- 2.7.5 Scotland Excel manage a portfolio of national frameworks for the local authority sector to use. Over the reporting period, there were 39 local suppliers on 26 Scotland Excel frameworks which also provides wider opportunity for those suppliers to supply to other member organisations. Collective spend with Fife suppliers through these frameworks was £29.88m, and £8.46m of this was spend from Fife Council.
- 2.7.6 Fife Council remains an active participant in the Supplier Development Programme helping to support local SMEs in their capability in participating in the tender process. Section 6.8 of the Annual Procurement Report provides detail of this involvement.

Sustainable Procurement – Climate/Reduction of Environmental Impacts

- 2.8 Sustainable procurement aspects are incorporated into tender processes and through ongoing contract management as applicable. Some examples of this activity are provided in Section 8 of the Annual Procurement Report.

Sustainable Procurement – Community Benefits

- 2.9.1 Community benefits are one of a range of social, economic and environmental considerations that can be included in public contracts and frameworks.

- 2.9.2 Community benefits should be relevant and proportionate to the contract in question and there is a statutory duty to consider inclusion of such criteria for all procurement exercises above £4m. It is Fife Council's policy to also consider at lower levels in a relevant and proportionate manner. The report highlights that 148 of the 190 regulated contracts included community benefit requirements.
- 2.9.3 Fife Council contracts have generated significant and varied community benefits ranging from jobs, apprenticeships, work-placements and training to sub-contract/supply chain benefits, social value rebates and donations etc. The below infographic summarises the high-level benefits achieved. Further detail on benefits delivered are provided in Section 9 of the report, and its associated Appendices (Appendix 1B and 1Ba).



Sustainable Procurement – Fair Work Practices

- 2.10.1 Fife Council remains committed to encouraging contractors to adopt fair work practices and attempt to ensure that payment of a fair wage is provided to relevant employees in its contractual activity.
- 2.10.2 Section 10 of the Annual Procurement Report details that 88% of the contracted suppliers have reported to having committed to pay the Real Living Wage in the delivery of the regulated contract. Of the 56 suppliers that did not commit to paying the Real Living Wage at the outset, 12 of those committed to doing so within the initial 2 years of the contract. Furthermore, 19 of the suppliers not committed did not receive any spend during the respective financial year. This leaves 25 (5%) suppliers who were awarded a contract during 23-24 where spend is occurring, accounting for £2.34m of spend. These suppliers are targeted for increased supplier management with a focus on payment of at least the Real Living Wage, to work towards an improvement on this position. Further detail on the reasons for inability to commit to payment of at least the Real Living Wage can be found in section 10.2.3 of Appendix 1.

Annual Review of Procurement and Commercial Strategy

- 2.10.1 The Procurement Reform (Scotland) Act 2014 requires contracting authorities to review its procurement strategy annually. This report provides a mechanism to report on its review which is conducted to assess whether the procurement activity and priorities remain in alignment to the council's broader priorities.

2.10.2 The review concluded that commitments and priorities all remained relevant, albeit due to prevalent risks and impacts, there is acknowledgement that some areas will require increased focus to support the council's priorities as follows:

- Supply Chain Impacts
- Financial Savings/Benefits
- Supporting Local Businesses, SMEs and Third Sector
- Sustainable Procurement

2.9.3 The outcome of the review shall be added to the [existing strategy](#) to acknowledge.

2.9.4 The corporate Procurement Strategy was due to be refreshed in 2024 and this has now been approved by Cabinet Committee on 5th December 2024 for implementation in 2025.

Progress on Key Activity and Priorities Moving Forward

2.10.1 Over and above work associated with letting contracts (and other content already reported as summarised in earlier sections), there has been significant additional activity undertaken. A summary of highlights is provided below and (where appropriate) further detail is provided in Appendix 2 'Updates on commitments and actions'.

2.10.2 The Corporate Procurement Team undertook the [Procurement & Commercial Improvement Programme](#) (PCIP) (Pulse Check) assessment in March 2024 and received positive results. Further information can be found in section 15.2 of the Annual Procurement Report, which includes a link to the [feedback report](#).

2.10.3 Fife Council Procurement was shortlisted as finalists for the Scottish Procurement GO Awards for 4 entries.

2.10.4 Appendix 2 provides some further information in relation to further activity to support the Community Wealth Building (Progressive Procurement) agenda as well as wider Continuous Improvement commitments.

3.0 Conclusions

- 3.1 Procurement activity has delivered £12.7m of financial benefits in the financial year 2023-24.
- 3.2 In addition to the financial benefits listed, Procurement has also achieved non-financial benefits in the form of community benefits as well committing to drive the fair work practices agenda and supporting sustainability related projects.
- 3.3 Fife Council has a significant spend being retained within the local Fife and wider Scottish economy, with much of the spend being attributed to SMEs.
- 3.4 Achievements and improvement activity continues within the function and has been reported on accordingly.
- 3.5 A reflection of current strategy and risks, issues present and areas of increased focus for the procurement function have been identified. Updates on progress shall be reported in subsequent years' Annual Procurement Reports as applicable.

List of Appendices

1. [Appendix 1A - Regulated Procurement Summary 23-24](#)

[Appendix 1B - Community Benefits](#)

[Appendix 1Ba – Community Benefit Infographics and Examples](#)

[Appendix 1C - Future Regulated Procurements \(Pipeline\)](#)

[Annex A - Scottish Government Statutory Return](#)

2. [Appendix 2 - Update on commitments and actions](#)
3. [Appendix 3 – Highlight Infographics](#)

Background Papers

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act, 1973: -

- [Fife Council Procurement & Commercial Strategy 2019-2024](#)
- [Procurement Reform \(Scotland\) Act 2014: Statutory Guidance](#)
- [Public procurement: annual procurement reports for 2022 - 2023: SPPN 2/2023](#)
- [Public procurement strategy: 2023 to 2028](#)
- [Fife Council Benefits Realisation Policy](#)
- [2023/24 Internal Audit Annual Report \(Standards, Audit and Risk Committee, 28th June 2024\)](#)
- [2024/25 Internal Audit Plan \(Standards, Audit and Risk Committee, 23rd May 2024\)](#)
- [Procurement & Commercial Improvement Programme](#)
- [Fife Council PCIP Feedback Report](#)
- [Scotland Excel Fife Council Added Value Report 2023-24](#)

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Section 1 – Introduction and Purpose

Fife Council is the third largest local authority in Scotland, with an annual third party spend in excess of £600 million and is responsible for delivering all local government services in the Kingdom. It is acknowledged that we are living in challenging times, and we aim to ensure all procurement activity provides best value to the council. We recognise this is not just about cost and quality, but about the best balance of cost, quality, and sustainability.

Fife Council is a public sector contracting authority and as such is required to produce an Annual Procurement Report detailing all of its regulated procurement activity. This report summarises the council's regulated procurement activity throughout 2023/2024. A regulated procurement is any procurement for public supplies or services with a value of over £50,000 and for public works with a value of over £2 million.

This report has been prepared as the Annual Procurement Report for the period of financial year 2023/24, to meet the requirements of the Procurement Reform (Scotland) Act 2014 whereby all councils who are required to prepare a procurement strategy must also prepare an annual report on the regulated procurements completed during that year.

Section 2 – Context

2.1 Procurement & Commercial Strategy

2.1.1 In January 2019, Fife Council's Policy and Co-ordination Committee approved a five-year Procurement & Commercial Strategy for implementation in April 2019. This strategy was prepared to reflect current legislation as well as committed policies of Fife Council, it also stretches the procurement function to help meet some wider aims and objectives of the Council.

2.1.2 The aspirations set out in the strategy are ambitious yet reflective of the continuous improvement journey that Fife Council and the procurement function has been on.

2.1.3 This Annual Procurement Report presents performance and progress against policy objectives as well as mandatory reporting elements as dictated by the Procurement Reform (Scotland) Act 2014. This and previous year's Annual Procurement Reports reflect mandatory reporting elements as well as recognised Fife Council priorities.

2.1.4 Our **vision** for the Fife Council procurement team is as follows:

A professional procurement service providing an expert strategic and solution-based service which utilises a commercial focus by collaborating with stakeholders and markets, to achieve best value by improving delivery of services and contributing to the Fife economy.

2.1.5 The organisational Procurement Strategy is due to be refreshed in financial year 2024/25.

2.2 Procurement in Fife Council

2.2.1 The Procurement function is part of Revenue and Commercial Services and is an 'enabling' support service, within the Council's Finance and Corporate Services Directorate.

2.2.2 The operating model for Procurement is a part-centralised function with a strategic focus on the generation of financial and non-financial benefits, effective supplier management, robust demand challenge, compliance, fraud prevention, and continuous improvement.

2.2.3 The Procurement function has a category management approach with a structured sourcing programme. Categories of spend have been segmented into the following areas:

- Construction*
- Corporate & Facilities Management
- Fleet, Plant, Hire & Environmental
- Social Care
- Transportation & Travel

*Procurement activity is delegated to authorised individuals within relevant service areas, however process guidance is provided by the central Procurement function and established governance is in place to aid consistency and compliance.

Section 3 – Format and Content

3.1 The undernoted sections provide the quantitative detail required as part of the statutory reporting, and where appropriate, additional narrative and qualitative information to supplement the content. There are some additional sections to report on Fife Council policy commitments as set out in the Procurement and Commercial Strategy. Some additional qualitative content is provided in Appendix 2 - Update on commitments and actions. Where lengthy detail is required to comply with statutory obligations, these have been provided as Appendices to the main report.

3.2 It is noted that the formal reporting requires information on regulated activity, however it is sometimes difficult to separate regulated from non-regulated, therefore some figures and content refer to all formal procurement activity but presenting the information in this way provides a more accurate reflection of functional activity across the board.

3.3 A number of infographics have been created to provide a more engaging picture of key activity and outputs. These have been provided as appendices as follows:

Section 4 – Spend and Savings/Benefits Position

4.1 Snapshot – statutory reporting and context

<u>Spend and Savings Summary</u>	<u>Source/Note</u>	<u>2023/24</u> <u>£m/%</u>
a) Total procurement spend for the period covered by the annual procurement report.	Oracle Accounts Payable Transactions Report (DXC Transactions also known as the Hub/Observatory (formally known as Spikes Cavell))	628.68
b) Total procurement spend with SMEs during the period covered by the annual procurement report.		299.71 (1900 suppliers)
c) Total procurement spend with Third sector bodies during the period covered by the report.		78.63 (236 suppliers)
d) Percentage of total procurement spend through collaborative contracts	Spend - Category A (Scottish Procurement)	38.34
	Spend - Category B (Scotland Excel)	49.56
	Spend - Other national/regional collaborative*	121.67
	Total	209.57
	Percentage	33%

Table 1 – Statutory reporting and context

*Includes Hub South East Scotland (BAM (Dunfermline Learning Campus)).

4.2 Savings and Benefits

4.2.1 Procurement captures savings and benefits in accordance with a defined Benefits Realisation Policy. The procurement team record benefits achieved on the benefits tracker spreadsheet which is then in turn verified by Finance before any benefits are deemed as made.

4.2.2 Procurement benefits for financial year 2023/2024 have been verified at £12.702m, as illustrated below (Figure 1):

Total Benefits					
2023-24 Procurement Benefits					
	Qtr 1 £m	Qtr2 £m	Qtr 3 £m	Qtr 4 £m	Total £m
Delivered	1.533	2.703	6.365	2.101	12.702
Cashable	0.641	0.593	0.957	0.614	2.805
Cost Avoidance	0.891	2.11	5.409	1.487	9.897

Figure 1 Verified Procurement Benefits

- 4.2.3 Within Figure 1, there will be multi-year contracts. The benefits will be recurring for the length of these contracts; therefore, some benefits may have already been reported in previous years.
- 4.2.4 Figure 2 – Comparison of benefits reported over last 3 years illustrating almost £30m of benefits have been realised over that period.

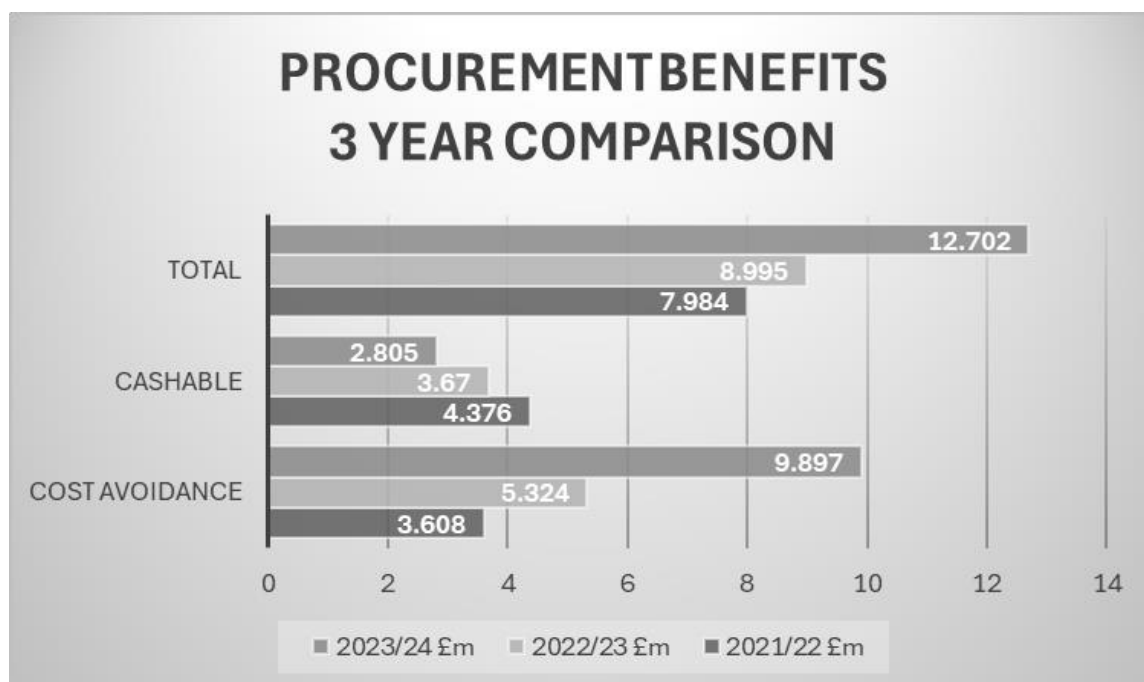


Figure 2 – Procurement Benefits 3 Year Comparison

Section 5 - Summary of Regulated Procurements Completed

- 5.1 Fife Council maintains a contract register which captures high level contract detail information in line with the requirements of procurement legislation, it also contains additional information that is captured to aid policy reporting.

The below table (Table 2) provides the statutory reporting detail on the procurement activity over the reporting period.

Total number of regulated contracts awarded within reporting period	190 regulated procurement exercises (593 contract awards (suppliers))
Total value of regulated contracts awarded within the report period	£471.9m (approx. £202.19m per annum)
Total number of 'contracts' awarded via PCS. <i>N.B. each supplier awarded to a contract is considered a 'contract' and this might include unregulated awards as well as regulated, hence the higher figures</i>	664

Table 2 – Statutory Reporting Procurement Activity

Appendix 1A provides summary of regulated procurement activity as required for statutory reporting.

- 5.2 There were 190 regulated procurement exercises conducted in the previous reporting period (which was also an increase from the previous year (from 140)). This illustrates a continuing increase of activity and demand.
- 5.3 During the reporting period there were circa. 465 active contracts on the register with a value of circa. £499m – this does not include un-regulated one-off tender activity such as sub-contract packages. This figure is subject to change throughout the year but was representative of position in October 2024.

Section 6 – Local Businesses & SMEs

6.1 Context and Approach

In relation to Scottish and Fife Council policy, there is a strong desire to support Small to Medium Enterprises (SMEs), particularly local companies and/or those within the supply chain. Additionally, Fife Council is a Living Wage Accredited employer which comes with obligations around making effort to encourage relevant contractors to pay the Real Living Wage as a minimum. For this reason, activity in these areas are specifically reported on in addition to the minimum expected content.

Whilst locality of organisations is easily identified (assuming only focussing on organisations with head office based locally), businesses who are trading as SMEs are not always categorised as such in data sources. This therefore makes accurate capture of this information difficult but is improving year on year.

6.2 Local Contracts Awarded

6.2.1 Local Contracts Awarded (Public Contracts Scotland)

Figure 3 below provides analysis of contracts awarded via **Public Contracts Scotland** (the national public sector procurement portal for advertising and awarding contracts). **This portal is used for both regulated and unregulated**

procurement activity. The images below illustrate that 48% of contracts awarded are to businesses that are registered as trading from Fife.



Figure 3 – analysis of PCS contract award notices 1st April 2023 – 31st March 2024 (locality)

6.2.2 Local Contracts Awarded (Regulated, approved via Procurement Review Board)

Figure 4 below illustrates the 'locality statuses; of suppliers who have been awarded a regulated contract in the reporting period. 50% of suppliers awarded a place on a regulated contract in 2023-24 were a Fife based supplier. Further detail on the 'part-local' status is provided in 6.5.5 of this report.

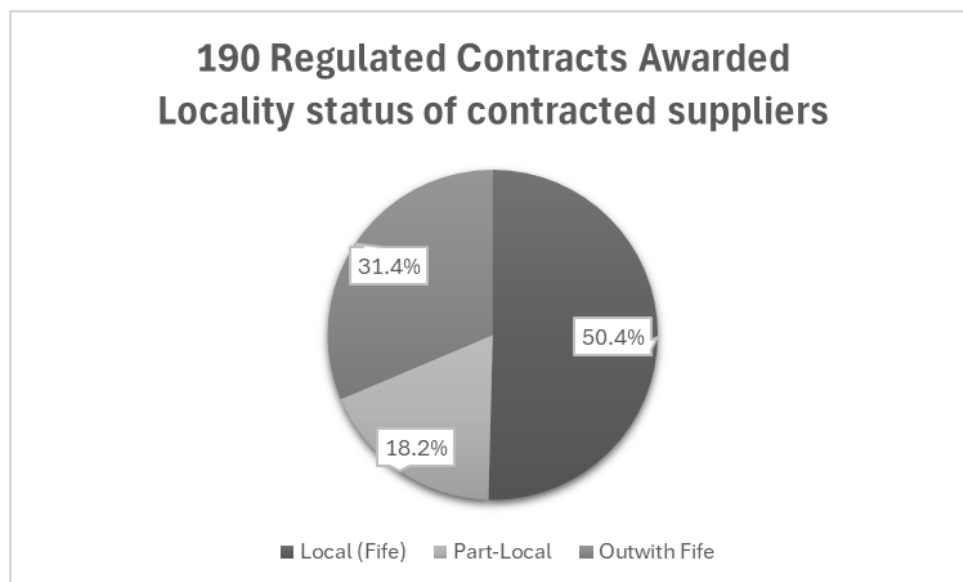


Figure 4– analysis of contract award suppliers – Regulated Procurement List 2023-24 (location status)

6.3 Small to Medium Enterprises (SMEs)

6.3.1 (Public Contracts Scotland)

Figure 5 below illustrates the contract awards in terms of the size of the organisation. 86% of contracts have been awarded to organisations from Micro size (1-9 employees), Small (10-49 employees) and Medium size (50-149 employees) Enterprises. 46% of these organisations are Fife based SMEs.

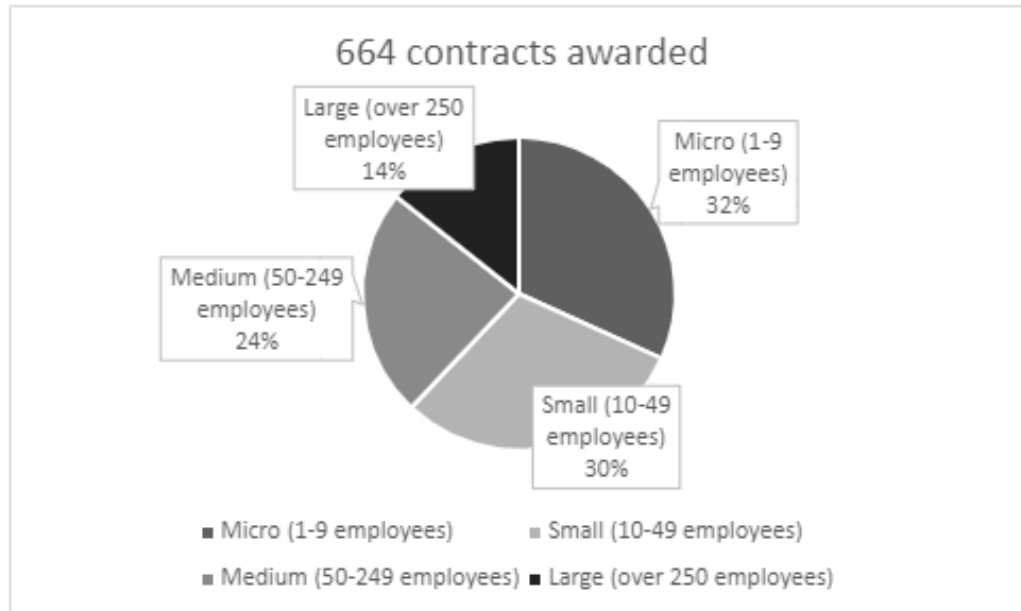


Figure 5 – analysis of PCS contract award notices 1st April 2023 – 31st March 2024 (organisation size)

6.3.2 Small to Medium Enterprises (SMEs), (Regulated, approved via Procurement Review Board)

Figure 6 below illustrates the size of the organisations that have been awarded a regulated contract in the reporting period. 79% of suppliers awarded a place on a regulated contract in 2023-24 were a sole-trader, micro or an SME.

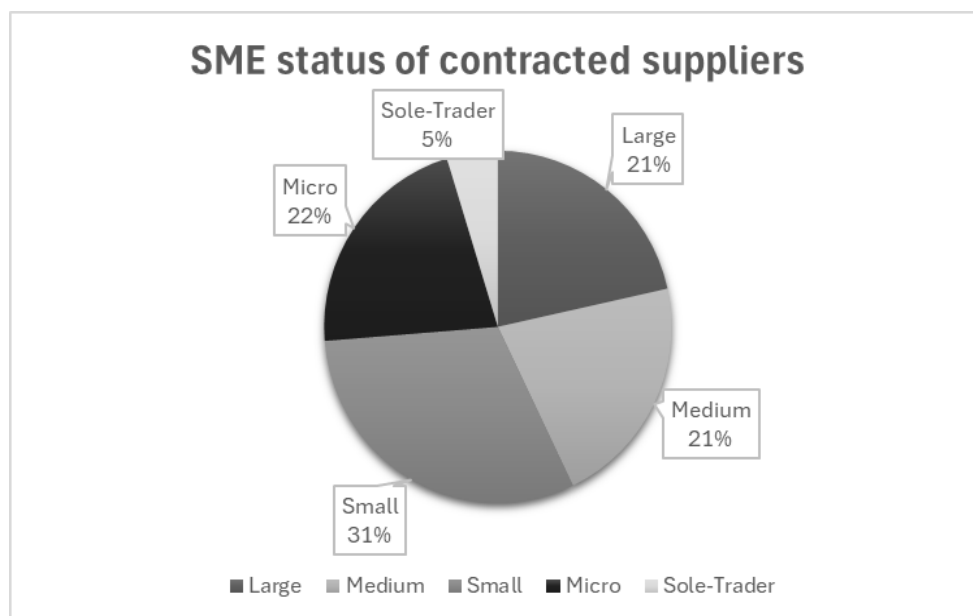


Figure 6 – analysis of contract award suppliers – Regulated Procurement List 2023-24 (organisation size)

6.4 Statutory Reporting

Table 3

Regulated	Number/%
Number of unique suppliers across (190) regulated contracts	465
Number of (unique) suppliers awarded with contracts during reporting period that are SMEs	367 (79%)
Number of (unique) suppliers awarded with contracts during reported period that are Third Sector bodies	12

6.5 Fife Council Spend – local and SME status

6.5.1 Table 4

	2023/24 £M	%
Total Fife Council Spend	628.67	
Total spend with suppliers based within Fife local authority boundary area	213.89	34.18
Total spend with SMEs (where SME status is known, i.e. out of £594.53m)	299.71	47.7
Total spend with Fife SMEs (where SME status is known, i.e. out of £594.53m)	171.11	27

N.B National Reporting methodology – Observatory/The Hub (national public sector procurement tool) presents percentage of spend with SMEs against total spend where supplier size is known rather than overall spend. Supplementary figures/percentages provided below.

