

**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)  |
|---|--|---|
| <p>Active participation in Reform &amp; Recovery work, e.g. Procurement represented at the Local Economic Recovery Board and Community Wealth Building (CWB) Support Group.</p> | <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> |

|  |  |  |
|--|--|--|
|  | <p>Quantification of impacts of any suppliers not committed to paying Real Living Wage.</p>  | <p>monitoring/reporting of payment of Real Living Wage.<br/>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> |
| <p>Active participation on Food4Fife Partnership and the Fife Food Procurement Working Groups.</p> | <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> | <p>Development and management of action plan through Food 4 Fife Partnership by each pillar.</p>   |

**Continuous Improvement (Team Development)**

| Action  | Position/Progress Made (23/24)   | Next Steps (24/25 and/or beyond)   |
|---|--|--|
| <p>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> | <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> |
| <p>Workforce Strategy/People Plan 'Grow our own talent'</p>   | <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"> <li>- 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.</li> </ul> | <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> |
| <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.</p> | <p>Training provided for relevant procurement staff</p>  | <p>Provision of additional training as required</p>   |
| <p>Consideration of training and development needs in relation to Sustainable Procurement</p>  | <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 &amp; 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.<br/>Fife Council/H&amp;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)**

| <b>Action</b>                              | <b>Position/Progress Made (23/24)</b>   | <b>Next Steps (24/25 and/or beyond)</b>  |
|--|---|--|
| 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.   | Ongoing review of Terms and Conditions (2025) to be undertaken with consultation with Legal Services for Goods, Services, Hire, Consultancy and ICT.<br><br>Terms and Conditions for Adult and Older People Social Care Contracts approved and to be implemented from July 2024.<br><br>Review and approval of Terms and Conditions for Children and Families Social Care Contracts will conclude, and implementation will begin. |
| Risk Management                                  | Process for reviewing Strategic (Functional) risks and Category/Contract Risks implemented.   | Ongoing review of risks and reporting.  |
| Supply Chain Resilience                          | 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.<br><br>Continued to monitor and report supply chain issues with relevant stakeholders.<br><br>Fife Council Supply Chain report prepared as and when Scotland Excel's Supply Chain Intelligence Reports are released. | Continued monitoring and pro-active discussions with suppliers/markets, service area(s), Finance and other key stakeholders as appropriate.<br><br>Continue to review Scotland Excel's Supply Chain Intelligence Reports and update Fife Council Supply Chain report as required.   |
| Procurement and Commercial Improvement Programme | Completed in March 2024 with positive results. Further detail provided at 15.2 of main report