Total spend where size of organisation is known = £594.53m

	2023/24 £M	%
<i>SME spend where size of organisation is known</i>	299.71	50.41
<i>Fife SME spend where size of organisation is known</i>	171.11	28.8

6.5.2 The below image illustrates the comparison of local and SME percentages across the last 3-year period.

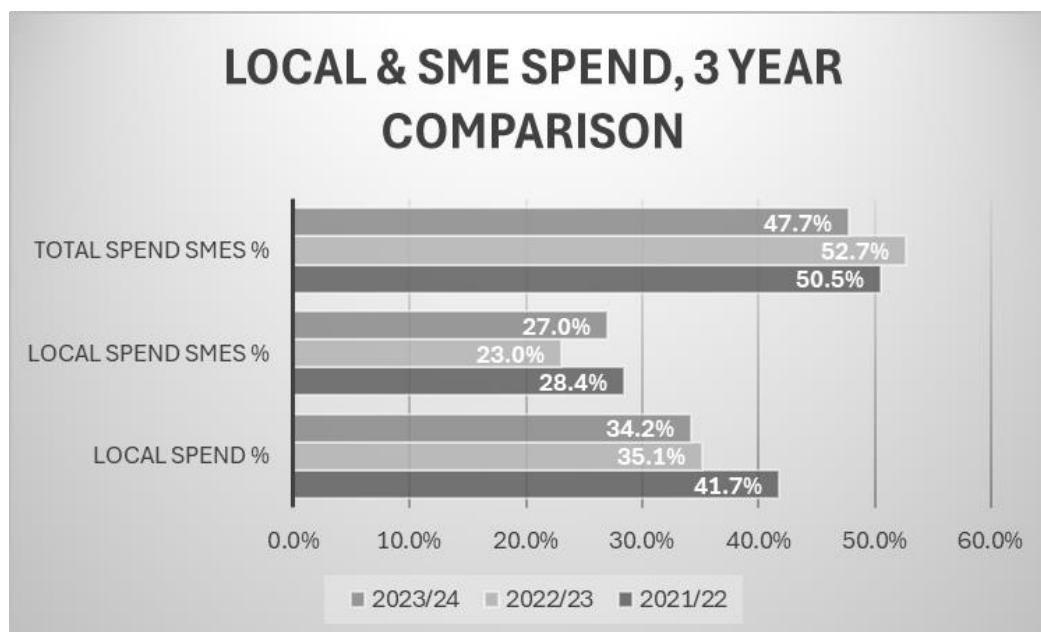


Figure 7 Local & SME Spend, 3-year comparison.

6.5.3 It is noted that there has been a slight reduction in **percentage spend** with local suppliers. Some explanation for this is summarised below:

- Increase of overall spend reported of £76.7m (some changes to parameters of spend to be included as well as inflationary increases and investments account for the additional spend).
- Increase of over £21m spend with Fife businesses in the last year, but proportionately, more of an increase with non-Fife businesses.
- Some areas of significant increase (investment) in spend with non-Fife businesses has a disproportionate impact on the statistics, for example an additional spend with Hub East Central Scotland for Dunfermline Learning Campus (£18.9m, 31% additional); additional spend with Hub East Central (£4.25m) and Network Rail (£4.5m) for the Leven Railway project; additional spend of £1.9m for Air-Source Heat Pumps (no local market). Note, the Dunfermline Learning Campus project has generated many positive local supply chain impacts.

6.5.4 Whilst it is disappointing to see a reduction in percentage of local spend, it is reassuring that the quality of the data and baseline is improving and that the difference can be accounted for. It is accepted that particular areas of spend have an impact year on year, so it is important to ensure that fluctuations are understood and if any areas of opportunity are identified, that this be used to inform future policy or practice.

6.5.5 It should also be noted that local businesses may benefit from non-local procurement spend either through depots/employment within the local authority area, or through their onward supply chain. The scale of this is not feasible to accurately quantify, but as part of the tender process, suppliers are asked to

confirm if they have depots/branches and/or local employment to service the contract tendered for. If they do, they are categorised as 'Part-Local' and can therefore be reported as such on that basis. £202m (32%) of the 23-24 spend has been categorised as 'Part-Local'. The top 30 'part-local' suppliers account for £176m of this spend. An example of a 'Part-Local' categorised supplier is Wolseley, who have 5 branches in Fife employing 16 local residents. Another example is Stagecoach, who operate their East Scotland branch from Dunfermline. Furthermore, most of the non-Fife care homes will have the majority of their operations and staff in the Fife locality.

6.6 Spend Distribution by Location

6.6.1 Whilst the Reform and Recovery, Community Wealth Building agenda seeks to maximise procurement spend within its local area, it is recognised that Fife is already a high performer in that regard and strives for continuous improvement. However, it is often the case that organisations within the Scottish markets require multi-regional customer bases to make them sustainable, therefore it is never going to be feasible to have all spend within an individual local authority area. The undernoted table provides a breakdown of location of spend and illustrates that 74.16% of Fife Council's spend is with Scottish based organisations.

6.6.2 Spend Distribution by location:

Region (Scottish Definition)	Total Value (£m)	Total (%)	Suppliers (Number)
Scotland - Tayside Central and Fife	235.66	37.65%	1363
Scotland - Glasgow and Strathclyde	73.92	11.81%	382
Scotland – Forth Valley	93.04	14.87%	117
Scotland - Edinburgh and Lothians	48.55	7.75%	353
Scotland - Aberdeen and North-East	8.36	1.34%	26
Scotland - South	3.32	0.53%	15
Scotland - Highlands and Islands	1.25	0.2%	26
Outwith Scotland	161.75	25.84%	1260

Table 5 (Source – Spikes Cavell/DXC Report)



6.7 Scotland Excel – Local Supplier Reporting

6.7.1 Scotland Excel manage a portfolio of national frameworks for the local authority sector. Over the reporting period, there were 39 Fife based suppliers on 26 Scotland Excel frameworks (increase of 2 local suppliers from 2023/24). This also provides wider opportunity for these suppliers to supply out with Fife Boundaries. Collective spend with Fife suppliers through these frameworks was £29.88m (increase of over £8m from last year). £8.46m of this spend was from Fife Council.

6.7.2 The below table (Table 6) provides further detail of local suppliers and spend via Scotland Excel frameworks over the last five years:

Table 6 – from Scotland Excel Annual Value Report 23-24

Year (at Q4)	No of Local Suppliers	Total Spend with Local Suppliers	Fife Spend with Local Suppliers	%Fife Spend with Local Suppliers
2019/20	27	£31,349,851	£8,139,677	26.0%
2020/21	33	£25,379,876	£6,536,962	25.8%
2021/22	35	£25,337,318	£5,319,577	21.0%
2022/23	37	£21,588,761	£5,144,618	23.8%
2023/24	39	£29,875,918	£8,458,683	28.3%



6.8 Supplier Development Programme

6.8.1 Fife Council, in conjunction with colleagues in Economic Development have active participation with the Supplier Development Programme (SDP).

6.8.2 The Supplier Development Programme working together with Local Authorities and other public bodies to provide business support in all aspects of tendering. By assisting businesses to become tender ready for public procurement, all-round efficiency, sustainability, and market potential is improved.

6.8.3 Whilst Fife businesses can access this service and improve their chances of winning Fife Council business. It also enhances their opportunity to bid for business out with Fife to further strengthen their market position.

6.8.4 The below table provides figures of registration with the Programme as well as participation in Meet the Buyer events:

Table 7

Council Area	Companies Registered in 2023/24	Total Companies Registered
Fife	30	1053
Number of Businesses Participating in SDP Events & Activities (2023/2024) 144 Fife Businesses attended 41 Supplier Development Programme core training and parent events including: <ul style="list-style-type: none"> - Meet the Buyer National (39) - Meet the Contractor Hub (East Central), BAM and Fife Council (3) - Meet the Buyer North (3) - Fife Meet the Buyer (39) - Meet the Buyer Tayside (11) 		

Over the reporting period, Procurement representatives exhibited at the below events:

- 17th May 2023 – Meet the Buyer National
- 5th October 2023 – Meet the Contractor Hub (East Central), BAM & Fife Council
- 9th November 2023 – Meet the Buyer Fife

6.8.5 Build Fife Programme

Fife Council, in partnership with Hub East Central Scotland and Tier 1 contractors, developed Build Fife, a programme to support local construction and associated businesses with aspirations for growth. The programme was open to construction, and associated businesses, located within Fife.

Build Fife was launched at the Fife Meet the Buyer event on the 9th of November. 22 applications were made, and 14 businesses were selected and committed to the programme.

The programme sessions are listed below and ran from February to March 2024.

- Session 1 – Leadership & Management
- Session 2 – Business Strategy
- Session 3 – Marketing & Social Media
- Session 4 – Tendering & Procurement
- Session 5 – Go Green Simulation
- Session 6 – Business Finance & Employment Law Fundamentals
- Session 7 – Ongoing Business Support
- Session 8 – Final Event - Presentations/awards

The programme was designed to open opportunities for growth whilst providing ongoing development support and guidance.

Build Fife offered an exciting opportunity to build capability, relationships, engage face-to-face with Tier 1 Contractors and ultimately build their business.

The programme was reported on in the Fife Business Matters publication/Invest Fife in May 2024 and InvestFife news article: [Build Fife Programme Successfully Empowers Local Construction Sector | InvestFife](#).

Due to the success of the programme and high demand it is anticipated the programme will run again in 2025.

Section 7 – Summary of Regulated Procurement Compliance

7.1 *Table 8*

Number of regulated contracts awarded within the period that complied with Procurement Strategy (and/or Scheme of Tender Procedures)	183 (96.3%)
Number of regulated contracts awarded within the period that did not comply with Procurement Strategy (and/or Scheme of Tender Procedures)	7 (3.7%)

7.2 The seven contracts that have been reported as non-compliant are due to the following:

Table 9

Reason	Number of contracts
Late contract renewal - resource issue as a result of higher priorities. Company continued to provide service under current terms and conditions.	4
Retrospective report/formal governance - needed urgently.	2
Non-involvement of Procurement in initial contract (legacy) – retrospective reporting	1

7.3 Out of the 190 contracts awarded, there were 30 direct awards during the reporting period. These were still considered compliant as were awarded in accordance with specific criteria in Fife Council's Scheme of Tender Procedures and/or the Procurement Regulations.

7.4 Included in the 190 contracts awarded are 5 Affordable Housing contracts. These contracts do not always follow traditional procurement routes due to the nature of the transactions.

Table 10

Site	Developer	Estimated Value*
Recreation Park, Rosyth; North Fod 1 & 2, Dunfermline; Golfdrum Street, Dunfermline; South Avenue, Blairhall; Methilhaven, Methil; Alexander Road, Glenrothes; Howard Place, Dysart; Eden Park, Cupar; Lady Walk, Anstruther	Morgan Sindall Construction & Infrastructure Ltd	£60.1m
Manse Road, Springfield	Campion Homes Ltd	£6.87m

Westwood Park, Glenrothes	Keepmoat Homes	£7.72m
Fair Isle, Kirkcaldy	First Endeavour LLP – see note below.	£2.52m
Woodbine, Cardenden	Various (to supplement Building Services as main contractor)	£0.77m

*Estimated values include cost of land acquisition

Note re. First Endeavour - contract was terminated in March 2024 due to non-performance. The company has since ceased trading.

- 7.4.1 The Affordable Housing Team when pursuing a site on their Strategic Housing Investment Plan (SHIP) for development are required to complete a Procurement Strategy Report detailing the approach being taken and justification for their intention to award. This report is then taken to a Procurement Review Board (PRB) seeking approval. The PRB will assess the report against the current procurement legal framework and best practice before approving.
- 7.4.2 Justifications for a direct award to a specific developer are generally based on three main criteria:
- A significant need for affordable housing the area
 - Market research showing no other site in the area is realistically available in the same timescales.
 - The Developer has acquired title to the site (or at least an exclusive option).
- 7.4.3 Internal procurement governance arrangements is now established and is being embedded across the Affordable Housing Programme. Procurement are represented on the Affordable Housing Board and a further operational scrutiny group is to be established and again, Procurement shall be represented on this group.

7.5 Internal Audits & Counter-Fraud in relation to Procurement Activity

- 7.5.1 Over the reporting period, the following Internal Audits were carried out that are linked to/feature procurement related activity:
- Pupil Equity Funding (Review of the framework in place to administer pupil equity funding and ensure that it is being effectively invested in line with the Pupil Equity Fund: National Operational Guidance).

The above audit had an improvement recommendation which has since been actioned accordingly.

- 7.5.2 There continues to be a close relationship with the Council's Corporate Fraud Team, with instances of suspected fraud/corruption and irregularity being referred to the Team for investigation as and when appropriate. The Corporate

Fraud Team also provides advice and guidance and shares relevant intelligence from national groups/the wider public sector, with a view to mitigating the risk of fraud/corruption and irregularity. The Corporate Fraud team have conducted training sessions for the procurement team, and this shall continue into the next financial year to ensure all individuals undertaking regulated procurement activity have received this training.

7.5.3 Engagement with Internal Audit was conducted as part of the stakeholder consultation exercise to help inform the 2024/25 Internal Audit Plan. Planned audit activity which may have procurement involvement is as follows:

- Care in the Home (Contracts with, and payments to, Care providers for clients' care in the home).
- Procurement Cards (Corporate review of the internal controls in place to manage and monitor the use of procurement cards, including the authorisation of card transactions.)
- Purchase Ordering (Review of the requisition, approval and ordering arrangements in place within Oracle for non-contract spend below £5,000).
- Regulated Procurement (Review of governance arrangements in place to ensure regulated procurement activity complies with relevant legislation, regulations, and statutory guidance, including areas of delegated procurement).
- ICT Contract Management (Review of ICT contract management arrangements to ensure that specifications are successfully delivered and, if required, remedial actions taken/escalation procedures are efficient and effective).
- Cybersecurity (Review of the cyber incident management arrangements in place to monitor, detect, analyse, prioritise, and respond to cybersecurity incidents and threats via the managed Security Operations Centre).

7.5.4 Procurement will also assist with any involvement of other audit activity, including any relevant policies and/or unplanned work in audit/fraud investigation, as necessary.

Section 8 – Sustainable Procurement Duty, Climate Duties

8.1 Context (Public Sector Climate Change Duties)

8.1.1 Fife Council recognises its responsibility to carry out its procurement activities in an economically, environmentally, and socially responsible manner. Fife Council's Procurement Strategy includes a commitment to purchase works, goods, materials, and services that minimise or reduce the impacts of its activities on the local and global environment, including whole life costing, energy efficiency, supply chain management, and sustainably sourced products. This

commitment aligns with the Sustainable Procurement Duty, ensuring that procurement decisions support sustainable development goals.

In response to the Scottish Procurement Policy Note, Public procurement – taking account of climate and circular economy considerations: SPPN 3/2022, it is recognised that public procurement spend should support climate and circular economy ambitions. This policy note clarifies expectations with respect to climate and circular economy considerations. As part of the fulfilment of the ‘Public Sector Climate Change Duties,’ the Council has a duty to provide a return for its ‘Public Bodies Duties Report’ (PBDR). Procurement feeds into this with responses to specific questions (Part 5 of the return), and an example of the content is provided in the following sections. Additionally, Fife Council acknowledges the Fife Climate Emergency and integrates these considerations into its procurement practices to further support local and global environmental sustainability.

8.1.2 ***How have procurement policies contributed to compliance with climate change duties:***

All regulated procurement activities must consider the Sustainable Procurement Duty. This requires the procuring officer to evaluate, where proportionate and appropriate, how the procurement can enhance the social, environmental, and economic wellbeing of Fife.

The procuring officer should also assess the procurement’s impact and alignment with the following priorities:

- Addressing the Climate Emergency
- Community Wealth Building, particularly the Spending Pillar

Additionally, all regulated procurement exercises should, where relevant and proportionate, incorporate the Sustainability Test. This tool, developed by the Scottish Government, helps procuring officers embed appropriate sustainability requirements into frameworks and contracts.

Fife Council’s current procurement templates include considerations for:

- Sustainable Procurement Duties (improving the social, environmental, and economic wellbeing of the operational area)
- Human Rights
- Ethical Procurement

Where appropriate, the inclusion of weighted evaluation criteria may cover:

- Approach and Delivery of Community Benefits
- Fair Work First and payment of at least the Real Living Wage
- Response to the national climate emergency
- Waste reduction measures
- Climate resilience
- Methods for monitoring sustainability and reducing carbon footprint

8.1.4 ***How has procurement activity contributed to compliance with climate change duties?***

Key areas of ongoing work and improvements include:

1. **Engagement with Climate Colleagues:** Seek support from experts such as the Scottish Government contractor, Sustainable Procurement Ltd., to educate and inform about opportunities and options.
2. **Climate Literacy Training:** Investigate opportunities to train officers in 'Fife Council Climate Literacy' and develop a procurement training plan that includes mandatory completion of Sustainable Procurement eLearning modules.
3. **Reuse, Repair, and Recycling:** Consider the potential for reuse, repair, and recycling of goods during requirement scoping, rather than defaulting to buying new.
4. **Supplier Engagement:** Engage with suppliers to understand opportunities for carbon-reducing actions in different markets and incorporate these into specifications. Ensure suppliers support a Just Transition to net zero.
5. **Environmental Considerations:** Include environmental considerations in procurement activities by incorporating them into specifications and/or applying relevant selection/award criteria where appropriate.
6. **Whole-Life Costing:** Utilise a whole-life costing approach to ensure value for money in procurement, while minimising environmental damage and maximizing socio-economic benefits.
7. **Public Bodies Duties Report (PBDR):** Continue to provide input to the PBDR as part of fulfilling the Council's Public Sector Climate Change Duties.
8. **Passenger Transport:** Include Eco Star Ratings in tender documents and evaluations.
9. **Food Procurement:** Collect data on contract usage to identify opportunities for improvements with local suppliers/producers within Fife Council supply chains. Coordinate local food pilots to encourage locally sourced produce.
10. **Levenmouth Circular Economy (River Leven Restoration):** Continue work on the River Leven Restoration Project, liaising between Fife Coast & Countryside Trust and Fife Council.
11. **Scope 3 CO2 Emissions:** Investigate methods of measuring Scope 3 CO2 emissions. Discuss potential national reporting tools with the Scottish Government and Sustainable Scotland Ltd.
12. **Affordable Housing:** Work to meet Scottish Government guidelines on sustainability, addressing areas such as fuel poverty, CO2 emissions, and energy efficiency. Consider the use of Project Bank Accounts in affordable housing projects.
13. **Housing Stock:** Continue programs to bring existing housing stock up to the Scottish Housing Quality Standard (SHQS) and Energy Efficiency Standards for Social Housing (EESH).
14. **Fleet Decarbonisation:** Collaborate with Fleet Operations to progress the decarbonisation of the council's fleet, seek alternative-fuel vehicles, and work with Roads and Transportation on the Vehicle Charging Infrastructure Project to expand electric and alternative-fuel vehicle charging infrastructure.

- 15. Dunfermline Learning Campus:** Continue to engage with Tier 1 contractors to develop sustainable and energy efficiency properties in line with the Climate Fife Strategy and progress the adoption of Passivhaus Standards.

Section 9 – Community Benefits

9.1 Context and Approach

9.1.1 Fife Council acknowledges that public procurement contracts are a powerful tool for achieving a wide range of social and environmental benefits, including the creation of more and better employment opportunities. In line with the Sustainable Procurement Duty, Community Benefits, and Community Wealth Building principles, as well as the Progressive Procurement Pillar, Fife Council is committed to leveraging procurement to support these goals.

9.1.2 For major works projects, Fife Council is committed to:

- Carefully considering whether to include community benefit requirements as part of the procurement process. If such requirements are included, a summary of the intended benefits will be provided. If not, a justification will be given explaining why it was deemed inappropriate.
- Including a statement in the award notice detailing the benefits expected from these community benefit requirements.

9.1.3 This approach is a mandatory requirement under the Procurement Reform (Scotland) Act 2014. However, Fife Council's policy goes beyond the minimum requirements by also considering community benefits for goods and services contracts, where it is proportionate and relevant to do so.

This commitment underscores Fife Council's dedication to sustainable procurement and its broader social and environmental responsibilities.

9.2 Statutory Reporting

9.2.1 *Table 11*

Total number of regulated contracts awarded with a value of £4m or greater	20
Total number of regulated contracts awarded with a value of £4m or greater that contain Community Benefit requirements	16
Total number of regulated contracts awarded with a value of less than £4m that contain Community Benefit requirements	132

Note - In some cases, in the above and in Appendix 1B some entries do not contain either individual details (people) or financial values (£s). Some entries are valued in weeks i.e., Skill and Training.

Table 12

Community Benefit Type	Description	£ value (where quantified)
Number of jobs	72.67 People 3 Local Job Advertisements	
Number of apprenticeships	21 People 211.1 Weeks	
Number of work placements	9 Weeks	
Other community benefit(s) fulfilled such as:		
<ul style="list-style-type: none"> SME and third sector spend (sub-contract/supply chain) 	170.5 Hours of Support	£26.5m local spend through contracts and local supply chain
<ul style="list-style-type: none"> Social Value Rebate (including donations, charitable work etc.) 	6 volunteers 251 hours of volunteering 12 other types of support	£112.96k
<ul style="list-style-type: none"> Environmental & Ethical 	46,338.37 Car Miles driven with low or zero emission staff vehicles 100 hours of staff voluntary time on creation and management of green infrastructure	
<ul style="list-style-type: none"> Skills and Training (Workshops, Careers advice etc.) 	47 People 789.75 Hours 733.2 Weeks 20 Other (Site Visits, Interviews, Careers Days)	£14.5k (where quantified)

9.2.2 The below infographic summarises the table narrative for an alternative visual of the results. A few example contract benefits are provided in [Appendix 1Ba – Community Benefit Infographics and Examples](#) as case study material.

Figure 8



9.2.3 [Appendix 1B](#) provides further detail of community benefits recorded as delivered over the reporting period.

9.2.4 Examples of Community Benefits achieved through a variety of contracts/frameworks can be found in [Appendix 1Ba](#).

Section 10 – Fair Work and Real Living Wage

10.1 Context and Approach

10.1.1 With a view to supporting the strategic aim of providing **Opportunities for all**, Fife Council considers payment of the Real Living Wage to be a significant indicator of an employer's commitment to fair work practices and that payment of the Real Living Wage is one of the clearest ways that an employer can demonstrate that it takes a positive approach to its workforce.

10.1.2 The Council considers 'workforce matters' in connection with their contracts if the services provided have the effect of employees being considered an in-direct employee of Fife Council and/or if there is known or perceived history of unfair work practices. Guidance has been refreshed on this, having been issued to Procurement teams in January 2023, with a stronger emphasis on mandating Fair Work criteria within contracts.

10.2 – Position/Statutory Reporting

10.2.1 Table 13

Number of unique suppliers awarded a contract during 23/24	465
Number of regulated contracts awarded during the period that have included a scored Fair Work criterion.	92
Number of unique suppliers who have committed to pay the Real Living Wage in the delivery (from the outset) of a regulated contract awarded during the period.	409* (88%)
Number of unique suppliers who are accredited Living Wage employers and were awarded a regulated contract during the period.	100

*Note 24 of these suppliers are categorised as sole-traders

10.2.2 Additional Reporting

The below table illustrates more quantified detail of the status of suppliers who have been awarded a contract during financial year 23/24 in relation to their commitment of payment of at least the Real Living Wage to their employees.

Table 14

Title	Number	Spend 23/24
Number of unique suppliers who commit to paying the minimum of Real Living Wage within the first 2 years of the contract	12	£0.7m
Suppliers who do not pay nor commit to payment of the Real Living Wage	44	£2.34m
Number of suppliers in above (not committed to paying Real Living Wage) with no spend	19	N/A

10.2.3 409 suppliers (out of 465 unique suppliers) are reported to having committed to pay the Real Living Wage in the delivery of the regulated contract. This equates to 88% of suppliers that have been awarded a contract in financial year 2023-24. This leaves 56 suppliers not paying the real living wage at the outset of the contract. However, 12 of these suppliers have committed to payment of the Real Living wage within the initial 2 years of the contract, and a further 19 suppliers have not received any spend during the respective financial year. This leaves 25 (5%) suppliers awarded a contract during 2023-24 where spend is occurring (£2.34m), but no commitment is made in terms of payment of the Real Living Wage.

10.2.3 For those suppliers not committing to pay the Real Living Wage, this is routinely encouraged through pro-active supplier management activity. Some examples of supportive narrative as to why the contractor has not yet been able to achieve the desired position has been provided for the top spend suppliers, accounting for approx. £2.2m (94%) of the spend reported above.

Table 15

Contract	Annual Spend 23/24	Reason not able to commit payment of RLW
Supply of Kitchens	£1.19m	86% of employees are paid a minimum of RLW up from 85% in 2023. There is a willingness to work towards 100% but the nature of operations means it is impossible to split the handling of all materials in the factory at a contract level so unable to provide breakdown of those directly affected for the Fife contract. Also, financial impacts such as inflationary increases in material price and Autumn Budget 2024. To remain competitive energy and fuel costs have not been fully passed on to the council. A benchmarking exercise was undertaken which showed costs of RLW (not accredited) supplier to be 28% more expensive on the framework when supplying the same products.
Vehicle Hire x 1	£0.44m	Overall framework managed by Scotland Excel but position and commitment subject to ongoing supplier management by Fife Council with any individual suppliers where RLW improvements are required.
Taxi Operator x 1	£0.3m	Drivers guaranteed a minimum wage and hours per day. As most drivers are retired or have disabilities these reduced working hours suits their needs and fixed payment can often work out more than payment of Real Living Wage if paid by the hour.
Educational and Office Furniture	£0.13m	Framework managed by Scotland Excel. Status has since been updated with supplier providing commitment to paying RLW as a minimum within 2 years.
Educational and Office Furniture	£0.09m	'Members contribute their efforts voluntarily as an integral part of their life-long religious vocation and in turn receive far in excess of what the Real Living Wage could provide, including exceptional provision for social, emotional, physical and mental health needs.'
Summer Bedding Plants	£0.05m	Originally treated as below regulated and therefore Real Living Wage was not in scope. However as tendered value was above Regulated Threshold, Real Living Wage status has been incorporated into the award and will be included in future framework that is being developed.

10.3 – Other Council Commitments

10.3.1 As part of the Procurement & Commercial Strategy, Fair Work is further promoted within procurement activity by seeking commitment to our Construction Charter and Ethical Care Charter where applicable.

10.3.2 The Construction Charter is included in relevant construction related contracts to acknowledge the council aspiration and expectations for contractors to practice in their organisation also. The strategy also acknowledges that the council is opposed to blacklisting, and there is no evidence that any of our contractors practice blacklisting.

10.3.3 Similarly, the Ethical Care Charter is incorporated into relevant procurement exercises for homecare related services.

Section 11 – Invoice Payment Performance

11.1 Context

11.1.1 Fife Council is committed to ensuring that businesses are paid on time because it is understood how important it is to pay businesses promptly once a service has been performed or goods delivered. Late payment is particularly detrimental to SMEs, third sector bodies and supported businesses. Fife Council also mandates via contract conditions that main contractors must pay their sub-contractors and suppliers promptly in an effort to ensure cashflow is positive throughout the supply chain.

11.1.2 Late payment legislation places a statutory duty on all public bodies to pay commercial debt within 30 days. Legislation also allows businesses to claim interest and recovery costs if goods and services are not paid for on time.

11.2 Position

577,421 invoices have been received during the reporting period, and 556,709 (96.41%) of these were paid within 30 days.

11.3 Supplier Portal

11.3.1 The Fife Council Oracle system has a Supplier Portal. This functionality allows suppliers to have their own unique login to their account details within the Council's system and the ability to review order, payment, and catalogue status/details. Some suppliers use this functionality to create their own invoices via the system, which when matched to an existing order and matched receipt, will automatically pay. This creates efficiency for the council as the invoice does not need to be handled in any manner by council personnel (unless there is a mismatch).

11.3.2 During the reporting period, 60 suppliers submitted 19,347 invoices that were processed via this method.

11.4 eInvoices

11.4.1 Fife Council utilises the Scottish Government's eInvoicing solution which provides a platform that accepts a range of invoice formats that can be automatically processed for matching and payment. It is intended to provide an easy, consistent, and standard platform for suppliers to the public sector and is compliant with relevant Directive requirements. There are no costs and should be no technology changes for suppliers to issue invoices through the system.

11.4.2 During the reporting period, 14 suppliers have processed 19,629 eInvoices via this method.

11.5 Intelligent Document Recognition (IDR)

In October 2023, Fife Council went live with Oracle's IDR solution. This is a solution that automates the invoice matching process at header level. This negates the need for indexing and uploading to another system, providing some efficiencies in the process.

Implementation is progressed with suppliers on a phased approach to ensure effective for both supplier and the council, and as of March 2024, 10 suppliers have been on-boarded, and 14,841 invoices have been processed in this manner.

Section 12 – Supported Businesses

12.1 Context and Approach

12.1.1 Before carrying out a regulated procurement, Fife Council includes consideration of how the process can facilitate the involvement of Supported Businesses. The involvement of Supported Businesses is considered at strategy stage. Completion of contract strategies are mandatory for all regulated procurement exercises; therefore, effort is made to consider supported businesses in all regulated procurements.

12.1.2 During the reporting period, 1 regulated contract was awarded to a Supported Business as follows:

Table 16

Contract Description	Total Contract Value (Approx.)
Personal Protective Equipment & Workwear (PPE), Supported Business – Scott Direct	£150,000

12.2 Spend with Supported Businesses

12.2.1 Table 17

Supported Business	2023/24
Matrix Fife	£270,206
Castle Furniture	£361,456
Dovetail Enterprises	£87,784
Scott Direct	£112,720
Furniture Plus	£223,681
Keela International Ltd	£2,855
The Lady Haig's Poppy Factory	£3,694
Total spend with Supported Businesses	£1,062,396

Section 13 – Pipeline

13.1 Table 18

Total number of regulated procurements expected to commence in the next two financial years	180
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*(as of November 2024) N.B., this is subject to change and refreshed 'Pipeline' is published on fife.gov website regularly.

- 13.2 Appendix 1C provides the Pipeline of regulated procurements expected to commence in the next two financial years. Note this is continually updated and available publicly on the Fife Council website.

Section 14 – Annual Review of Procurement & Commercial Strategy

- 14.1 The Procurement Reform (Scotland) Act 2014 requires contracting authorities to review its procurement strategy annually. This report provides a mechanism to report on its review which is conducted to assess whether the procurement activity and priorities remain in alignment to the council's broader priorities. This and subsequent section shall be added to the existing strategy to acknowledge outcome of the review.

- 14.2 The review concluded that the commitments and priorities all remained relevant, however due to prevalent risks and impacts, there is acknowledgement that some areas will require a continued increase of focus to support the council (and Scotland)'s broader objectives as follows:

- 14.3 **Supply Chain Impacts** - Continued monitoring and proactive activity to manage emerging/known impacts of multiple disruptions to supply chains.

14.4 Financial Savings/Benefits

- 14.4.1 Budget pressures remain a significant challenge for Fife Council. Any identified opportunities around efficiencies relating to third party spend will continue to be pursued.

14.4.2 An 'Opportunities Pipeline' is maintained within the Procurement team, where potential opportunities are logged and progressed accordingly. There is currently over £3m of potential opportunities identified on this pipeline.

14.4.3 As a result of continued inflationary rises/instability, it is recognised that cost reduction on a like for like basis is unlikely to be achieved, and whilst any opportunities for financial savings shall be pursued, efforts will be focussed on minimising price impacts and keeping abreast of market conditions.

14.5 **Community Wealth Building (Spending Pillar) (Sustainable Procurement)**

14.5.1 **Supporting Local Businesses, SMEs, and Third Sector** - Due to the local economic impact of external events (COVID-19 pandemic and other geo-political events), it is recognised that procurement has a part to play in supporting economic recovery. This is addressed further in 'Progress on Key Activity and Priorities Moving Forward' section below.

14.5.2 **Fair Work Practices** – Fife Council is committed to encouraging Fair Work Practices from its suppliers. This includes payment of the Real Living Wage and Procurement shall continue to encourage and promote fair work practices as part of the procurement process.

14.5.3 **Sustainable Procurement (Climate)** – Fife Council's Plan for Fife 2021-2024 Update acknowledges the need to make Fife resilient to unavoidable climate change that is happening now, while reducing our contribution to this global emergency. In addition, in accordance with the Scottish Procurement Policy Note, Public procurement – taking account of climate and circular economy considerations: SPPN 3/2022, it is recognised that public procurement spend should support climate and circular economy ambitions, and Procurement shall continue to explore opportunities around climate and circular economy considerations.

14.5.4 **Community Benefits** – the Fife Economic Strategy has an objective to 'Increase the scale and range of community benefits achieved through public sector procurement expenditure. This also features as an ambition through Community Wealth Building activity.

14.6 Fife Council's corporate Procurement and Commercial Strategy is due to be refreshed for financial year 24/25 and as such, work has commenced during 23/24 to review and update accordingly. The strategy will ultimately be presented to Cabinet committee for proposed approval once ready. This will take cognisance of the new Public procurement strategy: 2023 to 2028, the vision of which being:

'Putting public procurement at the heart of a sustainable economy to maximise value to the people of Scotland.'

Section 15 – Progress on Key Activity and Priorities Moving Forward

15.1 Context

15.1.1 Over the reporting period, over and above work associated with letting contracts (and other content reported already in this report (i.e. statutory content)), there has been significant complementary work undertaken. An action plan was devised from the 'Other Priorities/Moving Forward' section of last year's Annual Procurement Report. A summary of highlights of activity is provided below and (where appropriate) further detail is provided in Appendix 2 'Progress on Key Activity and Priorities Moving Forward'.

15.2 Procurement and Commercial Improvement Programme (PCIP)

15.2.1 The Corporate Procurement Team undertook the Procurement & Commercial Improvement Programme (PCIP) (Pulse Check) assessment in March 2024. This PCIP was introduced in 2015 and is a maturity model designed to assess Scottish public sector procurement performance in a common format. The assessment set out to build foundations of good public sector procurement and to sign-post good practice. The 'pulse check' commenced in 2023 and was a new approach to further support the sector. It focuses on the policies and procedures driving procurement performance and the results that they deliver. The PCIP pulse check assessment model had a reduced question set of eleven questions. Each question had four levels of possible achievement as follows:

1. Developing Area
2. Improving Area
3. Good Practice
4. Advanced Practice

15.2.2 Each level had a number of evidence criteria required to obtain, and in order to achieve any level beyond 'Developing', the preceding level criteria had to be evidenced in addition to the level aimed for. The assessment/verification was carried out by Scotland Excel. The corporate team prepared evidence in advance and included activity from Delegated Procuring areas. Fife Council received positive feedback, with good practice and advanced practice being the score achieved for all questions as per below.

Figure 9 (Scotland Excel Annual Value Report 2023-24)

Question	Level Council Achieved
1. Procurement Influence	Advanced Practice
2. Procurement Strategy	Advanced Practice
3. Learning & Skills	Advanced Practice
4. Risk Management	Good Practice
5. Commercial Acumen	Advanced Practice
6. Continuous Improvement	Advanced Practice
7. Climate Change	Good Practice
8. Implementation & Exit Strategies	Good Practice
9. Contract & Supplier Management	Good Practice
10. Contractual Obligations	Advanced Practice
11. Lessons Learned	Advanced Practice

15.2.3 Further information can be found in the feedback report [here](#).

15.3 Scottish Public Procurement GO Awards

15.3.1 Fife Council Procurement were shortlisted as finalist entries for the Scottish Procurement GO Awards 2023. The entries were as follows:

- Procurement Team of the Year Award (for collective governance with both Corporate Procurement and Delegated Procurement Authority via our Procurement Review Board).
- Sustainable Procurement Award (3 entries: Environmental Considerations in Transport Contracts; Strategic Sustainable Procurement in Fife Council; Information Technology Disposals).

15.4 Community Wealth Building – Progressive Procurement

15.4.1 [Appendix 2](#) provides some information on activity over and above that already detailed in this report that supports the Community Wealth Building agenda.

15.5 Continuous Improvement of the Procurement Function

15.5.1 [Appendix 2](#) provides some detail of team development and workforce planning activity; improvements to procedures and guidance; use of technology and customer experience.

List of Appendices

Appendix 1A - Regulated Procurement Summary 23-24

Appendix 1B - Community Benefits

Appendix 1Ba – Community Benefit Infographics and Examples

Appendix 1C - Future Regulated Procurements (Pipeline)

Annex A - Scottish Government Statutory Return

Appendix 2 - Update on commitments and actions

Appendix 3 – Highlight Infographics

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Note 1 - Framework Owners (key):

FC = Fife Council

SXL = Scotland Excel

SP = Scottish Procurement

CCS = Crown Commercial Services

Contract Title	Procedure	Initiating Contract Owner	Contract Value	Annual/One Off Value	Contractor(s)
Electrical PAT Testing for Public Buildings	Direct Award (Compliant with Regulations)	SXL	£ 1,386,196	£ 693,098	E.W Edwardson (Electrical Contractors) Limited
Janitorial Products	Direct Call-Off	SXL	£ 600,000	£ 600,000	Instock Disposables Ltd, Alliance Disposables Ltd
Total Mobile (Extension)	Direct Call-Off	CCS	£ 960,833	£ 240,208	Totalmobile Ltd
Application Performance Monitoring Tool	Direct Call-Off	CCS	£ 60,263	£ 60,263	Dynatrace Ltd
Non Domestic Rates	Direct Call-Off	CCS	£ 110,572	£ 22,114	NEC Software Solutions UK Limited
Site Security at 4 Sites	Open	FC	£ 51,153	£ 51,153	Orbis Protect Ltd
Road AI Solution	Direct Call-Off	CCS	£ 96,450	£ 48,225	Vaisala Ltd
Microsoft SQL Licences	Direct Call-Off	SP	£ 313,121	£ 125,248	Computacenter (UK) Ltd
Banking Services	Direct Call-Off	SP	£ 73,171	£ 31,359	The Royal Bank of Scotland Public Ltd Company
Gartner Executive Guidance Services	Direct Award (Compliant with Regulations)	CCS	£ 161,400	£ 80,700	Gartner UK Limited
Data Archiving	Direct Call-Off	CCS	£ 83,248	£ 27,749	ICT Revolutions Ltd
No Wrong Door Consultancy	Direct Call-Off	Other	£ 105,000	£ 105,000	Inner Circle Consulting Limited
Community Equipment Management Solution	Direct Call-Off	CCS	£ 82,210	£ 41,105	Creative Software Solutions (Europe) Limited
Supply and Support of F5 Load Balancers	Call-Off (Mini-Comp)	Other	£ 68,617	£ 22,872	Computacenter (UK) Ltd

Contract Title	Procedure	Initiating Contract Owner	Contract Value	Annual/One Off Value	Contractor(s)
Provision of Fresh Fruit & Veg (Extension)	Direct Call-Off	SXL	£ 1,400,000	£ 1,400,000	George Carruthers & Sons Ltd
Contract Management System (Sypro)	Direct Call-Off	CCS	£ 45,600	£ 22,800	Sypro Management Ltd
Supply of Nissan Leafs	Direct Call-Off	CCS	£ 100,565	£ 100,565	Western Nissan Motor Group
Overarching Strategy Trade Materials (Extension)	Direct Call-Off	SXL	£ 1,158,727	£ 1,158,727	Decco Ltd T/A White Milne & Co, Highland Industrial Supplies Limited, Jewson Limited (George Boyd), SIIS Limited, Crown Paints Limited, Imperial Chemical Industries Limited (t/a ICI Paints AkzoNobel), PPG Architectural Coatings UK Limited
Blue Prism Licences and Support	Direct Call-Off	SP	£ 71,100	£ 71,100	Softcat PLC
Supply of Heat Recovery Units	Call-Off (Mini-Comp)	SXL	£ 192,193	£ 192,193	Edmundson Electrical Ltd
Purchase of pick up, tippers and chassis cabs	Direct Call-Off	CCS	£ 1,395,035	£ 1,395,035	AM Phillip Trucktech Ltd
Cowdenbeath Leisure Centre Cabin	Direct Call-Off	Other	£ 499,232	£ 499,232	Portakabin (Scotland) Limited
Sheriff Officer and Debt Collection (Extension)	Direct Award (Compliant with Regulations)	SXL	£ 73,401	£ 73,401	Alex M Adamson, Scott & Co (Scotland) LLP, George Walker & Co t/a Walker Love
Supply & Delivery of Bitumen Products (Extension)	Other	SXL	£ 33,000	£ 33,000	COLAS Limited; Jobling Purser Ltd
Mid Fife Local Bus (18A 33A)	Call-Off (Mini-Comp)	FC	£ 37,700	£ 37,700	A1 Minibus and Coach Services Ltd
Supply of Summer Bedding Plants 2024	Call-Off (Mini-Comp)	FC	£ 56,954	£ 56,954	Pentland Plants Ltd
Community Meals (Extension)	Other	SXL	£ 340,000	£ 340,000	Apetito Ltd
Vehicle Activated Signs	Direct Call-Off	CCS	£ 674,096	£ 674,096	Clearview Intelligence Ltd

Contract Title	Procedure	Initiating Contract Owner	Contract Value	Annual/One Off Value	Contractor(s)
Mid Fife Local & School Bus	Call-Off (Mini-Comp)	FC	£ 30,392,072	£ 7,598,018	Leanne Ellis & John Dickson T/A Eazy Coach Hire Fife; David Bruce T/A Merlin Travel; A1 Minibus and Coach Services Ltd; Moffat & Williamson Ltd; Bay Travel Coaches Ltd; E & M Horsburgh Ltd; Fife Scottish Omnibuses Ltd t/a Stagecoach East Scotland; Midland Bluebird Ltd
Supply, Installation and Repair of Window Blinds	Open	FC	£ 380,000	£ 95,000	Shadow Blinds Ltd, Muirgroup Interiors Ltd, Val U Blinds Ltd
Fleet Management System	Direct Call-Off	CCS	£ 123,656	£ 41,219	Civica UK Limited
Additional Mid & South Fife Bus Services (14 20A 108 SN1)	Call-Off (Mini-Comp)	FC	£ 425,886	£ 351,087	Moffat & Williamson Ltd
Hybrid Mail (Extension)	Other	SP	£ 383,000	£ 383,000	Critiqom Ltd
Overarching Strategy for Supply of Road Maintenance Materials (Extension)	Other	SXL	£ 258,735	£ 258,735	Huws Gray Ltd; Glasdon UK Ltd; Mallatite Minor Structures & Products Limited; Scotia Supply Company Ltd
Inspection, Testing, Planned Maintenance & Reactive Repairs of Public Clocks	Open	FC	£ 408,365	£ 102,091	Smith of Derby Ltd; HE Weir & Son CIS; The Cumbria Clock Company Ltd
Short Break Service (Leuchie House)	Direct Award (Compliant with Regulations)	FC	£ 560,000	£ 140,000	Leuchie House (MS Society)
Oracle Cloud Licences (Extension)	Other	FC	£ 6,199,419	£ 1,239,884	Oracle Corporation UK Ltd
Vehicle and Plant Hire (Overarching Strategy) (Extension)	Other	SXL	£ 1,705,033	£ 852,517	ACL Hire Limited; Arnold Clark Finance; Econ Engineering Limited; Peter Vardy Limited; Riverside Truck Rental Limited
Civica Cx Housing Solution	Direct Call-Off	CCS	£ 904,650	£ 180,930	Civica UK Limited
PTX Bottomline	Direct Call-Off	CCS	£ 75,740	£ 25,247	Bottomline Technologies Ltd

Contract Title	Procedure	Initiating Contract Owner	Contract Value	Annual/One Off Value	Contractor(s)
Re-opening of Flexible Framework for the Provision of Care at Home for Adults and Older People	Open	FC	£ 17,905,031	£ 8,952,516	ARK Ltd; Blessing Grace Limited t/a CURA; Blue Star St Andrews Ltd; Busy Bees Care Limited; Cluarans HCS Limited; Cornerstone; Love@care Ltd; P4C Healthcare Ltd; Plum Tree Care Ltd; Prestige Nursing (Scotland) Ltd; Roundstone Quality Care Ltd; Wellness Social Care Services Limited; Rhema Healthcare Solutions t/a AllCare Home Care; Cogent Healthcare Ltd; Firstcare Solutions Ltd; Kingdom Support and Care CIC; Tayem Care Service Ltd
Minor Builders Work Including Reactive Maintenance	Restricted	FC	£ 2,407,500	£ 601,902	Kingdom Maintenance (Fife) Ltd; John O'Donnell (2016) Ltd; Lasman
Supply and Installation of External Wall Insulation to Swedish Timber Houses	Call-Off (Mini-Comp)	SXL	£ 623,337	£ 623,337	Everwarm Limited
Design, Supply and Installation of Fire Alarm, CCTV, Door Access and Intruder Alarm Framework	Restricted	FC	£ 3,200,000	£ 800,000	Security & Fire Systems (Scotland) Ltd; Caledonia Fire and Security Limited, VWS Limited
Overarching Strategy, Heavy Vehicles (Extension)	Other	SXL	£ 2,220,000	£ 2,220,000	Farid Hillend Engineering Limited; Dennis Eagle Limited
Service, Maintenance and Repair of Fire Alarms	Open	FC	£ 1,010,504	£ 252,626	Security and Fire Systems (Scotland) Ltd
Service, Maintenance and Repair of Intruder Alarms and Door Entry Systems	Open	FC	£ 1,284,000	£ 214,000	Security and Fire Systems (Scotland) Ltd
Servicing Heat Recovery Units	Open	FC	£ 160,000	£ 40,000	Lovats Catering Engineering Services Ltd

Contract Title	Procedure	Initiating Contract Owner	Contract Value	Annual/One Off Value	Contractor(s)
Maintenance of traffic signals, light controlled pedestrian crossings, vehicle actuated & variable message signs	Call-Off (Mini-Comp)	CCS	£ 925,000	£ 185,000	Swarco UK & Ireland Ltd Green Tech; Scotbark; Origin Amenity
Supply of Horticultural Materials	Open	FC	£ 338,615	£ 112,872	Solutions Ltd; Agrovista UK Ltd; Aitkins
Short Breaks (Inspired Breaks Ltd)	Direct Award (Compliant with Regulations)	FC	£ 1,276,000	£ 319,000	Inspired Breaks
Purchase and Supply of 13 RCVs	Direct Call-Off	SXL	£ 2,973,753	£ 2,973,753	Farid Hillend Engineering Limited
Purchase of 9 narrow body RCVs	Call-Off (Mini-Comp)	SXL	£ 2,099,097	£ 2,099,097	Dennis Eagle Limited
Lockers and Cubicles for Cowdenbeath LC	Direct Award (Compliant with Regulations)	FC	£ 90,095	£ 90,095	Prospec Ltd
Mechanical and Electrical Professional Services Framework	Restricted	FC	£ 500,000	£ 250,000	Blackwood Partnership Limited; Harley Haddow Limited; Luths Services; Hawthorne Boyle; Survey Design Consultant
Overarching Strategy Building and Timber Framework	Direct Call-Off	SXL	£ 1,269,003	£ 1,269,003	Huws Gray Ltd; MGM; MKM; FIBO; Jewson Limited
Supply and Installation of IWI, Solar PV and Batteries and HTTC	Call-Off (Mini-Comp)	SXL	£ 1,639,395	£ 1,639,395	BCA Insulation Limited
Provision of Dog Kennelling Service	Direct Award (Compliant with Regulations)	FC	£ 25,172	£ 12,586	Quarrybrae Dog Boarding Kennels
Trust Accounts	Direct Call-Off	Other	£ 54,884	£ 27,443	Henderson Loggie LLP
Short Breaks (Respite Fife)	Direct Award (Compliant with Regulations)	FC	£ 5,263,020	£ 1,754,340	Respite Fife

Contract Title	Procedure	Initiating Contract Owner	Contract Value	Annual/One Off Value	Contractor(s)
Multi Functional Devices	Direct Call-Off	CCS	£ 4,267,786	£ 853,557	Canon (UK) Ltd
Lubricating Oils, Greases and Antifreeze	Call-Off (Mini-Comp)	Other	£ 60,283	£ 60,283	Rock Chemicals Ltd
Invitation to Quote for Street Lighting LED Columns	Call-Off (Mini-Comp)	Other	£ 1,786,801	£ 595,600	Orangetek Limited
Invitation to Quote for Street Lighting Aluminium Columns	Call-Off (Mini-Comp)	Other	£ 1,372,890	£ 457,630	Mallatite Minor Structures & Products Limited
External Wall Insulation - Glenrothes	Call-Off (Mini-Comp)	SXL	£ 2,937,038	£ 2,937,038	SERS Energy Solutions (Scotland) Ltd Kingdom Maintenance Fife Ltd. CIS; Forth Plasterers Limited; Saltire Roofing & Building Ltd; Andrew Mathie Roofing and Roughcasting Limited
Roofing Framework - Lot 1 and 2	Restricted	FC	£ 5,109,672	£ 1,277,418	
Education Grass Sports Pitch Maintenance	Open	FC	£ 180,000	£ 45,000	McNab Sports Ltd
Phase 1 Hire of Modular Cabins at St Kenneths PS	Direct Call-Off	Other	£ 403,225	£ 403,225	Sibcas Ltd
AHP Cardenden	Direct Award (Compliant with Regulations)	FC	£ 773,876	£ 773,876	John O'Donnell (2016) Ltd; T & N Gilmartin (Contractors) Ltd; Sidey Solutions Ltd; Bell Group Ltd; EMTEC Fire Systems Ltd; Thomas Menzies (Builders) Ltd CIS
Supply of Windows and Doors	Call-Off (Mini-Comp)	FC	£ 9,381,684	£ 4,690,842	CR Smith Limited
Income Management	Direct Award (Compliant with Regulations)	FC	£ 68,600	£ 9,800	Adelante Software Ltd
Tailabout Core and Cluster Flats (Previously Stratheden Redesign 11084) (Extension)	Direct Award (Compliant with Regulations)	FC	£ 173,142	£ 173,142	Kingdom Support and Care CIC

Contract Title	Procedure	Initiating Contract Owner	Contract Value	Annual/One Off Value	Contractor(s)
Framework agreement for the repair, supply and fit of hydraulic hoses for vehicles and plant	Open	FC	£ 33,963	£ 8,491	MacAulay Plant Services; Bowen Fluid Engineering; Pirtek Kinross
Supply of Electrical Materials (Mini-comp)	Call-Off (Mini-Comp)	SXL	£ 1,171,786	£ 1,171,786	Edmundson Electrical Ltd; Ross Electrical; SM Electrical
Provision of Independent Advocacy Services (Extension)	Direct Award (Compliant with Regulations)	FC	£ 193,975	£ 193,975	Circles Network
CommVault Licences	Direct Call-Off	SP	£ 60,181	£ 38,008	Computacenter (UK) Ltd
Purchase of 55 Small Vans	Direct Call-Off	FC	£ 1,130,055	£ 1,130,055	AM Phillip Trucktech Ltd
External Wall Insulation - Burntisland and Dalgety Bay	Call-Off (Mini-Comp)	SXL	£ 1,658,714	£ 552,905	Valley Group Limited
Cashless Parking	Direct Call-Off	Other	£ 495,000	£ 99,000	ICES Ltd
Purchase of 67 Replacement Vans for Building Services	Direct Call-Off	CCS	£ 2,221,519	£ 2,221,519	MAN Truck & Bus
Vehicle Activated Signs	Direct Call-Off	CCS	£ 674,096	£ 674,096	Clearview Intelligence Ltd
Provision of Business Support & Event Management Service for Fife Renewables Innovation Centre (Extension)	Open	FC	£ 111,600	£ 27,900	Balcombe Business Services
Electronic Payment Services	Direct Call-Off	Other	£ 128,301	£ 128,301	Allpay Limited
Provision of Business Support for Business Incubator Kirkcaldy and Dunfermline	Open	FC	£ 135,000	£ 45,000	Flexi Business Support
Installation of UPVC Windows and Doors	Other	FC	£ 2,000,000	£ 500,000	Bell Group Ltd
Affordable Housing Fair Isle Kirkcaldy	Direct Award (Compliant with Regulations)	FC	£ 2,520,000	£ 2,520,000	First Endeavour LLP

Contract Title	Procedure	Initiating Contract Owner	Contract Value	Annual/One Off Value	Contractor(s)
Supply, Delivery and Installation of 11 Air Source Heat Pumps	Direct Call-Off	SXL	£ 3,532,675	£ 3,532,675	Alternative Heat Limited
Vans for Fife Leisure Trust	Direct Call-Off	SXL	£ 82,404	£ 82,404	Western Nissan Motor Group
Aluminium Curtain Walling	Direct Call-Off	FC	£ 2,408,198	£ 602,050	Door Automation (Scotland) Ltd
Affordable Housing Programme Westwood Park, Glenrothes	Direct Award (Compliant with Regulations)	FC	£ 7,718,476	£ 2,572,825	Keepmoat Homes
Storage Hardware Replacement	Direct Call-Off	CCS	£ 81,236	£ 81,236	Softcat PLC
Insurance and Risk Management Advisory Service	Direct Call-Off	CCS	£ 10,000	£ 10,000	Aon Ltd
Purchase of Ride-On Mowers	Call-Off (Mini-Comp)	SXL	£ 335,821	£ 335,821	Fairways (GM) Ltd
Road Traffic Management Sub-Contractors	Open	FC	£ 1,384,000	£ 346,000	CTM
Mobile Services (Extension)	Other	CCS	£ 290,661	£ 290,661	TELEFONICA O2 (UK) LIMITED
Lifts & Hoists Framework Agreement (Extension)	Other	FC	£ 1,000,000	£ 330,000	W Munro (Rehab) Ltd; Advanced Stairlifts (Scotland) Ltd; Class One; Contraflow; Hatton; Paragon; Sunbelt
Fife Council Discounts and Exemptions	Open	FC	£ 190,000	£ 47,500	Datatank Ltd
Water Automatic Readers	Direct Call-Off	FC	£ 227,400	£ 45,480	Scottish Water Business Stream Ltd
Educational Materials	Call-Off (Mini-Comp)	FC	£ 1,350,000	£ 1,350,000	Findel Education Limited
Sprinklers & Other Specialist Fire Systems	Direct Award (Compliant with Regulations)	FC	£ 165,000	£ 82,500	EMTEC Fire Systems Ltd
Servicing and Maintenance of Electric Profiling Beds	Open	FC	£ 67,200	£ 21,000	W Munro Rehab
Provision of Youth Justice Service for Children and Young People	Open	FC	£ 975,524	£ 243,881	Sacro

Contract Title	Procedure	Initiating Contract Owner	Contract Value	Annual/One Off Value	Contractor(s)
Provision of Domestic Furniture and Furnishings (Extension)	Other	FC	£ 3,609,088	£ 2,815,630	The Furnishing Service Ltd; CF Services; Castle Furniture; Furniture Plus
Yotta Back Office (Extension)	Other	FC	£ 99,704	£ 49,852	Causeway Technologies Ltd
Winter Maintenance Provision (Extension)	Other	FC	£ 49,570	£ 49,570	Inex Works Group Ltd
Geographical Information System	Direct Call-Off	CCS	£ 192,000	£ 64,000	ESRI UK Ltd
Independent Professional Observer (Extension)	Open	FC	£ 151,200	£ 39,600	Giffordgate Limited
Repair and Maintenance of CDT Equipment	Open	FC	£ 140,000	£ 35,000	Tilgear
Structures and Bodies of Water Solution	Direct Call-Off	CCS	£ 119,200	£ 20,200	AMX Solutions Ltd
Tourism Signage - Forth Bridges Area	Open	FC	£ 95,000	£ 95,000	Paul Hogarth Company Limited
Exhibition Services (Extension)	Open	FC	£ 16,000	£ 40,000	JNM Exhibition Services; Display Wizard
Air Quality Management Provision (Extension)	Open	FC	£ 180,000	£ 100,000	Ricardo AEA Ltd; Enviro Technology Services Ltd
Xplore Dundee Strike (Replacement School Buses)	Direct Award (Compliant with Regulations)	FC	£ 16,666	£ 16,666	A1 Minibus and Coach Services Ltd; Fife Scottish Omnibuses Ltd T/A Stagecoach East Scotland; Eazy Coach Hire Fife; H H Coaches; Ember Core Ltd; Earnside Coaches Ltd
Vehicle Parts - Consumables (call-off from Lot 6 on SXL framework)	Call-Off (Mini-Comp)	SXL	£ 315,857	£ 78,964	Prime Industrial & Janitorial Supplies Ltd.
Day Care Services - Capability Scotland (Upper Springlands)	Direct Award (Compliant with Regulations)	FC	£ 815,842	£ 271,947	Capability Scotland

Contract Title	Procedure	Initiating Contract Owner	Contract Value	Annual/One Off Value	Contractor(s)
Education & Office Furniture (Roll-Up Award 22/23) (Extension)	Direct Call-Off	SXL	£ 350,421	£ 350,421	Active Office Scotland Ltd; Azzurro Ltd; Claremont Office Furniture Ltd; Community Products (UK) Ltd t/a Community Playthings; Complete Business Solutions Group Ltd; Findel Education Limited; Langstane Press Ltd; Morleys (Bicester) Ltd; Sharp Business Systems UK Plc; Spaceright Europe Ltd; Spaces Taylored Ltd; Wagstaff Bros Ltd; Yorkshire Purchasing Organisation (YPO)
Electrical Installations, Testing and PV Installations	Restricted	FC	£ 26,000,000	£ 6,500,000	Moffat Projects Fife; McTear Contracts Ltd
Office Stationery & Office Paper	Direct Call-Off	SP	£ 2,400,000	£ 600,000	Lyreco UK Limited
Pension Solution (Additional Module, Pensions Dashboard)	Direct Call-Off	Other	£ 232,409	£ 43,803	Aquila Heywood
Scaffolding and Associated Services Framework	Restricted	FC	£ 4,800,000	£ 1,200,000	MAR Scaffolding (Scotland) Ltd; Hard Rock Scaffolding Ltd; FORM Access Ltd
C1 Road Maintenance and Minor Civil Engineering Works up to £1.5m	Open	FC	£ 21,000,000	£ 7,000,000	Amalgamated Construction Ltd; Breedon Northern Ltd; Geo Structural Ltd; Hillhouse Group; JH Civil Eng Ltd; MacKenzie Construction Ltd; MacLay Civil Engineering Ltd; Realm Construction Limited; RJ McLeod Contractors Ltd; Newlay Civil Eng Ltd; T&N Gilmartin (Contractors) Ltd
River Leven Generation, Glenrothes and Central Fife: Riverside Park, Glenrothes and the Levenmouth Connectivity Projects - Works	Direct Call-Off	FC	£ 20,000,000	£ 20,000,000	Balfour Beatty Civil Engineering Ltd

Contract Title	Procedure	Initiating Contract Owner	Contract Value	Annual/One Off Value	Contractor(s)
Servicing and Repair of Warden Call Equipment (at sheltered housing premises) (Extension)	Open	FC	£ 250,000	£ 50,000	SPG Fire & Rescue
Social Care Agency Workers	Call-Off (Mini-Comp)	SXL	£ 8,000,000	£ 2,000,000	ASA
Memorial Plaques and Path Kerbers	Open	FC	£ 99,942	£ 33,314	Quality Masonry Services
Project Management Resource (Offshore Wind Structures) (Extension)	Direct Award (Compliant with Regulations)	FC	£ 139,050	£ 47,700	Scottish Engineering
Business Engagement Executive for DYW Fife (Extension)	Direct Award (Compliant with Regulations)	FC	£ 116,771	£ 39,546	Fife Chamber of Commerce & Enterprise Ltd.
Repair and Maintenance of Rollerboards, Drywipe boards and notice boards (Extension)	Open	FC	£ 141,000	£ 50,000	Spaceright Europe Ltd
Personal Protective Equipment & Workwear	Direct Call-Off	SXL	£ 500,000	£ 500,000	Arco; Bunzl; Stax; Engineering Agencies; Lion Safety; Scott Direct
Bereavement Services Digitisation (Extension)	Direct Call-Off	CCS	£ 33,000	£ 16,500	Plotbox Ltd
Below Ground Drainage Framework	Open	FC	£ 1,400,000	£ 350,000	Braehead Engineering Limited; Ipsum Ltd; Metro Rod Ltd
Replacement Vehicles for Meals on Wheels	Direct Call-Off	CCS	£ 422,138	£ 422,138	Eastern Western Motor Group Limited
Windows & Doors - Supply (Extension)	Direct Call-Off	FC	£ 1,050,000	£ 1,050,000	Sidey Solutions Ltd; Bell Group Ltd; Door Automation (Scotland) Ltd
Madras College Extra Curricular Bus Service	Call-Off (Mini-Comp)	FC	£ 35,720	£ 35,720	Moffat & Williamson Ltd

Contract Title	Procedure	Initiating Contract Owner	Contract Value	Annual/One Off Value	Contractor(s)
					1932 Taxi Ltd; 365 Travel; A1 Cabs; A1 Minibus and Coach Services Ltd; A & D Taxis; Ace Radio Taxis Ltd; Andy's Cabs; Baynes Tayport Taxis; C and H Taxis Ltd; Cowdenbeath Taxi Service Ltd; Crossford Taxis; Dawn 2 Dusk; Derek Steele; Dhillon Taxis Ltd; Fife Wide Taxis Ltd; Fifeshuttle; Gibbs Taxis Ltd; Glenrothes Taxi Centre; H C Wilson; Island Cars Ltd; J & B Cabs; JJ Taxis; Joe's Taxi; Kirkcaldy Cabs Ltd; M & H Contracts Ltd; M&M Taxis; Magnum Taxis; Murray's Taxis; Platinum Cabs; Prompt Cabs; Prompt Taxis; Smart Travel; Stuart's Taxis; Taxi Central Ltd; Taxi Dunfermline Ltd; Taxipad; Taxi Centre (Fife) Ltd; Tony's Taxis; Town Cabs; Treble Twenty Taxis Ltd; United Radio Cabs; X Cabs; Yasir's Taxi Dunfermline; Coastal Cabs; St Andrews Taxis
Social Work and Housing Transport Framework	Open	FC	£ 6,994,508	£ 1,748,627	
Energy Performance Certificates for Non-Domestic Properties	Call-Off (Mini-Comp)	SXL	£ 114,400	£ 57,200	GEP Environmental Limited
Day Services - Scottish Autism	Direct Award (Compliant with Regulations)	FC	£ 3,443,532	£ 1,147,844	Scottish Autism
Residential Placements - Care Homes for Adults with Learning Disabilities including Autism (Voyage Care)	Direct Call-Off	SXL	£ 480,317	£ 288,190	Voyage Care
TF Cloud Licences and Support	Direct Call-Off	CCS	£ 400,000	£ 100,000	Civica UK Limited
ADL Smartcare	Direct Call-Off	CCS	£ 256,800	£ 64,200	ADL Smartcare

Contract Title	Procedure	Initiating Contract Owner	Contract Value	Annual/One Off Value	Contractor(s)
Social Work Taxi Exemptions (Roll-up 2022-2023)	Direct Call-Off	FC	£ 274,438	£ 274,438	Murray's Taxi; The Taxi Centre; Prompt Taxis; A1 Cabs; Scottish Autism (Minibus); Taxi Central Ltd; Gibbs Taxis Ltd; Allan's Family Cabs; Cowdenbeath Taxi Service; M&H Contracts Ltd
Day Services – Sense Scotland	Direct Award (Compliant with Regulations)	FC	£ 777,513	£ 259,172	Sense Scotland
Commercial Catering Equipment (Extension)	Direct Call-Off	SXL	£ 1,350,000	£ 1,200,000	Lovat's Group Limited
Tailabout Core and Cluster Flats (Previously Stratheden Redesign 11084)	Direct Award (Compliant with Regulations)	FC	£ 430,032	£ 344,024	Kingdom Support and Care CIC
Volunteers Green Kirkcaldy	Direct Award (Compliant with Regulations)	FC	£ 800,000	£ 800,000	T & N Gilmartin (Contractors) Ltd
Textile Recycling (income)	Call-Off (Mini-Comp)	SXL	£ 221,600	£ 55,400	Nathan Wastesavers Ltd
Modular Building (Dining) for Newburgh Primary School	Open	FC	£ 588,100	£ 588,100	JDC Building Works Ltd
Estate Management Services	Direct Call-Off	CCS	£ 4,420	£ 4,420	Ryden
Cleaning Equipment (roll-up awards 2022-2023)	Direct Call-Off	SXL	£ 48,521	£ 48,521	GT Cleaning Machines; Nilfisk Advance Ltd; Truvox International Ltd; Powerwasher Services Ltd
Presentation and Audio Visual Equipment	Direct Call-Off	SXL	£ 227,646	£ 227,646	AVMI Kinly Ltd
Presentation and Audio Visual Equipment			£ 100,666	£ 100,666	Irruptus Ltd T/A Efficient Infrastructure Solutions
Presentation and Audio Visual Equipment			£ 206,376	£ 206,376	SSUK Ltd

Contract Title	Procedure	Initiating Contract Owner	Contract Value	Annual/One Off Value	Contractor(s)
Presentation and Audio Visual Equipment			£ 319,013	£ 319,013	XMA Ltd
Mechanical & Electrical Professional Services for Anstruther Care Home	Direct Call-Off	Other	£ 66,000	£ 66,000	Harley Haddow Limited
Supply of Gym/Fitness Equipment	Direct Call-Off	Other	£ 7,550	£ 7,550	Technogym UK Ltd
Supply of Gym/Fitness Equipment			£ 10,045	£ 10,045	Origin Fitness Ltd
Supply of Gym/Fitness Equipment			£ 41,553	£ 41,553	Life Fitness (UK) Ltd
Void Property Clean & Clear Services (Extension)	Open	FC	£ 4,200,000	£ 1,300,000	Orbis Protect Ltd
Maintenance of Gym & Sport Equipment for Fife Council and Fife Sports and Leisure Trust	Direct Call-Off	Other	£ 15,561	£ 15,561	Sportsafe UK Ltd; ServiceSport (UK) Ltd Browns Books; Glowworm; Hodder Gibson (Hachette Distribution); Kelvin Books; Oxford University Press OUP; Peters Ltd (Booksellers); Scotia & Chameleon Books Ltd; Ulverscroft Large Print Books Ltd
Library Books, Educational Textbooks and Multimedia Supplies (Roll-Up 2022-23)	Direct Call-Off	SXL	£ 219,970	£ 219,970	
Biomass Boiler Operation, Maintenance and Fuel Supply (Extension)	Restricted	FC	£ 3,887,532	£ 851,424	Alternative Heat Limited
Payment Services - Pre-Paid Cards (Extension)	Direct Call-Off	CCS	£ 360,000	£ 120,000	Allpay Limited
South Fife Local Bus	Call-Off (Mini-Comp)	FC	£ 1,134,807	£ 378,269	Fife Scottish Omnibuses Ltd T/A Stagecoach East Scotland
Microsoft Education Licences	Direct Call-Off	Other	£ 1,021,420	£ 340,473	Phoenix Software Ltd
South Fife Local Bus	Call-Off (Mini-Comp)	FC	£ 3,719,886	£ 1,239,962	Fife Scottish Omnibuses Ltd T/A Stagecoach East Scotland
South Fife Local Bus			£ 1,497,000	£ 499,000	Bay Travel Coaches Ltd

Contract Title	Procedure	Initiating Contract Owner	Contract Value	Annual/One Off Value	Contractor(s)
Half Hourly Electricity Meter Services (Extension)	Direct Call-Off	Other	£ 36,973	£ 36,973	Scottish Power Dataserve
					A1 Minibus and Coach Services Ltd; Bay Travel Coaches; Bodyshop Edinburgh T/A Coach Hire Edinburgh; Capercaillie Travel Ltd; Clan McLeod Coaches; Eazy Coach Hire Fife; Festival Travel (Scotland) Ltd.; Hamish Gordon Ltd; Kingdom Transport Coaches; Living High Travel Ltd; David Bruce T/A Merlin Travel; Prentice Westwood; Rennies (Stagecoach); Salmond's Mini Coach Hire; Peter Robertson T/A Smart Travel; St Andrews Executive Travel Ltd; Star Travel Coaches Limited; Bay Travel & Living High Travel (shared run)
Adhoc Coach Hires (roll-up award 22-23)	Call-Off (Mini-Comp)	FC	£ 299,466	£ 299,466	Allen Gordon; Christie Gillespie; Kiloh Associates; Clyde Design Partnership; Harley Haddow Limited
Civil and Structural Consultancy	Direct Call-Off	FC	£ 690,000	£ 172,379	Kibble Education and Care Centre
Secure Care (roll-up award 22-23)	Open	SXL	£ 197,795	£ 197,795	The Good Shepherd Centre
Secure Care (roll-up award 22-23)			£ 77,010	£ 77,010	Worldpay UK
Merchant Services	Direct Call-Off	CCS	£ 114,000	£ 57,000	Joinery & Timber Creations Limited (JTC)
Kitchen Materials	Direct Call-Off	SXL	£ 2,004,206	£ 1,002,103	McTear Contracts Ltd; City Technical Services UK Limited; BRB Electrical Limited
Heating Installation Framework	Restricted	FC	£ 12,800,000	£ 3,200,000	Lyreco UK Limited
General Office Stationery and Equipment (Extension)	Direct Call-Off	SP	£ 2,500,000	£ 872,164	Phoenix Software Ltd
Email Filtering Software	Direct Call-Off	Other	£ 144,950	£ 52,709	Mail Marketing (Scotland) Ltd
School Travel Passes	Open	FC	£ 52,842	£ 10,568	

Contract Title	Procedure	Initiating Contract Owner	Contract Value	Annual/One Off Value	Contractor(s)
No Wrong Door Consultancy	Direct Call-Off	Other	£ 105,000	£ 105,000	Inner Circle Consulting Limited
A1 Cabs; Dawn 2 Dusk; Dhillon Taxis Ltd; Fife Contract Care Hire (FCCCH); Fife Wide Taxis Ltd; Gibbs Taxis Ltd; Go Pals Taxis; JJ Taxi; Kingdom Taxis; Kirkcaldy Cabs Ltd; M&H Contracts Ltd; Markinch Cabs; Murrays Taxis; Pauls Taxi; Prompt Taxis; Smart Travel; St Andrews Airport Transfer; Stuarts Taxis; Taxi Central Ltd; Taxipad; The Taxi Centre; Town Cabs; Bay Travel Coaches Ltd; Coach Hire Edinburgh; Capercaillie Travel Ltd; Clan McLeod Coaches; Eazy Coach Hire Fife; Festival Travel (Scotland) Ltd; Hamish Gordon Ltd; Kingdom Transport Coaches; Living High Travel Ltd; Merlin Travel; Prentice Westwood; Rennies (Stagecoach); Smart Travel; St Andrews Executive Travel Ltd; Star Travel Coaches Limited; Bay Travel & Living High Travel Ltd (Shared Run)					
Social Work & Housing Transport Framework (roll-up award 22-23)			£ 2,209,736	£ 2,209,736	Travel Ltd (Shared Run)
Day Care - Elizabeth House	Direct Award (Compliant with Regulations)	FC	£ 596,880	£ 198,960	Carnegie Care Ltd
Lochgelly South PS Decant Buses	Call-Off (Mini-Comp)	FC	£ 142,336	£ 142,336	Fife Scottish Omnibuses Ltd T/A Stagecoach East Scotland

Contract Title	Procedure	Initiating Contract Owner	Contract Value	Annual/One Off Value	Contractor(s)
Education Taxi - Minibus Framework (Roll-up award 2022-23)			£ 6,135,393	£ 6,135,393	1932 Taxi Ltd; 262222 Taxis; 365 Travel (Colin Simpson); A&J Taxis; A&S Taxis; AC Cabs; A Robertson & Son; A&D Taxis; A1 Cabs; A1 Minibus & Coach Services Ltd; Ace Radio Taxis Ltd; AD Taxis; Alys' Taxis; Amigo Cabs; Andy's Cabs; Andy's Taxis; Bar Cabs; Barber Taxis; Bayne's Tayport Taxis; Billy's Cabs; Bob's 24hr Taxis; Burts Taxi; C and H Taxis Ltd; Caledonia Taxis; Chik's Taxis; Corporate Taxis Dunfermline; Crossford Taxis; CTS (Cowdenbeath Taxi Services); Cupar Taxis; D&A Taxis; David's Taxi; Dawn Hunter T/A Dawn 2 Dusk; Deas Taxi; Derek Steele; Dhillon Taxis Ltd; FCCH; Fife Bus; Fife Shuttle; Fife Wide Taxis; FM Cabs; Gees Travel; Gibbs Taxis Ltd; Glen Taxis; Mark Richardson T/A Go Pals Taxis; Goodsir Taxis; Gora Taxis; Grays Taxis; GTC; Hamilton Taxis; Hamish Gordon Ltd; Hars Cars; Helen's Taxi; Ian's Coaches; Ian's Taxis; Island Cars Ltd; J&B Cabs; James Lyle Taxis; Gurvinder Johal and Dale Pedan T/A JJ Taxi; Jock's Cabs (Glenrothes); Jock's Cabs (Kirkcaldy); Joe's Taxis; KDY Taxis; Kingdom Taxis; King's Taxis; Kirkcaldy Cabs Ltd; Krump Kabs; KTC; Lee's Taxis; Lindores Private Hire; Living High Travel Ltd; M & H Contracts Ltd

Contract Title	Procedure	Initiating Contract Owner	Contract Value	Annual/One Off Value	Contractor(s)
Education Taxi - Minibus Framework (Roll-up award 2022-23) continued					M&M Taxis (Cupar); M&M Taxis Dunfermline; Moffat & Williamson Ltd; MTS Taxis; Murray's Taxis (Glenrothes); MyBus CT; Nicola Cooper; P&R Taxis; Paddy's Taxis; Paul's Taxis; Platinum Cabs; Porter Taxis; Premier Taxis; Prompt Taxis; Scot's Taxis; SK Taxis; Peter Robertson T/A Smart Travel; Calvin Brown T/A St Andrews Airport Transfer; St Andrews Executive Travel Ltd; Steve's Taxi; Streetcars; Taxi Central Ltd; The Taxi Centre; Thistle Airport Services; Tommy's Taxis; Tony's Taxis; Town and Country Travel; Shazhad Ali T/A Town Cabs; Treble Thirty Taxis; Treble Twenty Taxis Ltd; United Radio Cabs; Village Cabz; Wilkie's Taxis; William Davie/Movin Sound; Wilson's Taxis; WSL Taxis; X Cabs; Yellow Star/Crail Taxis
Replacement Vans for Building Services	Direct Call-Off	CCS	£ 1,569,200	£ 1,569,200	MAN Truck & Bus
Postal Services	Direct Call-Off	CCS	£ 80,709	£ 80,709	Whistl UK Ltd
FORT System Licences and Support	Direct Call-Off	CCS	£ 280,000	£ 70,000	Advice Infrastructure Ltd
Aluminium Columns	Call-Off (Mini-Comp)	Other	£ 472,820	£ 472,820	Mallatite Minor Structures & Products Limited

Contract Title	Procedure	Initiating Contract Owner	Contract Value	Annual/One Off Value	Contractor(s)
Fostering and Continuing Care (roll-up award 22-23)	Open	SXL	£ 6,931,916	£ 6,931,916	The Adolescent and Children's Trust; Carevisions Group Ltd; Fosterplus (Fostercare Ltd); Fostering People Ltd; St Andrews Childrens Society; Foster Care Associates Scotland; Barnardo Scotland; SWIIS Foster Care Scotland Ltd; Fostering Relations; Carolina House Trust; The National Fostering Agency; Foster Care Connect Ltd; Aberlour Child Care Trust; Carevisions Group Ltd; Inspire Scotland; Kibble Education and Care Centre; Starley Hall School; St. Philip's School Plains
Day Services - Capability Scotland (Kelty)	Direct Award (Compliant with Regulations)	FC	£ 544,542	£ 272,271	Capability Scotland
Affordable Housing Manse Road, Springfield	Direct Award (Compliant with Regulations)	FC	£ 6,870,000	£ 5,496,000	Campion Homes Ltd
Affordable Housing, 9 Sites	Direct Call-Off	Other	£ 60,088,860	£ 17,168,245	Morgan Sindall Construction & Infrastructure Ltd
Day Care - Abbeyfield House	Direct Award (Compliant with Regulations)	FC	£ 259,989	£ 129,995	Abbeyfield Kirkcaldy Society Limited
Independent Chair ASPC, CPC and MAPPA-SOG	Open	FC	£ 168,000	£ 33,600	DD Consulting
Timber Preservation & Rot Treatment for Domestic and Non-Domestic Properties	Direct Award (Compliant with Regulations)	FC	£ 1,200,000	£ 1,200,000	Richardson & Starling
Kitchen Installations	Restricted	FC	£ 10,000,000	£ 2,500,000	Bell Group Ltd; Procast Building Contractors Ltd

Contract Title	Procedure	Initiating Contract Owner	Contract Value	Annual/One Off Value	Contractor(s)
Street Lighting LED Lanterns	Call-Off (Mini-Comp)	Other	£ 483,520	£ 161,173	Orangetek Limited
Fife Strategic Flood Risk Assessment 2023	Call-Off (Mini-Comp)	SXL	£ 74,881	£ 74,881	Jeremy Benn Associates Limited
					1st Homecare; ACS Care at Home; Adroit Care and Support Services; Assisted Services; Avenue Care Services; Avicenna Care Ltd; Balmoral Homecare Ltd; Call-in Homecare Ltd; Capability Scotland; Care1 Professional Services Ltd; Cera Care Operations Scotland; Connected Care Services Ltd; Constance Care Limited; DB Quality Care Ltd; Edinburgh Support Services & Healthcare Training Ltd; Excel Care Pvt Ltd; Gentle Hands Healthcare Limited; Gibson Training and Care Ltd; Heart Link Health Care Services Ltd; Integrity Social Care Solutions; ION Care and Support Services Ltd; JC Michael Groups Ltd; Kenylink Services Ltd; Kingdom Support and Care CIC; LinkLiving Ltd; Mitchell & Murdoch Care Ltd; Oran Homecare; Scotia Homecare Solutions Limited; Support and Social Care Network Ltd; The Richmond Fellowship Scotland; Thistle Care Solutions; Time For You Care
Care and Support at Home	Open	FC	£ 71,620,124	£ 17,905,031	

APR Reporting Category: Number of Jobs			
Contract Description	Benefit Description	Committed Value/Units (where provided)	Unit Measurement
Dunfermline Learning Campus	Local people (FTE) employed on contract	12.31	People
	local people (FTE) on contract - supply chain	56.21	People
	Local jobs advertised	3	Other
	Employees (FTE) taken on who are long term unemployed (6-12 months)	2.45	People
Employers Agent	Local direct employees	1.7	People
APR Reporting Category: Skills and Training (Workshops, Careers advice etc.)			
Contract Description	Benefit Description	Committed Value/Units	Unit Measurement
Employers Agent	Wellbeing programmes	11	People
	Delivered value of hours spent on LOCAL school and college visits	£245	Value (£)
	ED&I Training	5	People
Affordable Housing	Work Placements (Bell Baxter and Angus College)	4	People
	Promotion of STEM in schools	341	Hours
	Site Visits	3	Other
	Mock Interviews	3	Other
	Employability Event	1	Other
Scaffolding Framework	School Career Fairs	2	Other
	Career Ready Mentoring	1	People
	Apprentice Road Show	2	Other
Dunfermline Learning Campus	School and college visits	284	Hours
	Training opportunities	733.2	Weeks
	Site visits for school children, colleges or local residents	6	Other
	Wellbeing programmes	21	People
	Equality, diversity and inclusion training	26.25	Hours
	Employer's fairs held to encourage local employment in the area	1	Other

	Initiatives taken or supported to engage people in health interventions	£289	Value (£)
Supply and Installation of Stairlifts	OT's training	£2,000	Value (£)
Non Domestic Gas Safety Testing	Training (Staff & Supply Chain)	104	Hours
Domestic Furniture and Furnishings	Work experience	34.5	Hours
Building and Timber Materials	Careers Fair	2	Other
	Attended Careers Day at St Columba's RC High School	1	Other
Replacement of Bathroom/ Shower Room to Domestic Properties and Heating Installations Framework	Employee development	4	People
Minor Builder Work	Employee Qualifications (Development)	1	People
Internal and External Painter and Plasterwork to Domestic & Commercial Properties and Kitchen Installations Framework	Provision of skills training - delivered training workshops at Cottage Family Centre aimed at teaching the basics of painting and decorating skills	£11,940	Value (£)
APR Reporting Category: Number of apprenticeships			
Contract Description	Benefit Description	Committed Value/Units	Unit Measurement
Dunfermline Learning Campus	Graduate employment opportunities	13	Weeks
	Apprenticeships	467.1	Weeks
Electrical Installations, Testing and PV Installations	Apprenticeships	7	People
Employers Agent	Apprenticeships	26	Weeks
Maintenance & Repairs to Commercial Heating Installations	Apprenticeship	1	People
Minor Builder Works including reactive maintenance, various location throughout Fife including all associated works.	Apprenticeships	2	People
Non Domestic Gas Safety Testing	Apprenticeships	16	Weeks
Replacement of Bathroom/ Shower Room to Domestic Properties and Heating Installations Framework	Apprenticeships	5	People
Scaffolding Framework	Apprenticeships	4	People

Vehicle Parts	Apprenticeships	2	People
APR Reporting Category: SME and third sector spend (sub-contract/supply chain)			
Contract Description	Benefit Description	Committed Value/Units	Unit Measurement
Dunfermline Learning Campus	Provision of expert business advice to Third Sector Organisations and SMEs in the supply chain (e.g. financial advice / legal advice / HR advice/HSE)	74	Hours
	Number of voluntary hours donated to support Third Sector Organisations	96.5	Hours
	Value of work awarded to Local MSMEs - Total amount (£) spent through contract to Territory Micro, Small and Medium enterprises (MSMEs)	£21,356,403	Value (£)
Electrical Installations, Testing and PV Installations	Local procurement of construction materials	£1,390,000	Value (£)
Floor Covering, Replacement and Lifting/Relaying	Using local Fife supplier for materials for Fife Council work	£120,000	Value (£)
Internal and External Painter and Plasterwork to Domestic & Commercial Properties and Kitchen Installations Framework	Using local Fife supplier for materials for Fife Council work	£3,650,000	Value (£)
Non Domestic Gas Safety Testing	SME Spend with locally based SMEs/businesses	£35, 225	Value (£)
Survey, Design, Supply, Installation & Maintenance of Aluminium Curtain Walling and Rooflights.	Local procurement of construction materials	£38,025	Value (£)
APR Reporting Category: Social Value Rebate (including donations, charitable work etc.)			
Contract Description	Benefit Description	Committed Value/Units	Unit Measurement
Educational Materials	Donation of Goods	£248	Value (£)
Electrical Installations, Testing and PV Installations	Donation (Kelty Hearts 2017's age group)	£500	Value (£)
	Donation (Lochgelly lunches foodbank charity)	£2,000	Value (£)
	Fife Apprentice Awards - Donation of £750 to Fife Council Apprentice Awards	£750	Value (£)

	Installation of Defibrillator - Installation of Defibrillator at Coaltown of Balgonie Community Centre	£600	Value (£)
	Charity - MPF carried out maintenance works worth £200 at the Big Hoose Fife Project	£200	Value (£)
	Christmas appeal donation - Donation of £1,000 to Cottage Family Centre Christmas appeal	£1,000	Value (£)
	Christmas appeal delivery - Delivery of presents for Cottage Family Centre Christmas appeal	£1,000	Value (£)
Vehicle and Plant Hire	Donation to Dunnikier New Park Golf (£499)	£499	Value (£)
Education Taxis and Minibuses May and July 2022 Mini Competition	Monetary Contribution to a Local Registered Charity. For any Operators whose spend has reached over £300k, the Procurement have asked for a 0.1% of that spend to be donated to a registered local Charity.	£696	Value (£)
Disposal of IT Equipment	Various Donations including Seescape, Held in our Hearts, Nourish Support Centre, Fairway Fife, Benarty Dining Project	£2,380	Value (£)
	Various Donations including Nourish Support Centre, Leslie Community Pantry	£1,554	Value (£)
	Various Donations including Methil Community Childrens Initiative and Blood Bikes Scotland	£305	Value (£)
	Various Donations including Fairway Fife and Benarty Dining Project	£3,290	Value (£)
Education Materials	£88 ASN free samples sent to 10 schools	£880	Value (£)
	£500 donation to Foulford PS	£500	Value (£)
Building and Timber Materials	Light Trays were supplied to Rosslyn School with a value of £300 as part of the community benefits	£300	Value (£)
	Sponsorship of Annual Apprentice Awards + Raffle Donation of Makita Drill. £14,330 raised on the night, split between 2 charities - Trust in Fife & Fife Young Carers	£14,330	Value (£)
	East Fife FC 3 year deal stadium Sponsor. £16000 per annum	£16,000	Value (£)
	Greig Park Rangers Season Pitch Sign. £300 per season	£300	Value (£)
	Glenrothes FC Pitch Side Sign. £300 per season	£300	Value (£)

	Leven Thistle Golf Club - Tee Sponsor. £250 per year	£250	Value (£)
	Scoonie Main Sign Sponsor. £500 per year	£500	Value (£)
	Fife Flyers Sign. £240 per year	£240	Value (£)
	Kirkcaldy Rugby Club Sponsorship. £400 per season	£400	Value (£)
	Fife Council Apprentice Award Dinner Raffle and Sponsor Table	£450	Value (£)
	Buckhaven Community Trade Hub Regular supply of damaged material and regular discounted material	£450	Value (£)
Building and Timber Materials continued	Company Wide Charity Partner with Maggie and now British Heart Foundation	1	Other
	Fife Gingerbread - FOC Materials	£200	Value (£)
	FOC Materials & Discounted Rates - Mens Shed	£750	Value (£)
	Kennoway/Glenrothes. £500 > £1000		
	FOC Materials & Discounted Rates - Windygates Bowling Club - Roof Repair	£750	Value (£)
	Diageo Raffle Prize for Cancer Research	£100	Value (£)
	Richard & Starling Raffle Prize for Cancer Research Night	£45	Value (£)
	Southwood PS Decking for Project	£200	Value (£)
	Cottage Family Centre - Staff & Customer Toy donations for Christmas	£220	Value (£)
	Fife Heritage Centre Sign Sponsor & Discounted Material (Sign and Timber)	£550	Value (£)
	Johhny Cash Trail Flakland - FOC Material	£150	Value (£)
	Sponsored a table at Fife Council Apprentice of the Year awards worth £450	£450	Value (£)
	Sponsored a table at Fife Council Apprentice of the Year awards worth £450 and donated raffle prize worth £200 (Curry's voucher)	£650	Value (£)
First Aid Products	cash donation of £250 for the Benarty Dining Room project	£250	Value (£)
Street Lighting LED Lanterns	Glenrothes Foodbank Donation	£500	Value (£)
Affordable Housing	Donation to Bell Baxter HS (Timber)	£500	Value (£)
	Poster Campaign (St Leonards PS for 110 Pupils	1	Other

	Support for Cupar Youth Cafe Including support of computer room refurbishment (£300) and donation of 2 Android Tablet devices	£300	Value (£)
Employers Agent	Staff volunteering hours supporting local community projects (Duloch in Bloom and Cottage Centre)	169	Hours
	Staff Hours spent on local school visits (Auchmuty High School)	12	Hours
	A donation of £600 will be made to FVA to help them support charitable projects like this.	£600	Value (£)
	Donations or in-kind contributions to LOCAL Community Projects (£1000)	£1,000	Value (£)
	Staff volunteering hours supporting local community projects (62)	62	Hours
Floor Covering, Replacement and Lifting/Relaying	Employment opportunities advertised in Fife	1	Other
Domestic Furniture and Furnishings	Donation to the Andy's Man Club charity	£500	Value (£)
Fresh Fruit and Vegetables	Payment Amount £500 support the Benarty Dining Room project as a community benefit	£500	Value (£)
Electrical Materials Framework	Fife Council apprentices toolkits in 2023 and provided 16 kits worth £150 each Linked to this they also sponsored a table at the Fife Council apprentice of the year awards worth £369 and donated a TV to the raffle and the event date was 15/09/23	£3,219	Value (£)
	Sponsorship of prize for Fife Council Apprentice of the Year Award 2023	£150	Value (£)
	Sponsored table at Fife Council Apprentice of the Year Awards worth £450 and donated raffle prize worth £100 (Dewalt Drill)	£550	Value (£)
	Donated raffle prize to Fife Council Apprentice of the Year Awards worth £150 (Triton shower)	£150	Value (£)
	Donated raffle prize to Fife Council Apprentice of the Year Awards worth £150 (3 x £50 M&S voucher)	£150	Value (£)
Supply of Automotive Spare Parts	Fleet Category sponsor for Apprentice of the year award.	£1,300	Value (£)

	Branch Donations (Dunfermline and Kirkcaldy) and Sponsorship of FC AOTY	£2,300	Value (£)
	Donation to Middleden Mountain Bike Club £300	£300	Value (£)
Framework agreement for the provision of a coachwork service to repair accident damaged vehicles)	Donation of £100 to Denbeath Boxing Club Sponsorship of East Fife Girls Kit £1834.44	£1,937	Value (£)
Building & Materials Framework	FOC Materials & Discounted Rates - Arden House Leven - Room Fit Out	£900	Value (£)
Aluminium Columns	Donation to Glenrothes Foodbank	£700	Value (£)
Provision of PPE and Workwear	Football strips £653.74	£654	Value (£)
Provision of Window Blinds	Donations to Peacocks (£600), Fife Council Floral Displays (£346.50), Rosyth Football Club (£600), Fife Multisports (£100), Cairneyhill Football Club (£300), Burntisland Golf Club (£60) - Total £2006.50	£2,007	Value (£)
Air Source Heat Pumps in 5 schools	£1200 was donated to the bowling club	£1,200	Value (£)
	Inverkeithing Highland Games were sponsored £160	£160	Value (£)
Replacement of Bathroom/ Shower Room to Domestic Properties and Heating Installations Framework	Fife Apprentice Awards - McTear Contracts were a main sponsor at the Fife Council Apprentice Awards	1	Other
Sheriff Officers	Pathhead Primary school breakfast club £250	£250	Value (£)
Hire of Equipment, Plant and Vehicles	Active Football Development Donation (£420)	£420	Value (£)
	Sponsorship of Balwearie HS Show (Advert and Donation	£500	Value (£)
	Sponsorship of the 18thth hole at the Kinghorn Golf Course (August 2023)	£300	Value (£)
	Various Sponsorship including Thornton Hibs under 15s (£500), Kirkcaldy YM Juniors (£500) and Strathmiglow AFC (£300)	£1,300	Value (£)
	Donation of goals to Kettle United Club	1	Other
Maintenance & Repairs to Commercial Heating Installations	Foodbank Donation - Glenrothes Foodbank	1	Other
Vehicle Activated Signs	donated ££6,728.23 to The Kingdom of Fife Group (KOFG) of Advanced Motorists	£6,728	Value (£)
Scaffolding Framework	Crossford Gala Race Night Sponsorship	1	Other

	Local Sponsorship - Main sponsor for Crossford Gala Committee. Event for local community with all proceeds going towards annual gala	1	Other
Glazing Replacement Works - Various Properties Fife Wide	Charity donation - Cruickshank make a monthly donation of £100 to Kirkcaldy foodbank	£100	Value (£)
	Charity donation - Cruickshank have a collection tin in their office for Kirkcaldy Foodbank	£1,181	Value (£)
	Charity donation - Cruickshank donate picture glass for Glenrothes Mens Shed members (annual donation)	£1,000	Value (£)
	Carried out repairs to sports club - Cruickshank carried out repairs to Gallatown Bowling Club after break-in	£1,224	Value (£)
	Donation to local church	£50	Value (£)
	Sponsorship at Fife Council apprenticeship awards	£850	Value (£)
	Charity donation	£2,000	Value (£)
	Charity donation - Cruickshank made a charity donation to SAMH - Just Giving	£50	Value (£)
Non Domestic Gas Safety Testing	Community Group support. Hope Cottage Family Centre.	£1,575	Value (£)
	Funding for Community Groups Local Organisations.	£2,000	Value (£)
Power Tools Framework	Sponsored table at Fife Council Apprentice of the Year Awards worth £450 and donated raffle prize worth £350 (Curry's voucher)	£800	Value (£)
Survey, Design, Supply, Installation & Maintenance of Aluminium Curtain Walling and Rooflights.	Charitable donation - DAS donated £3,000 to Coaltown of Wemyss Primary School	£3,000	Value (£)
Minor Builder Works including reactive maintenance, various location throughout Fife including all associated works.	Fife Apprentice Awards - KMS were a category sponsor at the Fife Council Apprentice Awards	1	Other
	Sports Team sponsorship - KMS have provided Strips and Kit Bag for Kelty Hearts under 15's football team	1	Other
	Sports Team sponsorship	£1,000	Value (£)
	Charitable Donation for Family Cottage Centre Christmas Party	1	Other
Paint/Plasterwork and Kitchen Installations (2 contracts)	Donation of Labour - construct childrens garden at Fife Cottage Centre	£462	Value (£)

	Donation of Labour - repairs and maintenance of Templehall Nursery	£226	Value (£)
	Donation of Labour - erection of shed at Templehall Nursery	£252	Value (£)
	Charitable Donation - Garden Furniture to Templehall Nursery	£662	Value (£)
	Charitable Donation - Fife Cottage Centre Christmas appeal	£350	Value (£)
	Charitable Donation - Bell Foundation Christmas Appeal	£1,000	Value (£)
	Charitable Donation - Donation of use of vehicles - Christmas Appeal Delivery day	£288	Value (£)
	Volunteering for Fife Cottage Centre Christmas Appeal delivery day	6	People
	Donation of materials - for Fife Cottage Centre	£800	Value (£)
Trade Materials Framework	Cottage Family Centre Distribution help – 02.11.23– supplied van & time to help = 8hrs	8	Hours
	Donated raffle prize to Fife Council Apprentice of the Year Awards worth £250 Makita Twin Pak DLX2131TJ and bit set	£250	Value (£)
	Donated raffle prize to Fife Council Apprentice of the Year Awards worth £150 (Makita DAB Job Site Radio)	£150	Value (£)
	Donated raffle prize to Fife Council Apprentice of the Year Awards worth £150 (12v makita drill c/w 2 x 2ah batteries)	£150	Value (£)
	Donated raffle prize to Fife Council Apprentice of the Year Awards worth £300 (Johnstone's Decorating Voucher)	£300	Value (£)
	Donated raffle prize to Fife Council Apprentice of the Year Awards worth £100 (Voucher)	£100	Value (£)
Plumbing & Heating Materials	Sponsorship of Apprentice of the Year Awards	£450	Value (£)
	Donated raffle prize to Fife Council Apprentice of the Year Awards worth £150 (Mira Shower)	£150	Value (£)
	Donated raffle prize to Fife Council Apprentice of the Year Awards worth £40 (Bottle Whisky)	£40	Value (£)

	Donated raffle prize to Fife Council Apprentice of the Year Awards worth £90 (Dobbies Gift Card)	£90	Value (£)
Supply and Installation of Stairlifts	Maintenance for the local church (Dunfermline North Parish) - £1,784 p.a.	£1,784	Value (£)
	Donated and fitted stairlift in the Hub at Kirkcaldy High Street for the Council to showcase to Fife residents = £3,800	£3,800	Value (£)
	Sponsor Inverkeithing Highland Games = £1,050	£1,050	Value (£)
	Sponsor Inverkeithing Bowling Club = £1,200	£1,200	Value (£)
Heavy Vehicles	support needs schools in Fife, includes football sessions for approx 25 schools for 12 weeks targeting around 350 kids with various different needs, equipment to support this and the related courses to educate coaches. There is also a need for kit and equipment to help support a football academy for young children	£1,000	Value (£)
APR Reporting Category: Work Placements			
Contract Description	Benefit Description	Committed Value/Units	Unit Measurement
Dunfermline Learning Campus	Work placements or pre-employment courses	8	Weeks
Minor Builder Works	Provision of work experience	1	People
APR Reporting Category: Environmental and Ethical			
Contract Description	Benefit Description	Committed Value/Units	Unit Measurement
Dunfermline Learning Campus	Car miles driven using low or no emission staff vehicles	46,338.37	Other
	Voluntary time (staff working hours) dedicated to the creation or management of green infrastructure	100	Hours



2023-24 Community Benefits Summary



Jobs: 72.67 FTE
Apprentices:
21 people/ apprenticeships
plus 522 weeks



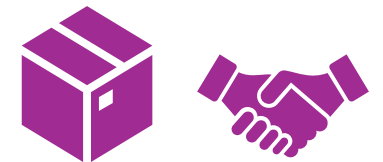
£112,695
worth of
donations/
social value
contributions



Skills & Training:

790 hours training/promotion/
work experience/visits etc.
733 weeks training (DLC)
47 people training/development
£14.5k value of training and
interventions

£26.55m work awarded
to **local** micro/small/
medium enterprises.



169 hours of staff
volunteering to support
local community projects
(Duloch Bloom and
Cottage Centre)



2023-24 Community Benefits Summary (excluding Dunfermline Learning Campus)



Jobs: 1.7 FTE
Apprentices:
42 weeks



Skills & Training:

479 hours training/promotion/
work experience/visits etc.
26 people training/development
£14.2k value of training and
interventions



£112,695
worth of
donations/
social value
contributions

£5.2m work awarded to
local micro/small/
medium enterprises.



169 hours of staff
volunteering to support
local community projects
(Duloch Bloom and
Cottage Centre)

Dunfermline Learning Campus

Community Benefit Highlights

Main Contractor: BAM (via Hub East Central Scotland)
Contract Value: £112m

£21.36m work awarded to **local** micro/small/ medium enterprises.



Jobs/Employment Opportunities



- 284 hours of School/College Visits

>733 weeks' worth of training opportunities

- 8 weeks work placements

- 6 Site Visits for school children/ colleges/ local residents



>12 **local** people employed on contract (2.45 of these were previously long-term unemployed)

>56 employed via supply chain)

13 weeks Graduate employment opportunity
467 apprenticeship weeks



- 74 hours expert business advice to Third Sector organisations/SMEs in the supply chain

- 96 voluntary hours to Third Sector Organisations

- 100 volunteering hours dedicated to creation or management of green infrastructure

Electrical Works (Re-wires, Testing and Photovoltaic Installations)

Main Contractor: Moffat
Projects Fife (local supplier)
Contract Value: £6m per
annum

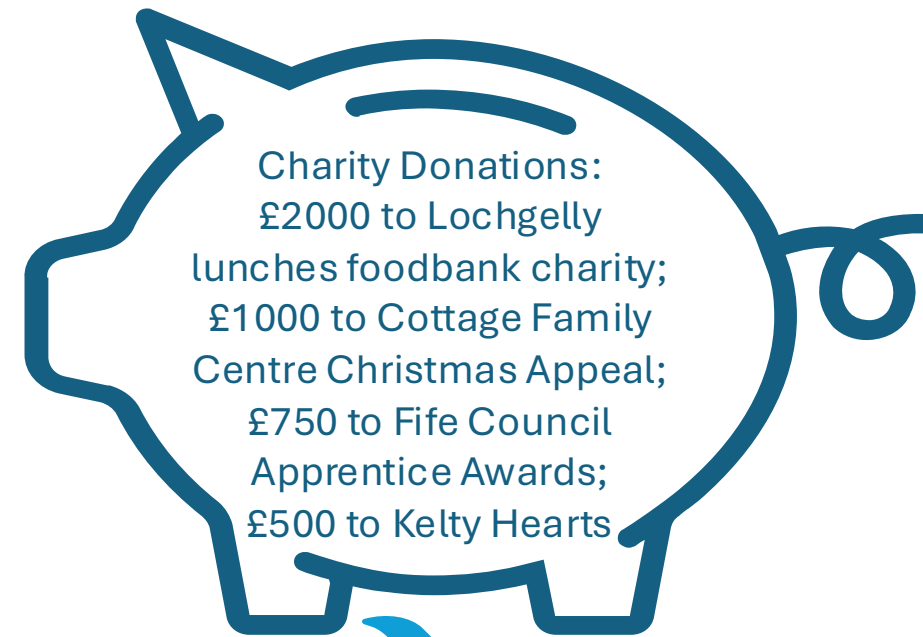
7 Apprentices



£1.39m local supply of
construction materials



Charity Donations:
£2000 to Lochgelly
lunches foodbank charity;
£1000 to Cottage Family
Centre Christmas Appeal;
£750 to Fife Council
Apprentice Awards;
£500 to Kelty Hearts



Maintenance
works worth £200
at the Big Hoose
Fife Project



Installation of
Defibrillator at
Coaltown of Balgonie
Community Centre



Scaffolding Framework

Main Contractor:
Mar Scaffolding
Contract Value: £1m per annum



2 local apprentices from Fife (looking to employ 2 more in 2024)



Attended 2 local school fairs



Provided mentoring for a young person from Fife school to assist with their transition from education to the workplace



Apprentice Road Show: Director discussed opportunities within the construction industry

Employers Agent

Main Contractor: Faithful
& Gould

Contract Value: £0.4m per
annum



26 weeks
Apprenticeships



169 hours of staff
volunteering to
support local
community projects
(Duloch Bloom and
Cottage Centre)



Additional
1.7 local
direct people
employed

IT Disposals

Suppliers: Retek, CCL
North, Stone Group,
TES-ARM

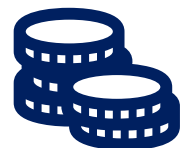
Various mini-
competitions of
approx. £0.97m value



£7,500

Donations to various Fife based
community groups including:

- Seescape
- Nourish Support
- Fairway Fife
- Benarty Dining Project
- Held in our Hearts
- Methil Community Children's Initiative
- Blood Bikes Scotland.



Note - this is indicative only and subject to continuous update. Some contracts have optional extensions which may be utilised. Refreshed pipeline is published on <https://www.fife.gov.uk/kb/docs/articles/business2/doing-business-with-us> on a regular basis.

Description	Anticipated Procurement Route/Owner (if known)	Anticipated Start of Procurement Activity	Anticipated Total Value (where known)
Corporate/FM Category			
121 education devices	Procurement Scotland	Q2 2024	£ 13,000,000
Provision of Exhibition Services	Fife Council	Q1 2024	£ 160,000
Hot Beverages (Coffee and Coffee-Related Products)	Scotland Excel	Q1 2024	£ 189,000
Prepaid Payment Solution	Crown Commercial Services	Q2 2024	£ 360,000
Mobile Services	Fife Council	Q2 2024	£ 1,915,164
Replacement Catering Live System	Fife Council	Q2 2024	£ 313,655
Catering Disposables & Sundries	Scotland Excel	Q4 2024	£ 400,000
Alcoholic Beverages	Scotland Excel	Q2 2024	£ 225,000
Fresh Fruit and Vegetables	Scotland Excel	Q2 2024	£ 2,800,000
Commercial Laundry Equipment Maintenance and Repairs		Q4 2025	
Heavy Duty Laundry Equipment inc. R&M	Fife Council	Q1 2024	£ 540,000
Forcepoint Firewall	Crown Commercial Services	Q2 2024	£ 96,504
Estate Management Services (Overarching)	Crown Commercial Services	Q1 2025	£ 200,000
Business Support for Fife Renewables Innovation Centre	Fife Council	Q2 2024	£ 112,000
Firewalls		Q3 2024	£ 532,000
Framework for Consultancy Requirements	Fife Council	Q1 2026	£ 7,500,000
Low Income Family Tracker	Crown Commercial Services	Q1 2026	£ 81,988
Hybrid Mail	Scottish Procurement	Q1 2025	£ 766,000
Legal Services, Support, Advice and Representation: General Legal Services and Court of Session Work	Fife Council	Q3 2024	£ 920,000
Electronic Payment Services	Fife Council	Q3 2025	£ 257,000
Window Blinds	Fife Council	Q4 2025	£ 1,200,000
Provision of Business Support for Business Incubator Kirkcaldy and Dunfermline	Fife Council	Q3 2025	£ 180,000
Project Online Implementation	Crown Commercial Services	Q3 2025	£ 260,000
Purchasing Cards	Crown Commercial Services	Q1 2025	£ 18,000,000

Description	Anticipated Procurement Route/Owner (if known)	Anticipated Start of Procurement Activity	Anticipated Total Value (where known)
Application Performance Monitoring Tool	Crown Commercial Services	Q2 2025	£ 60,000
Bereavement Digitisation	Crown Commercial Services	Q3 2024	£ 200,000
Yotta Back Office and Mobile Application System	Crown Commercial Services	Q3 2024	£ 5,200,000
Social Care Agency Workers	Scotland Excel	Q1 2025	£ 8,000,000
Servicing & Repairing of Medical Aids	Fife Council	Q2 2025	£ 288,000
Sheriff Officers/Debt collection	Scotland Excel	Q3 2024	£ 263,000
Autodesk Licenses	Crown Commercial Services	Q3 2024	£ 380,000
SLA: Hygienic Cleaning of Medical Aids	Fife Council	Q2 2024	£ 500,000
First Aid Products	Scotland Excel	Q3 2025	£ 200,000
Oracle Support		Q2 2025	£ 76,000
Cashless Catering and Online Payments	Crown Commercial Services	Q1 2025	£ 338,204
Cash in Transit/Cash Collection	Scotland Excel	Q4 2024	£ 144,000
iDox Uniform and Document Management System	Crown Commercial Services	Q2 2025	£ 505,415
Office 365 Back Up System	Fife Council	Q3 2024	£ 44,000
Infoblox Licences	Scottish Procurement	Q2 2025	£ 157,000
Geographic Information System (GIS)	Crown Commercial Services	Q3 2025	£ 270,000
Frozen Foods	Scotland Excel	Q2 2024	£ 6,771,478
Actuarial Services		Q3 2025	£ 800,000
Educational and Office Furniture	Scotland Excel	Q1 2025	£ 2,000,000
Electric Profiling Beds and Mattresses	Fife Council	Q3 2024	£ 203,000
Occupational Health Service		Q4 2024	£ 279,516
Service	Fife Council	Q2 2024	£ 480,000
Council Tax and Benefits System	Crown Commercial Services	Q1 2025	£ 603,956
Services		Q4 2024	£ 5,600,000
Trading Standards Case Management	Crown Commercial Services	Q2 2025	£ 127,541
Specialised Paper and Wide Format Media	Fife Council	Q4 2024	£ 300,000
Chemicals)	Scotland Excel	Q1 2025	£ 280,000
Cleaning Bin Chutes and Bin Storage	Fife Council	Q1 2025	£ 237,000
DPS For Learning & Development	Fife Council	Q4 2024	£ 8,500,000
Leisure Management System	Fife Council	Q1 2026	£ 765,308
Election Services	Crown Commercial Services	Q2 2025	£ 504,000
Workforce Development Qualifications For Health & Social Care	Fife Council	Q4 2024	£ 432,000
Service	Fife Council	Q3 2024	£ 131,848

Description	Anticipated Procurement Route/Owner (if known)	Anticipated Start of Procurement Activity	Anticipated Total Value (where known)
Wide Area Network	Fife Council	Q2 2024	£ 7,000,000
Fresh Fish	Fife Council	Q2 2025	£ 160,000
PTX Bottomline	Fife Council	Q3 2025	£ 75,740
Meals 2 People Support	Fife Council	Q2 2024	£ 25,000
Community Meals	Scotland Excel	Q1 2026	£ 2,511,834
Lone and Remote Working Solutions with Integrated Alarm Receiving Centre	Fife Council	Q4 2024	£ 1,000,000
Equipment	Fife Council	Q1 2025	£ 936,000
Health & Safety Compliance Service	Fife Council	Q2 2024	£ 112,000
Local Area Network	Fife Council	Q3 2024	£ 3,004,000
Groceries & Provisions	Scotland Excel	Q2 2024	£ 4,500,000
Fund		Q1 2025	£ 630,000
Independent Professional Observer	Fife Council	Q4 2024	£ 72,000
Electoral Canvassing	Crown Commercial Services	Q3 2024	£ 75,000
Gartner Advisory Service	Crown Commercial Services	Q1 2024	£ 142,000
Domestic Furniture and Furnishings	Scotland Excel	Q2 2024	£ 8,400,000
Washroom Solutions and Sanitary Products	Scotland Excel	Q1 2026	£ 510,690
Review of Council Discounts and Exemptions	Fife Council	Q3 2024	£ 190,000
Care at Home Furniture and Furnishings		Q3 2024	£ 500,000
Email Filtering		Q2 2025	£ 144,950
Adobe Licences	Crown Commercial Services	Q2 2025	£ 101,000
Cisco Voice and Data Support	Crown Commercial Services	Q3 2026	£ 1,100,000
FORT Support	Crown Commercial Services	Q1 2025	£ 280,000
ADL Smartcare Licences and Support	Crown Commercial Services	Q3 2025	£ 308,160
Microsoft Licences	Scottish Procurement	Q3 2024	£ 6,043,000
Banking Services	Scottish Procurement	Q1 2026	£ 150,000
Verint/Lagan support		Q2 2025	£ 860,000
Structures and Bodies of Water Solution	Crown Commercial Services	Q4 2025	£ 119,200
TF Cloud	Crown Commercial Services	Q2 2025	£ 350,000
Commvault Licences	Scottish Procurement	Q3 2024	£ 132,000
Library Books, Educational Textbooks and Multimedia Supplies	Scotland Excel	Q3 2024	£ 1,900,000
Bus Ticket Data Analysis	Crown Commercial Services	Q2 2025	£ 261,000

Description	Anticipated Procurement Route/Owner (if known)	Anticipated Start of Procurement Activity	Anticipated Total Value (where known)
Analytic Tool for Reducing Rent Arrears	Crown Commercial Services	Q3 2024	£ 868,000
Servicing of Stair Climbers	Fife Council	Q4 2024	£ 65,000
Media Services	Scottish Procurement	Q1 2025	£ 136,000
Commvault Cloud Storage	Scottish Procurement	Q1 2025	£ 60,000
Provision of Merchant Services	Crown Commercial Services	Q3 2024	£ 576,000
Independent Chair (APC/CPC and attendance at MAPPA)	Fife Council	Q2 2025	£ 192,000
Fife Council Insurances	Fife Council	Q4 2025	£ 30,220,040
Provision of Storage & Removals	Fife Council	Q2 2024	£ 332,650
Park Management Park Office	ESPO	Q4 2024	£ 198,000
Servicing of Electric Profiling Beds	Fife Council	Q2 2025	£ 84,000
Trust external audit of accounts		Q2 2025	£ 160,000
Managed Security Operations Centre	Crown Commercial Services	Q1 2025	£ 600,000
Supply and Distribution of Milk	Scotland Excel	Q3 2025	£ 280,000
Janitorial Products	Scotland Excel	Q3 2024	£ 280,000
Oracle University	Fife Council	Q4 2024	£ 84,000
Environment and Fleet			
Liquid Fuels	Crown Commercial Services	Q4 2024	£ 13,000,000
Vehicle Conversions	Crown Commercial Services	Q4 2024	£ 1,000,000
Vehicle Parts	Scotland Excel	Q4 2024	£ 1,000,000
Heavy and Municipal Vehicles	Scotland Excel	Q4 2024	£ 7,000,000
Vehicle Tyres	Scotland Excel	Q2 2025	£ 2,200,000
Eco Stars Recognition Scheme (CT2808)	Fife Council	Q4 2024	£ 156,000
Vehicle and Plant Hire	Scotland Excel	Q3 2025	£ 6,778,000
Fuel Cards and Associated Services	Crown Commercial Services	Q2 2025	£ 240,000
Hire of Equipment, Plant and Vehicles	Fife Council	Q1 2026	£ 8,569,000
Analyst Service - Environmental Samples	Fife Council	Q3 2025	£ 145,000
trees, plants and shrubs	Fife Council	Q1 2025	£ 520,000
Recycle and Refuse Containers	Scotland Excel	Q1 2025	£ 573,000
Horticultural Materials	Fife Council	Q2 2026	£ 451,500
Coachwork Service to Repair Accident Damaged Vehicles	Fife Council	Q4 2025	£ 1,100,000
Lubricating Oils, Greases and Anti-freeze		Q2 2025	£ 260,000
Electric Vehicle Charging Point Strategy	Scotland Excel	Q4 2025	£ 200,000
Grounds Maintenance North Glenrothes	Fife Council	Q2 2024	£ 1,926,000
Winter Maintenance Provision	Fife Council	Q2 2026	£ 71,000

Description	Anticipated Procurement Route/Owner (if known)	Anticipated Start of Procurement Activity	Anticipated Total Value (where known)
Utilities			
Gas	Scottish Procurement	Q3 2024	£ 12,500,000
Biomass Supply and Maintenance	Fife Council	Q2 2024	£ 5,700,000
Social Care			
Provision of Education Materials	Scotland Excel	Q3 2025	£ 5,560,000
Musical Instruments	Scotland Excel	Q1 2025	£ 120,000
Provision of Childcare for 2,3 & 4 year olds	Fife Council	Q1 2024	£ 2,000,000
Tailabout Core and Cluster Flats	Fife Council	Q4 2024	£ 440,666
Trips and Excursions (Education)	Fife Council		
Servicing & Repair of Sewing Machines	Fife Council		
Servicing & Repair of Pottery Kilns	Fife Council		
Training & Dev. (pupil and teacher workshops)	Fife Council		
Youth Justice Service	Fife Council	Q1 2026	£ 975,000
Travel & Transportation			
DPS: Education Taxis & Minibuses	Fife Council	ongoing	£ 36,000,000
Social Work & Housing Transport Framework	Fife Council	Q4 2024	£ 4,800,000
Bus & Coach DPS	Fife Council	ongoing	£ 150,000,000
Transportation Works			
Lightning Protection - Inspection, Maintenance and Testing	Fife Council	Q1 2025	£ 96,616
C14 Lighting Installation Works (up to £1m)	Fife Council	Q3 2025	£ 6,000,000
C11 Road Markings & Road Studs	Fife Council	Q2 2024	£ 550,000
Construction Materials Category			
MVHR Units	Scotland Excel	Q1 2024	£ 100,903
Glazing Framework	Fife Council	Q1 2026	£ 1,600,000
Roadstone Materials Framework	Fife Council	Q4 2025	£ 12,000,000
Paint and Paint Sundries	Scotland Excel	Q3 2024	£ 1,075,600
Paint and Paint Sundries	Scotland Excel	Q3 2024	£ 700,000
Decorator Packs	Scotland Excel	Q3 2024	£ 2,968,000
Ironmongery & Adhesives (2 Lots)	Scotland Excel	Q3 2024	£ 2,886,000
Road Maintenance Materials	Scotland Excel	Q3 2024	£ 1,223,016
Plumbing Materials (Stock/Directs)	Scotland Excel	Q4 2024	£ 4,000,000
Heating Kits (Installs/Voids)	Scotland Excel	Q4 2024	£ 5,200,000
Gas Spares (Stock/Directs)	Scotland Excel	Q4 2024	£ 900,000
Bathroom Materials (Installs/Voids)	Scotland Excel	Q4 2024	£ 800,000
Kitchen Units		Q4 2024	£ 4,716,608
Float Glass	Fife Council	Q4 2024	
Bottled Gas		Q4 2024	£ 132,000

Description	Anticipated Procurement Route/Owner (if known)	Anticipated Start of Procurement Activity	Anticipated Total Value (where known)
Power Tools and Accessories		Q4 2024	
Timber and Sheet Timber	Scotland Excel	Q3 2024	£ 1,468,000
Doors	Scotland Excel	Q3 2024	£ 1,468,000
Laminate Wall Panels (Stock) & Bathroom Programme	Scotland Excel	Q3 2024	£ 452,000
Laminate Wall Panels (Bathroom Programme)	Scotland Excel	Q3 2024	£ 80,000
Fencing Materials	Scotland Excel	Q3 2024	£ 1,116,000
Building Materials	Scotland Excel	Q3 2024	£ 1,377,200
Roofing Materials	Scotland Excel	Q3 2024	£ 1,144,000
Construction Works			
Replacement bathrooms, Shower and Wet floor Shower installations	Fife Council	Q4 2025	£ 10,000,000
Roller Doors & Automatic Doors	Fife Council	Q2 2026	£ 696,000
Roofing Framework (Flat Roofs)	Fife Council	Q3 2025	£ 6,000,000
Installation	Fife Council	Q2 2025	£ 700,000
buildings	Fife Council	Q2 2025	£ 1,400,000
Maintenance & Repairs to Central Battery Installations	Fife Council	Q3 2024	£ 375,000
Maintenance of Artificial Pitches	Fife Council	Q4 2026	£ 280,000
Outdoor Play Equipment Inspections	Scotland Excel	Q4 2024	£ 63,000
Framework	Fife Council	Q3 2025	£ 1,900,000
Floor Coverings Lifting & Relaying	Fife Council	Q1 2026	£ 2,500,000
Servicing and Repairs to Air Conditioning, AHU's and Chillers	Fife Council	Q2 2024	£ 1,100,000
Servicing, Repairs & Monitoring of Intruder Alarms and Door Entry Systems	Fife Council	Q4 2025	£ 1,200,000
Repairs of Block Storage & Other Heaters	Fife Council	Q1 2024	£ 200,000
Servicing, Maintenance and Repair of Fire Alarm Systems	Fife Council	Q4 2025	£ 880,000
Lifts - Inspection, Maintenance, Testing and Emergency Call outs	Fife Council	Q4 2025	£ 693,000
Maintenance and Repairs to Commercial Heating Installations	Fife Council	Q3 2024	£ 4,400,000
Servicing and Repairs to Drainage and Sewage Pumps	Fife Council	Q2 2025	£ 200,000
Servicing Heat Recovery Units	Fife Council	Q4 2024	£ 92,000
Through Floor Lifts and Hoists	Fife Council	Q1 2025	£ 1,400,000

NOTE: reference to contract is also to be construed as meaning a framework agreement

1.	Organisation and report details	
a)	Contracting Authority Name	Fife Council
b)	Period of the annual procurement report	1 st April 2023 to 31 st March 2024
c)	Required by s18 Procurement Reform (Scotland) Act 2014 to prepare and annual procurement report?	Yes
2.	Summary of Regulated Procurements Completed	
a)	Total number of regulated contracts awarded within the report period	190
b)	Total value of regulated contracts awarded within the report period	£471.9m
c)	Total number of unique suppliers awarded a place on a regulated contract awarded during the period	465
i)	How many of these unique suppliers are SMEs	367
ii)	How many of these unique suppliers are Third sector bodies	12
3.	Review of Regulated Procurements Compliance	
a)	Number of regulated contracts awarded within the period that complied with your Procurement Strategy	183
b)	Number of regulated contracts awarded within the period that did not comply with your Procurement Strategy	7
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	20
b)	Total number of regulated contracts awarded with a value of £4 million or greater that contain Community Benefit Requirements.	16
c)	Total number of regulated contracts awarded with a value of less than £4 million that contain Community Benefit Requirements	128
	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	72.67 people
e)	Number of Apprenticeships Filled by Priority Groups	21 People 211.1 Weeks
f)	Number of Work Placements for Priority Groups	9 weeks
g)	Number of Qualifications Achieved Through Training by Priority Groups	N/A
h)	Total Value of contracts sub-contracted to SMEs	£26.59m
i)	Total Value of contracts sub-contracted to Social Enterprises	Unknown

j)	Total Value of contracts sub-contracted to Supported Businesses	Unknown
k)	Other community benefit(s) fulfilled	£112.96k 6 volunteers 251 hours of volunteering 12 other types of support
5.	Fair Work and the Real Living Wage	
a)	Number of regulated contracts awarded during the period that included a Fair Work First criterion.	92
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.	408
c)	Number of unique suppliers who are accredited Living Wage employers and were awarded a regulated contract during the period.	100
6.	Payment performance	
a)	Number of valid invoices received during the reporting period.	577,421
b)	Percentage of invoices paid on time during the period ("On time" means within the time period set out in the contract terms	96.41%
c)	Number of regulated contracts awarded during the period containing a contract term requiring the prompt payment of invoices in public contract supply chains.	190
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	1
b)	Total spend with supported businesses during the period covered by the report, including:	£1,055,847
	i) spend within the reporting year on regulated contracts	£150,000
	ii) spend within the reporting year on non-regulated contracts	£6,549
8.	Spend and Savings Summary	
a)	Total procurement spend for the period covered by the annual procurement report.	£628.68m
b)	Total procurement spend with SMEs during the period covered by the annual procurement report.	£299.71m
c)	Total procurement spend with third sector bodies during the period covered by the report.	£78.63m
d)	Percentage of total procurement spend through collaborative contracts.	33%

e)	Total delivered cash savings for the period covered by the annual procurement report	£2.805m
f)	Total non-cash savings value for the period covered by the annual procurement report	£9.897m
9.	Future regulated procurements	
a)	Total number of regulated procurements expected to commence in the next two financial years	180
b)	Total estimated value of regulated procurements expected to commence in the next two financial years	£519.8m

Progress on Key Activity and Priorities Moving Forward

Community Wealth Building – Progressive Procurement

Action	Position/Progress Made (23/24)	Next Steps (24/25 and/or beyond)
Active participation in Reform & Recovery work, e.g. Procurement represented at the Local Economic Recovery Board and Community Wealth Building (CWB) Support Group.	<p>Continued progress through strategic groups and further embedding/tailoring operational approaches.</p> <p>Reporting of progress against the CWB Policy Framework via Cabinet Committee and Fife Partnership committees.</p> <p>Creation of MS Forms to obtain feedback on tender processes from suppliers involved in the process. Form issued following award of contract by Economic Development.</p> <p>Drafting of Community Benefits Roadmap and Action Plan.</p> <p>Regular updates/discussion with senior officers via 'Local Procurement Group' to drive local spend agenda.</p> <p>Representation on major infrastructure projects community benefits working groups, i.e. Dunfermline Learning Campus.</p> <p>Continued promotion/push for payment of minimum of Real Living Wage and positive Fair Work Practices from contractors.</p>	<p>Continued involvement in evolving council and partnership delivery groups/boards.</p> <p>Refining and progressing actions from the Community Benefits Roadmap Action Plan.</p> <p>Standardisation of community benefits approach (in construction and beyond) and capacity building with Communities and Corporate Development to provide strategic platform for identification and matching of Community Benefit opportunities. Pilot community project bank model in South and West Fife, working with Fife Voluntary Action and the West Fife Villages Forum.</p> <p>Capacity building with Communities and Corporate Development to provide strategic platform for identification and matching of Community Benefit opportunities.</p> <p>Effective capturing, reporting and promotion of community benefits delivered.</p> <p>Continued engagement on major infrastructure project community benefits working groups.</p> <p>Creation of 'dashboard' of relevant statistics to demonstrate progression and performance.</p> <p>Stronger guidance in relation to application of Fair Work Practices in Procurement activity, and ongoing</p>

	Quantification of impacts of any suppliers not committed to paying Real Living Wage.	<p>monitoring/reporting of payment of Real Living Wage. Enhanced capturing of status in supplier record on Oracle (or alternative) for more effective reporting against overall spend rather than just at contract level.</p> <p>Continued engagement with 'Local Procurement Group'</p> <p>Continued supplier development via organised events such as Meet the Buyer, and through new Build Fife project.</p> <p>Ongoing Review of feedback from tenderers/prospective tenderers on their experience of the Tender process and take on board any comments or suggestions.</p> <p>Review and refresh of corporate Procurement Strategy.</p>
Active participation on Food4Fife Partnership and the Fife Food Procurement Working Groups.	<p>Progression of Fife's food vision, food partnership, and food strategy.</p> <p>Full consultation of strategy initiated (includes elected members and full public consultation) and approval of strategy at committee.</p>	Development and management of action plan through Food 4 Fife Partnership by each pillar.

Continuous Improvement (Team Development)

Action	Position/Progress Made (23/24)	Next Steps (24/25 and/or beyond)
Development of the procurement team will continue, through formal training/development such as use of Scotland Excel's Academy (individual Workshops and/or CIPS/other accredited learning) and continued knowledge transfer efforts. This will be structured through a competency review framework (national Procurement Development Framework) as well as use of the corporate 'Our People Matter' approach.	<p>Corporate Procurement Officers have started CIPS Level 4 accreditation.</p> <p>Utilised Scotland Excel Academy and other relevant offerings for ad-hoc training/development requirements. These have included - Driving Commercial Improvement: Awareness Session, National Crime Agency - Awareness session, Public Contracts Scotland (PCS) Innovation Notices and Guidance, Scotland Innovates.</p> <p>Four members of the team commenced Digital Application Support Diploma via GP Strategies.</p> <p>Mandating of relevant eLearning across Procurement network.</p> <p>Completion of Annual Personnel Development Plans with Procurement Team members.</p>	<p>Completion of CIPS Level 4 course for identified Corporate Procurement Officers.</p> <p>Participate in upcoming Scotland Excel offering for new accredited programmes for professional procurement qualifications.</p> <p>Continue to utilise Scotland Excel Academy and other relevant offerings for ad-hoc training/development requirements.</p> <p>Mandating of new relevant eLearning across Procurement network.</p> <p>Completion of Digital Application Support Diploma for those undertaking.</p> <p>Review of benchmarks and competencies for role profiles in Procurement Development Framework for existing roles and create new for new roles now in place.</p> <p>Re-run Procurement Development Framework and conduct annual Personal Development Plans with Procurement Team members.</p>
Workforce Strategy/People Plan 'Grow our own talent'	<p>Modern Apprentices completed qualification (SVQ Level 3 Procurement qualification).</p> <p>Bid for further Workforce Youth Investment funding for future Modern Apprentice.</p> <p>Attend Career Fair to promote careers in procurement.</p>	<p>Move from temporary structure to permanent with relevant recruitment/appointments as required.</p> <p>Recruit to new Modern Apprentice post(s) and support through qualification.</p> <p>Progress relevant Procurement Officers on their professional procurement accredited courses, via</p>

	<p>Obtained funding for additional resources to enhance the procurement team, including 2 x Modern Apprentices and university student.</p> <ul style="list-style-type: none"> - Use of Procurement Development Framework to assess gaps in the Procurement team and beyond (those with Delegated Procuring Authority) and provided peer learning sessions and directed national training opportunities to help plug those gaps. 	<p>Chartered Institute of Procurement and Supply. Engage with Scotland Excel around new accredited offering and pursue for future requirements.</p> <p>Personal Development Plans informed by Procurement Development Framework results.</p> <p>Pursue Procurement People of Tomorrow Programme.</p> <p>Consider addition of trainee Officer post to provide supportive career pathway.</p>
Review the form of contract used for applicable building and engineering contracts. Options around the purchase of licences and associated training for the latest suite of NEC (New Engineering Contracts), i.e. NEC4 shall be considered.	Training provided for relevant procurement staff	Provision of additional training as required
Consideration of training and development needs in relation to Sustainable Procurement	<p>Mandated relevant eLearning across procurement staff and include within Training Plans, PDPs and Delegated Procurement Intranet content.</p> <p>Review of Procurement Development Framework and Personnel Development Plans, which includes Sustainable Procurement as a training requirement.</p> <p>Progression of support provided via the Scottish Government and their Training Partner (Sustainable Scotland Ltd) to create</p>	<p>Continue to work with Sustainable Scotland Ltd to deliver Category specific training with Construction identified initially.</p> <p>Development of Case Studies on current sustainable procurement practices within Contracts/Frameworks and include any recommendations.</p>

	<p>Climate Prioritisation based on Fife Council Spend and Categories.</p> <p>Support provided by Sustainable Scotland Ltd to review recent procurement exercises to provide gap analysis and highlight any existing good practice in recent procurement or upcoming procurement exercises.</p>	
<p>Discussion with key areas/stakeholders in the Council and applicable Trusts shall be had with a view to reviewing processes and procedures in terms of procurement activity to ensure it is in accordance with legislation and best practice, for example through the Town Centre Capital Delivery Group, Fife Coast & Countryside Trust, and Fife Historic Buildings Trust.</p>	<p>Procurement is represented at the regular Town Centre Capital Delivery Group, and this is tabled and discussed at each meeting.</p>	<p>Extend/expand activity to other areas and widen conversations to discuss inclusion (or not) of these entities' procurement commitments/aspirations in Fife's future Procurement Strategy.</p>
<p>National Care Service (NCS)</p>	<p>Activity continued to be led at a national level during 23/24.</p> <p>Fife Council/H&SCP fed into NCS Ethical Procurement and Commissioning Working Group as required.</p>	<p>Feed into NCS Bill Stage 2 Draft Amendments Survey. Continue to feed into requests for information, provide feedback to surveys etc. and take any required action as directed by Scottish Government.</p>

Continuous Improvement (Processes/Procedure/Guidance Reviews)

Action	Position/Progress Made (23/24)	Next Steps (24/25 and/or beyond)
General Template Review	Reviewed content of Strategy and Tender documents.	Refresh and update templates with new content as required.
Fair Work First	Guidance promoted and effectiveness monitored.	Updated guidance to be launched to reflect updated national guidance published December 2024 and policy stance as committed through Fife's revised Procurement Strategy.
Regulated Procurement Process maps for DPA	Process maps have been developed and agreed to ensure all parties are aware and content with roles, responsibilities and processes.	Updating of process maps as required.
Cyber Security in contracts	Scottish Government published new guidance, since no longer be supporting the use of the national tool so existing practice needs to be revised.	Engage with BTS to review current approach and look to streamline/ensure effectiveness.
Fraud & Serious Organised Crime	<p>Mandatory eLearning completed by team.</p> <p>Corporate Fraud Team have provided workshops to the corporate Procurement Team focusing on Procurement Fraud.</p> <p>Whistleblowing policy incorporated into CSM guidance manual, Scheme of Tender Procedures and accessible via the Procurement page on the Fife Council website.</p> <p>Serious Organised Crime – participants attended webinars on this subject and learnings to be brought back to the team.</p>	<p>Build in any learnings from training courses to key templates/process.</p> <p>Establish relationship with Police Scotland to consider opportunities to develop process for checks in relation to Serious Organised Crime.</p> <p>Extend the Procurement Fraud training/awareness sessions to Delegated Procuring Areas to ensure all undertaking regulated procurement activity have received this training.</p> <p>Consider adding whistleblowing policy into other relevant tender documentation.</p>

	Report presented to Finance, Economy & Scrutiny Committee regarding Ethical Procurement (Jan 24).	Respond to and support any instances of alleged practice. Identification of any lessons learned/onward activity etc.
Public Sector Rebates	Consideration in all contracts.	Ongoing - Monitor usage and impacts
Terms and Conditions Review	Review work began on Terms and Conditions for Adult and Older People Social Care Contracts.	<p>Ongoing review of Terms and Conditions (2025) to be undertaken with consultation with Legal Services for Goods, Services, Hire, Consultancy and ICT.</p> <p>Terms and Conditions for Adult and Older People Social Care Contracts approved and to be implemented from July 2024.</p> <p>Review and approval of Terms and Conditions for Children and Families Social Care Contracts will conclude, and implementation will begin.</p>
Risk Management	Process for reviewing Strategic (Functional) risks and Category/Contract Risks implemented.	Ongoing review of risks and reporting.
Supply Chain Resilience	<p>Extensive and enhanced contract and supplier management in relevant areas to keep abreast of supply chain issues such as construction materials. Working pro-actively to identify emerging issues and put mitigating actions in place where necessary.</p> <p>Continued to monitor and report supply chain issues with relevant stakeholders.</p> <p>Fife Council Supply Chain report prepared as and when Scotland Excel's Supply Chain Intelligence Reports are released.</p>	<p>Continued monitoring and pro-active discussions with suppliers/markets, service area(s), Finance and other key stakeholders as appropriate.</p> <p>Continue to review Scotland Excel's Supply Chain Intelligence Reports and update Fife Council Supply Chain report as required.</p>
Procurement and Commercial Improvement Programme	Completed in March 2024 with positive results. Further detail provided at 15.2 of main report.	<p>Establish baseline and action plan for any resulting improvement activity identified.</p> <p>Participate in Best Practice sharing sessions.</p>

Affordable Housing – Governance and Reporting	Develop suitable governance and reporting for Affordable Housing projects – more proactive engagement and common understanding with reporting requirements.	Ongoing (continuous improvement)
Property Services works projects with Building Services as main contractor.	Property Services works (over an agreed threshold), in conjunction with Building Services to present over-arching strategies when a project is commissioned to Building Services for delivery (over agreed threshold), with indication of what will be delivered inhouse and what market opportunities might be available and providing transparency and audit trail of project as a whole.	Enhanced reporting with roll-up award reports to close off the project.
Purchase Card Requests/Spend Review	Updated process maps for Purchase Card requests. Agreed a retrospective review of spend and development of action plan to address continuous improvement.	Continued progress with action plan and any associated activity arising from retrospective reviews.
Established governance and ongoing collaborative working with the Delegated Procuring areas shall continue to ensure compliance as well as alignment of processes and strategy.	Model working well and subject to ongoing dialogue and feedback. Continuous improvement ongoing. Economic Development colleagues added as regular attendees at Procurement Review Board.	Review those with Delegated Procurement Authority against regulated activity conducted. Consider a 2-tier register to continue to keep individuals doing unregulated procurement activity well equipped and informed, as well as a more targeted list of individuals who need to be engaged and embedded with procurement activity. Consider use of MS Forms or First Contact for registration process.
Contract and Supplier Management (CSM)	Commenced a gap analysis and agree roles and responsibilities around Contract & Supplier Management between Procurement and the Health & Social Care Partnership.	Conclude gap analysis activity and consider any recommendations. Undertake similar activity with other relevant service areas, e.g. BTS. Refresh corporate CSM templates and process and ensure well embedded and effective.

		Consider alternative methods for undertaking/storing CSM activity, e.g. system/technology.
Scheme of Tender Procedures	Refreshed Scheme of Tender Procedures approved via Full Council in June 2023. Communications launched and briefing sessions undertaken with a variety of service areas.	Annual Review Continued promotion and monitoring to ensure compliance and effectiveness. Training plan for identified opportunities etc.

Technology in Procurement

Action	Position/Progress Made (23/24)	Next Steps (24/25 and/or beyond)
<p>Oracle Cloud/Procure to Pay (P2P) Processes</p> <p>Ensure functionality is used to its full potential and that efficiencies are maximised. In addition to efficiencies, any risk management capabilities using technology will be explored to combat any opportunity for procurement related fraud activity.</p>	<p>Focussed effort with Business Management Innovation Unit is ongoing.</p> <p>Continuous improvement, examples being explored/implemented are:</p> <ul style="list-style-type: none"> - Cross-reference of supplier number/registration number on contract register for transparency/audit trail. <p>Retrospective checking on orders and purchase card activity being embedded as business as usual.</p> <p>Continue use of PCS</p> <p>Engage with national eCommerce Forum</p>	<p>Monitor impacts of controls and processes. Review to ensure fit for purpose.</p> <p>Ongoing continuous improvement, e.g., new control on smart forms.</p> <p>Monitoring of PCS for further opportunities.</p> <p>Continue use of PCS and review usage/opportunities with PCS-T</p> <p>Expand use/data and intelligence gleaned from Procurement Hub.</p> <p>Embrace opportunities with new National Management Information Platform that is being launched.</p> <p>Continue to participate with national eCommerce activity.</p> <p>Explore opportunities around system for Contract and Supplier Management and Contract Register.</p>

Power BI/other solutions Despite the Oracle Cloud system providing spend data, due to the qualitative aspects of reporting in procurement activity, many spreadsheets require to be maintained – Contract Register, Pipeline, Benefits Tracker to name a few.	New Contracts Register and other reporting Lists (Procurement Review Board and Regulated Procurement List) embedded into business as usual activity with continuous improvement updates made as identified.	Explore next phase opportunity for other systems/tools and linking data and creating dashboards for effective reporting. Continue to build to enhance user experience. Consider technology to support the front-end (community and supplier view) and this shall be progressed through the Community Wealth Building Support Group (already referenced in CWB section).
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Customer Experience

Action	Position/Progress Made (23/24)	Next Steps (24/25 and/or beyond)
As a result of feedback received from customer areas, it is clear that the complex procurement process can be daunting for those who have had little or no experience. A need has been identified to consider supports, such as e-learning, training etc. for different roles within the process.	<p>Customers are now issued with customer feedback forms at the award stage of a tender exercise and any feedback/opportunities identified and progressed accordingly.</p> <p>17 customer satisfaction surveys were returned in 2023/24, with generally very positive feedback as well as some constructive comments. Further summary below this table.</p> <p>Enhanced content and format within Staff Toolbox Intranet pages.</p>	<p>Continue to review feedback forms from customers of procurement service and conduct similar for tenderers/prospective tenderers, to seek continuous improvement.</p> <p>Continue to empower team members to trial new methods/platforms to promote continuous improvement. Seek feedback, share with team members and embed good practice etc.</p> <p>Continue to build to enhance user experience.</p> <p>Consideration of eLearning/alternatives for both procuring and non-procuring staff to support their role in the procurement process.</p>

Customer Satisfaction Surveys – Highlights**17 responses received. Quantitative questions – results:**

Question	Result/Average Score out of 5 (rounded to two decimal places)
Did your procurement exercise keep to the projected timetable for tender issue?	Yes – 11 No – 5
How would you rate the service provided in preparation for the tender exercise, i.e. contract strategy and tender documentation drafting (may also have been referred to as Procurement Summary Report?	4.56
How would you rate the support provided during the evaluation process?	4.56
How would you rate the quality of the content presented in the evaluation and award report (may also have been referred to as Procurement Summary Report/PSR), explaining the process and providing a recommendation?	4.63
How would you rate the ease of contact with relevant procurement staff?	4.82
How would you rate staff helpfulness in relation to the procurement activity/support?	4.8
How would you rate your satisfaction with the procurement activity as a whole?	4.53

Selection of qualitative comments:

‘It's a lot of time from my diary.... Whilst this is a good process for procurement, it's not a good process for my workload.’

‘My only negative is the amount of time that the whole process takes, not necessarily anyone's fault, just a lot of time dedicated to this. I felt perhaps the evaluation meeting could have been speeded up but understand the need to ensure everyone on the panel has the opportunity to give their views.’

‘Always a pleasure to deal with....., very thorough and understands the needs and intricacies of our contracts brilliantly’

‘keep doing what you are doing. well done team’

‘....excellent Procurement Officer and is always very helpful.’

Constructive comments/responses:**Question(s)**

Is there any aspect of Procurement activity that you feel would warrant training and/or guidance that would be of benefit to your service?

Any other comments

Response	Procurement Response
E-learning process would be good on what is required with PSR (Procurement Summary Report)	E-Learning being considered but likely to be phased and generic to procurement overview initially. Procurement Summary Report template to be reviewed and provide more support/guidance where possible. Enhanced content on Intranet (Staff Toolbox)
NEC4 contracts, application using SXL. Pros and Cos of different types of contracts. What processes are possible at what levels of spend in SXL and in Fife Council procurement rules..	NEC Training has previously been conducted and a refresh is being considered. General guidance on use of frameworks and differing terms and conditions/forms of contract will be developed although much of the detail will be dependent on the requirement and operation of any available framework.
Need to have other staff skilled and freed up to evaluate these tenders as this is not sustainable for Service Managers	Services to consider suitable resources to be involved in procurement processes.
A short-written document, perhaps a few hundred words, outlining the entire process would provide an overview of why the process had to be carried out.	Combination of presentations previously prepared for varying audiences have been combined and added to intranet (Staff Toolbox). This content was shared with individual who made this comment for 'outside' review/feedback. Induction Information - Procurement & Related Matters Information for Tender Evaluation Panel Members



2023-24 Procurement Highlights – Spend/Contracts



£628m Spend

**Circa. £499m contract
portfolio
(circa. 465 contracts)**



**33% spend
through
collaborative
frameworks**



**190 regulated procurement exercises awarded
with value of £472m (£202m per annum)**



2023-24 Procurement Highlights – Sustainable Procurement (Community Wealth Building)

**PCS (Public Contracts Scotland) is the national public sector procurement portal for advertising and awarding contracts. This portal is used for both regulated and unregulated procurement activity.*



48% contracts awarded (via PCS*)
50% (regulated*) to Fife businesses

34% (£214m) of spend with Fife based businesses

additional 32% of spend (£202m) 'Part-Local'**

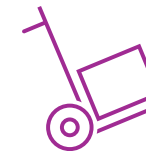
****depot and/or staff deployed in Fife**



88% suppliers* committed to paying the Real Living Wage

****awarded a contract in 2023-24***

86% contracts awarded (via PCS*)
78% (regulated*) to Small and Medium Enterprises (SMEs)



74% of spend with Scottish Businesses



2023-24 Community Benefits Summary (Community Wealth Building)



Jobs: 72.67 FTE
Apprentices:
21 people/ apprenticeships
plus 522 weeks

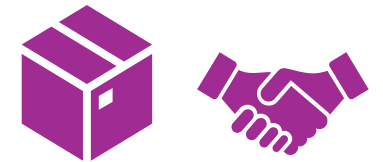


£112,695
worth of
donations/
social value
contributions



Skills & Training:
790 hours training/promotion/
work experience/visits etc.
733 weeks training (DLC)
47 people training/development
£14.5k value of training and
interventions

£26.55m work awarded
to **local** micro/small/
medium enterprises.



169 hours of staff
volunteering to support
local community projects
(Duloch Bloom and
Cottage Centre)



Dunfermline Learning Campus



2023-24 Procurement Highlights (Climate)

Whole-Life
Costing



Dunfermline Learning
Campus – Passivhaus
Standard

River Leven Restoration
Project



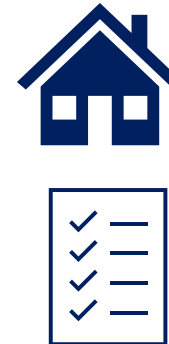
Passenger Transport –
Eco Star Ratings as part
of contract specification
and evaluation



Food
Procurement -
data analysis and
opportunity
identification



Affordable
Housing –
Energy
Standards



Housing
Stock –
Standards
(Quality &
Energy
Efficiency)

Fleet
Decarbonisation
– fleet
replacement and
infrastructure



Dunfermline Learning Campus

30 January 2025
Agenda Item No. 6

2024/25 Revenue Monitoring Projected Outturn – Finance and Corporate Services

Report by: Eileen Rowand, Executive Director, Finance and Corporate Services

Wards Affected: All

Purpose

The purpose of this report is to give members an update on the projected outturn financial position for 2024/25 for the Finance and Corporate Services Directorate.

Recommendations

Committee is asked to consider the current financial performance and activity as detailed in this report.

Resource Implications

None.

Legal & Risk Implications

There are no direct legal implications arising from this report.

Impact Assessment

An EqlA has not been completed and is not necessary as no change or revision to existing policies and practices is proposed.

Consultation

None.

1.0 Background

- 1.1 The report summarises the projected outturn position for 2024/25, taking into account the actual expenditure incurred, and provides an explanation of the main budget variances at section 3. This is the third monitoring report to the Scrutiny Committee for the 2024/25 financial year.
- 1.2 There were no specific savings included in the preparation of the 2024-25 Revenue Budget, therefore a savings tracker is not required as part of financial reporting for the 2024-25 financial year.

2.0 Issues

2.1 Projected Outturn

- 2.1.1 Based on current information for the Finance and Corporate Services Directorate, of a service managed net expenditure budget of £56.612m the position across all Services is a projected expenditure of £54.435m resulting in a projected net underspend of (£2.177m) (3.85%).
- 2.1.2 Also, within the Finance and Corporate Services Directorate, there is a net expenditure budget of £9.234m for Benefits and Taxation, Corporate & Democratic Core and Miscellaneous Services which is currently forecasting an underspend of (£1.709m) (18.51%). This budget sits within the Directorate but is managed corporately.

Within Benefits and Taxation, there is an expenditure budget of £92.505m, mainly for Housing Benefit (HB) payments and Empty Property Relief, and income targets of (£86.898m) which includes the corresponding HB subsidy claim and the eligible HB Administration Fee.

These budgets sit within the Directorate but are managed corporately. The Services within Finance and Corporate Services do not have a direct influence on these budgets.

- 2.1.3 Appendix 1 shows projected expenditure against budget across the various Services within the Finance and Corporate Services Directorate. Section 3 provides a brief explanation of the main areas where there are significant variances (+/-£0.500m) between planned and projected expenditure and income across service managed budgets.

3.0 Major Variances

- 3.1 **Directorate position – Variance (£3.886m) underspend, movement (£1.360m)**
- 3.1.1 **Directorate Service Managed position (£2.177m) underspend, movement £0.153m**

The underspend of (£2.177m) includes an underspend on the Youth Investment Fund (WYI) (£0.654m) which will be carried forward to 2025-26. Excluding this, the Directorate Service Managed position is a projected underspend of (£1.523m). The

movement across the Directorate is mainly due to an increase in staff turnover and vacant posts. Posts are actively being advertised with recruitment underway in many cases.

3.1.2 Revenue & Commercial Services (£0.979m) underspend, movement (£0.066m)

There is an underspend of (£0.930m) that relates to staff costs across the Service, mainly within Business Support (£0.701m), who are still facing some challenges in respect of recruitment and high turnover, and the Shared Service Centre (£0.154m). The number of vacancies will have an impact on providing full support to Services.

3.1.3 Human Resources (£1.144m) underspend, movement (£0.241m)

There is an underspend on staff costs of (£1.214m). A significant amount of this underspend relates to the Youth Investment Fund (£0.654m). This is a ring-fenced budget, and any underspend will be carried forward to 2025-26. There has also been higher than anticipated staff turnover which has resulted in an underspend on staff costs of (£0.410m). The balance of underspend (£0.108m) relates to Employers National Insurance savings for the Shared Service AVC scheme. There has been a significant increase in the uptake of this employee benefit.

3.1.4 Benefits and Taxation (£1.5m) underspend, movement (£1.5m)

The Scottish Government remitted the charging and relief of empty rates to local authorities in 2023-24 and in January 2024, the Cabinet committee approved a new Fife Council Empty Rates Charging Policy. The Policy was agreed and implemented from 1 April 2024.

The Policy changed the criteria for awarding non-domestic rates relief on empty properties, aimed to strike a fair balance between giving relief to empty rateable subjects and updating certain types of subjects which were previously exempt from empty rate charges, whilst retaining some discretion not to impose an empty rate charge in exceptional circumstances. Fife Council now charges empty listed buildings and development land (both of which were previously exempt) with a view to encouraging owners to take action to bring these properties back into economical use.

Fife Council has benefited from the Scottish Government devolving Empty Rates charging to Local Government in terms of raising additional income for charging empty properties. These changes, as detailed in the Cabinet report in January 2024, is subject to a three-year review by the Scottish Government so future income is not guaranteed. The changes have therefore resulted in a reduction in relief given in the 2024-25 financial year.

4.0 Conclusions

- 4.1 The projected outturn position for the service managed budget within the Finance and Corporate Services Directorate is a net underspend of (£2.177m) (3.85%). Benefits and Taxation, Corporate & Democratic Core and Miscellaneous Services are projecting an underspend of (£1.709m) (18.51%).

List of Appendices

- 1 Projected Outturn 2024/25 Summary

Background Papers

None

Report Contact

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BUDGET MONITORING REPORT SUMMARY FINANCE, ECONOMY & CORPORATE SERVICES					Appendix 1	
FINANCE AND COPORATE SERVICES	CURRENT BUDGET 2024-25 £m	FORECAST 2024-25 £m	VARIANCE £m	VARIANCE %	PREVIOUS REPORTED VARIANCE £m	MOVEMENT FROM PREVIOUS REPORTED VARIANCE £m
TOTAL COST OF SERVICES	66.030	62.144	(3.886)	-5.89%	(2.526)	(1.360)
LESS: CORPORATELY MANAGED ITEMS	0.184	0.184	0.000	0.00%	0.000	0.000
SERVICE MANAGED NET BUDGET	65.845	61.960	(3.885)	-5.90%	(2.526)	(1.360)
<u>ANALYSIS OF SERVICE MANAGED BUDGET</u>						
FINANCE & CORPORATE SERVICES MANAGEMENT	1.762	1.748	(0.014)	-0.79%	(0.030)	0.017
ASSESSORS SERVICE	2.127	1.985	(0.142)	-6.68%	(0.172)	0.030
FINANCE	3.821	3.512	(0.309)	-8.08%	(0.302)	(0.007)
REVENUE & COMMERCIAL SERVICES	16.470	15.492	(0.979)	-5.94%	(0.913)	(0.066)
HUMAN RESOURCES	7.908	6.764	(1.144)	-14.47%	(0.903)	(0.241)
BUSINESS TECHNOLOGY SOLUTIONS	20.090	20.293	0.203	1.01%	(0.157)	0.361
LEGAL & DEMOCRATIC SERVICES	4.434	4.642	0.208	4.68%	0.148	0.060
	56.612	54.435	(2.177)	-3.85%	(2.330)	0.153
BENEFITS & TAXATION	5.607	4.107	(1.500)	-26.75%	0.000	(1.500)
CORPORATE & DEMOCRATIC CORE	3.527	3.319	(0.209)	-5.91%	(0.196)	(0.012)
MISCELLANEOUS SERVICES	0.099	0.099	(0.000)	-0.18%	0.000	(0.000)
	9.234	7.525	(1.709)	-18.51%	(0.196)	(1.513)
FINANCE AND CORPORATE SERVICES	65.845	61.960	(3.886)	-5.90%	(2.526)	(1.360)

30 January 2025
Agenda Item No. 7

2024/25 Capital Monitoring Projected Outturn – Finance and Corporate Services Directorate

Report by: Eileen Rowand, Executive Director, Finance and Corporate Services

Wards Affected: All

Purpose

The purpose of this report is to provide an update on the Capital Investment Plan and advise on the projected financial position for the 2024/25 financial year for the Finance and Corporate Services Directorate.

Recommendation(s)

Committee is asked to consider the current financial performance and activity as detailed in this report.

Resource Implications

None.

Legal & Risk Implications

None.

Impact Assessment

An EqlA has not been completed and is not necessary as no change or revision to existing policies and practices is proposed.

Consultation

None.

1.0 Background

- 1.1 This report summarises the projected capital outturn for the Finance and Corporate Services Directorate for 2024/25. At this stage, it is forecast that expenditure will be £4.002m against a budget of £4.060m, representing 99% of the approved capital programme for 2024/25.
- 1.2 Appendix 1 shows an analysis of specific projects in the current capital investment plan which have a budget greater than £1m and analyses total project cost rather than only in year spend.
- 1.3 Appendix 2 details the forecast expenditure against budget for each project. A brief explanation of any significant forecast variances is provided at section 2 within this report.

2.0 Issues, Achievements & Financial Performance

2.1 Key Issues / Risks

- 2.1.1 Appendix 1 details the total cost forecast position for all capital projects within the Finance and Corporate Services Directorate with an overall value of £1m and over. The key risks associated with the major projects are noted below.
- 2.1.2 Across the Capital Investment Plan there continues to be risk that both the timing and the costs of projects are adversely affected by the current economic climate. Throughout the programme, issues are continuing to be identified in relation to the supply of construction materials, the consequences of which have been considered and reflected in the Capital Investment Plan review which was approved by Fife Council on 22 June 2023. Monitoring of the impact of any additional costs on projects still in their infancy will continue and any significant impact on timescales and associated risks will be reported to this committee. Where appropriate, any known impact on timing of delivery of projects has been built in to the rephased plan and the overall scale of any additional costs or further delays will be considered as part of the review of the Capital Investment Plan.

2.2 Major Projects – Potential Risks and Actions

- 2.2.1 There are no additional or new risks arising in the current reporting period from any of the major projects being progressed.
- 2.2.2 There is one major project with a budget of over £1m for Finance and Corporate Services. This project relates to the Local Area Network (LAN) as detailed in Appendix 1. The total budget is £7.314m over the life of the project. The projected spend for this project is on budget.

2.3 Financial Performance – 2024/25 Projected Outturn

- 2.3.1 Appendix 2 provides a summary of the projected outturn for each project for the financial year 2024/25.

2.3.2 Slippage is the term used to describe projects that are expected to spend less than the budget allocation in a particular year due to a delay in timing on the delivery of the project. This is not uncommon in the capital programme and the reasons for this can be wide and varied. Advancement is the term used to describe projects that are expected to spend more than the budget allocation in a particular year due to an acceleration of the budget from future years.

2.3.3 There are no major variances within the current approved programme.

3.0 Conclusions

3.1 The total 2024/25 approved programme for the Finance and Corporate Services Directorate is £4.060m, with a forecasted level of expenditure of £4.002m.

3.2 The management of capital resources require us to look across financial years, as well as within individual years. The current year performance is only a snapshot of the existing plan, and the Directorate will adjust expenditure levels within future years of the plan to accommodate the advancement or slippage of projects.

List of Appendices

1. Total Cost Monitor
2. Capital Monitoring Report

Report Contact

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FIFE COUNCIL
 FINANCE, ECONOMY AND CORPORATE SERVICES SCRUTINY COMMITTEE
 FINANCE & CORPORATE SERVICES
 CAPITAL INVESTMENT PLAN 2023-33
 TOTAL COST MONITOR - MAJOR CAPITAL PROJECTS

Appendix 1

Project	Service	Original Approved Budget £m	Current Project Budget £m	Total Outturn £m	Variance £m	Variance %	Current Project Status	Expected Project Completion Date
Local Area Network	Maintaining Our Assets	7.200	7.314	7.314	-	0.00%	Current Project	2028-29
Total Major Projects over £5.000m		7.200	7.314	7.314	-	0.00%		

FIFE COUNCIL
FINANCE, ECONOMY AND CORPORATE SERVICES SCRUTINY COMMITTEE
FINANCE & CORPORATE SERVICES
CAPITAL INVESTMENT PLAN 2023-33
MONITORING REPORT 2024-25

Appendix 2

Expenditure	Current Budget £m	Actual to Date £m	Total Outturn £m	Variance £m	Outturn as % of Plan
ICT Programme	1.333	0.041	1.333	-	100%
BTS Capital	1.000	0.474	1.000	-	100%
BTS Rolling Programme	1.727	0.306	1.669	(0.058)	97%
TOTAL FINANCE & CORPORATE SERVICES	4.060	0.822	4.002	(0.058)	98.6%

30 January 2025
Agenda Item No. 8

2024/25 Revenue Monitoring Projected Outturn – Planning Service, Business and Employability Service

Report by: Eileen Rowand, Executive Director, Finance and Corporate Services
Carol Connolly, Executive Director, Place

Wards Affected: All

Purpose

The purpose of this report is to give members an update on the projected outturn financial position for the 2024/25 financial year for the areas in scope of the Finance, Economy & Corporate Services Scrutiny Committee.

Recommendations

Committee is asked to consider the current financial performance and activity as detailed in this report.

Resource Implications

None.

Legal & Risk Implications

There are no direct legal implications arising from this report.

Impact Assessment

An EqlA has not been completed and is not necessary as no change or revision to existing policies and practices is proposed.

Consultation

None.

1.0 Background

- 1.1 The purpose of this report is to advise Members of the projected outturn for the Executive Director, Planning, and Business and Employability Services, for the 2024-25 Revenue Budget, and to highlight the major variances as at October 2024. This is the third monitoring report to the Scrutiny Committee for the 2024-25 financial year.
- 1.2 There were no specific savings included in the preparation of the 2024-25 Revenue Budget, therefore a savings tracker is not required as part of financial reporting for the 2024-25 financial year.

2.0 Issues

2.1 Projected Outturn

- 2.1.1 The projected underspend for the areas falling under the scope of this committee is (£0.390m). A summary of the 2024/25 projected out-turn for the areas under the scope of this committee is detailed in Appendix 1. This shows projected expenditure against budget across the service headings within the Directorate. It should be noted that the balances are extracted from the ledger system and are shown as rounded thousands. This may mean that there are some rounding differences contained within the appendices, but these are immaterial values that do not impact on the overall financial position. The following paragraphs provide a brief explanation of the main areas where there are significant variances (+/-£0.250m) to budgets.

3.0 Major Variances

3.1 Business & Employability Underspend (£0.358m), Movement (£0.319m)

- 3.1.1 Development cost of Levelling Up Fund (LUF) bids is underspent by (£0.174m) following withdrawal of this funding stream by UK Government. This was a temporary ring-fenced budget of £0.225m approved for the purpose of project development in 2021-22. Further information on the Dunfermline provisional LUF award was submitted to UK Government in December 2023. The final decision is likely to be made in February 2024.
- 3.1.2 Other underspend (£0.172m) is due to part year vacancies emerging across the service, including Head of Service post.
- 3.1.3 Movement of (£0.319m) from the previous monitor is mainly due to the LUF implementation costs underspend (£0.174m) and increase in projected Business Property income forecast (£0.118m) following recent rent reviews across the portfolio

4.0 Conclusions

- 4.1 The projected outturn position for the areas under the scope of the Finance, Economy and Corporate Services Scrutiny Committee is net underspend of (£0.390m), (4.87%).

List of Appendices

- 1 Projected Outturn 2024/25 Summary

Background Papers

None

Report Contact

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BUDGET MONITORING REPORT SUMMARY SERVICES					Appendix 1	
PLACE DIRECTORATE						
	£m	£m	£m		£m	£m
TOTAL COST OF SERVICES	6.019	5.629	(0.390)	-6.48%	0.016	(0.406)
LESS: CORPORATELY MANAGED ITEMS	(1.984)	(1.984)	0.000	0.00%	0.000	0.000
SERVICE MANAGED NET BUDGET	8.003	7.613	(0.390)	-4.87%	0.016	(0.406)
<u>ANALYSIS OF SERVICE MANAGED BUDGET</u>						
PLACE EXECUTIVE DIRECTOR	0.464	0.447	(0.017)	-3.67%	(0.020)	0.003
PLANNING	1.353	1.338	(0.015)	-1.10%	0.076	(0.091)
BUSINESS & EMPLOYABILITY SERVICE	6.187	5.829	(0.358)	-5.79%	(0.039)	(0.319)
	8.003	7.613	(0.390)	-4.87%	0.016	(0.406)

30 January 2025

Agenda Item No. 9

2024/25 Capital Monitoring Projected Outturn – Business and Employability Service

Report by: Eileen Rowand, Executive Director, Finance and Corporate Services
Carol Connolly, Executive Director, Place

Wards Affected: All

Purpose

The purpose of this report is to provide an update on the Capital Investment Plan and advise on the projected financial position for the 2024/25 financial year for the areas in scope of the Finance, Economy & Corporate Services Scrutiny Committee.

Recommendation(s)

Committee is asked to consider the current financial performance and activity as detailed in this report.

Resource Implications

None.

Legal & Risk Implications

None.

Impact Assessment

An EqlA has not been completed and is not necessary as no change or revision to existing policies and practices is proposed.

Consultation

None.

1.0 Background

- 1.1 This report summarises the projected capital outturn for the areas falling under the scope of this Committee for 2024/25. Projected expenditure is £18.435m, representing 105% of the approved capital programme for 2024/25.
- 1.2 Appendix 1 shows an analysis of specific projects in the current capital investment plan which have a budget greater than £1.000m and analyses total project cost rather than only in year spend.
- 1.3 Appendix 2 details the projected expenditure against budget for each project, along with any associated income.

2.0 Issues, Achievements & Financial Performance

2.1 Key Issues / Risks

- 2.1.1 Appendix 1 details the total cost forecast position for all capital projects within the areas under the scope of the Committee with an overall value of £1.000m and over. The key risks associated with the major projects are noted below.
- 2.1.2 Across the Capital Investment Plan there continues to be risk that both the timing and the costs of projects are adversely affected by the current economic climate. Throughout the programme, issues are continuing to be identified in relation to the supply of construction materials, the consequences of which have been considered and reflected in the Capital Investment Plan review which was approved by Fife Council on 22 June 2023. Monitoring of the impact of any additional costs on projects still in their infancy will continue and any significant impact on timescales and associated risks will be reported to this committee. Where appropriate, any known impact on timing of delivery of projects has been built in to the rephased plan and the overall scale of any additional costs or further delays has been considered as part of the review of the Capital Investment Plan.

2.2 Major Projects – Potential Risks and Actions

- 2.2.1 There are no additional or new risks arising in the current reporting period from any of the major projects being progressed.

2.3 Financial Performance – 2024/25 Projected Outturn

- 2.3.1 Appendix 2 provides a summary of the projected outturn for each project for the financial year 2024/25. The appendix shows a projected outturn of £18.435m against a Capital Investment plan of £17.513m, a spending level of 105%. The variance of £0.922m is advancement which relates to acceleration in delivery and projects are still expected to be delivered in full and within budget, albeit over a shorter timeframe.
- 2.3.2 Appendix 2 also provides a summary of the projected outturn for each project for the financial year 2024/25 for capital income. The appendix shows a projected outturn of £19.206m against a capital income budget of £18.116m.

2.3.3 The reasons for significant variances (+/-£0.500m) are detailed in paragraph 2.4.

2.3.4 Slippage is the term used to describe projects that are expected to spend less than the budget allocation in a particular year due to a delay in timing on the delivery of the project. This is not uncommon in the capital programme and the reasons for this can be wide and varied. Advancement is the term used to describe projects that are expected to spend more than the budget allocation in a particular year due to an acceleration of the budget from future years.

2.4 Significant Variances

2.4.1 Industrial Investment Programme – advancement of £0.922m

There has been advancement in construction of business units at Fife Interchange, where construction is projected to complete by the end of this financial year and is earlier than expected.

2.4.2 Industrial Investment Programme income – over recovery of (£1.426m)

Income on the i3 Programme is projected to advance by £1.426m. This is an increase in projected capital receipts for 2024/25 as completions of developed site disposals at Fife Interchange and Dalgety Bay are now earlier than expected.

3.0 Conclusions

3.1 The total 2024/25 approved programme for the areas in scope of the Finance, Economy and Corporate Services Scrutiny Committee is £17.513m. The projected level of expenditure is £18.435m, which represents 105% of the total programme, resulting in advancement of £0.922m.

3.2 The management of capital resources require us to look across financial years, as well as within individual years. The current year performance is only a snapshot of the existing plan, and the Directorate will adjust expenditure levels within future years of the plan to accommodate the advancement or slippage of projects.

List of Appendices

1. Total Cost Monitor
2. Capital Monitoring Report

Report Contact

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FIFE COUNCIL
 FINANCE, ECONOMY AND CORPORATE SERVICES SCRUTINY COMMITTEE
 PLACE DIRECTORATE - BUSINESS AND EMPLOYABILITY SERVICE
 CAPITAL INVESTMENT PLAN 2024-33
 TOTAL COST MONITOR - MAJOR CAPITAL PROJECTS

Project	Service	Original Approved Budget £m	Current Project Budget £m	Total Outturn £m	Variance £m	Variance %	Current Project Status	Expected Project Completion Date
Fife Interchange Business Units - Phase 1 & 2	Inclusive Growth and Jobs	8.13	11.519	11.519	-	0.00%	Current Project	2024-25
John Smith Business Park Business Units	Inclusive Growth and Jobs	3.644	5.517	5.517	-	0.00%	Current Project	2025-26
Glenrothes - Riverside Park	Thriving Places	4.980	5.468	5.468	-	0.00%	Current Project	2024-25
Total Major Projects over £5.000m		16.754	22.504	22.504	-	0.00%		
Queensway Refurbishment	Inclusive Growth and Jobs	1.380	4.406	4.406	-	0.00%	Current Project	2026-27
Levenmouth Business Units - Phase 1	Inclusive Growth and Jobs	1.602	3.878	3.878	-	0.00%	Current Project	2024-25
Fife Interchange North Site Servicing	Inclusive Growth and Jobs	3.046	1.573	1.573	-	0.00%	Current Project	2024-25
Levenmouth Business Units - Phase 2	Inclusive Growth and Jobs	2.898	3.251	3.251	-	0.00%	Current Project	2025-26
Levenmouth Business Park Infrastructure	Inclusive Growth and Jobs	0.700	1.857	1.857	-	0.00%	Current Project	2024.25
Fife Interchange South- Site Servicing	Inclusive Growth and Jobs	1.138	4.386	4.386	-	0.00%	Future Project	2027-28
Inverkeithing Built Heritage	Thriving Places	1.176	1.650	1.650	-	0.00%	Current Project	2024-25
Dunfermline Gap Site Civic Space	Thriving Places	0.000	1.300	1.300	-	0.00%	Current Project	2026-27
Kirkcaldy Esplanade Phase 3	Thriving Places	1.500	1.302	1.302	-	0.00%	Current Project	2024-25
Total Major Projects over £1.000m		13.440	23.603	23.603	-	0.00%		
Total Major Projects		30.194	46.108	46.108	-	0.00%		

FIFE COUNCIL
FINANCE, ECONOMY AND CORPORATE SERVICES SCRUTINY COMMITTEE
PLACE DIRECTORATE - BUSINESS AND EMPLOYABILITY SERVICE
CAPITAL INVESTMENT PLAN 2024-33
MONITORING REPORT 2024-25

Appendix 2

Expenditure	Current Budget £m	Actual to Date £m	Total Outturn £m	Variance £m	Outturn as % of Plan
Regeneration - Town Centres	6.443	1.694	6.161	(0.283)	96%
Regeneration - Other	0.654	0.034	0.654	-	100%
Business Premises Refurbishment Programme	0.456	0.094	0.562	0.106	123%
Growing the Economy	0.069	0.230	0.069	0.000	101%
Place Based Investment Programme	1.678	0.470	1.528	(0.150)	91%
Business Property Portfolio	0.111	0.043	0.127	0.016	114%
Site Servicing Programme	0.425	0.060	0.305	(0.120)	0%
Vacant/Derelict Land	0.700	0.332	0.700	-	100%
Industrial Investment Programme	6.835	1.434	8.214	1.378	120%
Business Portfolio Energy Efficiency	0.140	0.008	0.115	(0.025)	82%
Employability Premises Refurb Programme	-	0.001	-	-	0%
TOTAL BUSINESS & EMPLOYABILITY SERVICE	17.513	4.401	18.435	0.922	105%
TOTAL EXPENDITURE	17.513	4.401	18.435	0.922	105%

Income	Current Budget £m	Actual to Date £m	Total Outturn £m	Variance £m	Outturn as % of Plan
Regeneration - Town Centres	(5.872)	(2.002)	(5.822)	0.050	99%
Regeneration - Other	(0.654)	(0.107)	(0.654)	-	100%
Business Premises Refurbishment Programme	(0.111)	(0.025)	(0.111)	-	100%
Growing the Economy	-	-	-	-	0%
Place Based Investment Programme	(1.678)	-	(1.393)	0.285	83%
Vacant/Derelict Land	(0.700)	(0.556)	(0.700)	-	100%
Industrial Investment Programme	(8.739)	(1.470)	(10.165)	(1.426)	116%
Site Servicing Rolling Programme	(0.362)	-	(0.362)	-	100%
TOTAL BUSINESS & EMPLOYABILITY SERVICE	(18.116)	(4.159)	(19.206)	(1.090)	106%
TOTAL INCOME	(18.116)	(4.159)	(19.206)	(1.090)	106%

30 January 2025

Agenda Item No. 10

Finance, Economy and Corporate Services Scrutiny Committee Workplan

Report by: Eileen Rowand, Executive Director Finance and Corporate Services

Wards Affected: All

Purpose

This report supports the Committee's consideration of the workplan for future meetings of the Committee.

Recommendation(s)

It is recommended that the Committee review the workplan and that members come forward with suggestions for areas of scrutiny.

Resource Implications

Committee should consider the resource implication for Council staff of any request for future reports.

Legal & Risk Implications

Committee should consider seeking inclusion of future items on the workplan by prioritising those which have the biggest impact and those which seek to deal with the highest level of risk.

Impact Assessment

None required for this paper.

Consultation

The purpose of the paper is to support the Committee's discussion and therefore no consultation is necessary.

1.0 Background

- 1.1 Each Scrutiny Committee operates a workplan which contains items that fall under three broad headings: performance reporting, planning and improvement work. These items will often lead to reactive rather than proactive scrutiny. Discussion on the workplan agenda item will afford members the opportunity to shape, as a committee, the agenda with future items of business it wishes to review in more detail.

2.0 Conclusions

- 2.1 The current workplan is included as Appendix one and should be reviewed by the committee to help inform scrutiny activity.

List of Appendices

1. Workplan

Background Papers

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act, 1973:-

None

Report Contact

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Finance, Economy and Corporate Services Scrutiny Committee of 27 March 2025			
Title	Service(s)	Contact(s)	Comments
Tay Cities Deal - Annual Report	Business and Employability	Morag Millar, Carlene Simpson	
Annual Report - Edinburgh and South East Scotland City Region Deal	Business and Employability	Morag Millar, Carlene Simpson	
Revenue Budget Projected outturn - Planning Service and Business & Employability services	Finance and Corporate Services, Place	Jackie Johnstone, Ashleigh Allan	
Revenue Budget Projected outturn - finance & Corporate services	Finance and Corporate Services	Donna Grieve, Elaine Muir	
Smart Place Approach - City of Dunfermline	Business and Employability	Morag Millar	
Capital Budget Projected outturn - Business & Employability services	Finance and Corporate Services, Place	Jackie Johnstone, Ashleigh Allan	
Capital Budget Projected outturn - finance & Corporate services	Finance and Corporate Services	Donna Grieve, Elaine Muir	

Finance, Economy and Corporate Services Scrutiny Committee of 5 June 2025			
Title	Service(s)	Contact(s)	Comments
Attendance Management Update Report	Human Resources	Sharon McKenzie	
Annual Health & Safety Report	Human Resources	Stevie Murray, Steven Michie	
Asset & Estates Update	Property Services	Michael Ogorman	

Finance, Economy and Corporate Services Scrutiny Committee of 4 September 2025			
Title	Service(s)	Contact(s)	Comments
Management of developer obligations update report	Planning	Mary J Stewart	

Finance, Economy and Corporate Services Scrutiny Committee of 13 November 2025			
Title	Service(s)	Contact(s)	Comments
Bad Debts Annual Report 2024-2025	Finance and Corporate Services, Housing Services	Les Robertson, John Mills	
Finance & Corporate Services Directorate Performance Report	Finance and Corporate Services	Eileen Rowand	
Business Gateway Fife Annual Performance Report	Business and Employability	Pamela Stevenson	
Business & Employability Services Annual Report	Business and Employability	Morag Millar, Pamela Stevenson, Kirsty Martin-ep	

Finance, Economy and Corporate Services Scrutiny Committee of 22 January 2026			
Title	Service(s)	Contact(s)	Comments
Annual Procurement Report	Finance and Corporate Services	Caroline Macdonald	
Planning Performance Framework	Planning	Alastair Hamilton	

Finance, Economy and Corporate Services Scrutiny Committee of 26 March 2026			
Title	Service(s)	Contact(s)	Comments
Smart Place Approach - City of Dunfermline Annual Report	Business and Employability	Morag Millar	
Tay Cities Deal Annual Report	Business and Employability	Morag Millar, Carlene Simpson	

Finance, Economy and Corporate Services Scrutiny Committee of 26 March 2026			
Title	Service(s)	Contact(s)	Comments
Annual Report - Edinburgh & SouthEast Scotland City Region Deal	Business and Employability	Morag Millar, Carlene Simpson	

Finance, Economy and Corporate Services Scrutiny Committee of 4 June 2026			
Title	Service(s)	Contact(s)	Comments
Annual Health & Safety Report	Human Resources	Stevie Murray, Steven Michie	
Attendance Management Annual Update Report	Human Resources	Sharon McKenzie	
Assets & Estates Update	Property Services	Michael Ogorman	

Finance, Economy and Corporate Services Scrutiny Committee of 3 September 2026			
Title	Service(s)	Contact(s)	Comments
Management of Developer Obligations Annual Report	Planning	Mary J Stewart	

Finance, Economy and Corporate Services Scrutiny Committee of 12 November 2026			
Title	Service(s)	Contact(s)	Comments
Bad Debts Annual Report	Finance and Corporate Services, Housing Services	Les Robertson, John Mills	
Finance & Corporate Services Directorate Performance Report	Finance and Corporate Services	Eileen Rowand	
Business Gateway Fife Annual Performance Report	Business and Employability	Pamela Stevenson	
Business & Employability Services - Annual Report	Business and Employability	Pamela Stevenson, Morag Millar, Kirsty Martin-ep	

Finance, Economy and Corporate Services Scrutiny Committee of 28 January 2027			
Title	Service(s)	Contact(s)	Comments
Annual Procurement Report	Finance and Corporate Services	Caroline Macdonald	
Planning Performance Framework	Planning	Alastair Hamilton	

Unallocated			
Title	Service(s)	Contact(s)	Comments
Report on support and services for elected members	Finance and Corporate Services	Lindsay Thomson	
Report on Artificial Intelligence	Business Technology Solutions	Charlie Anderson	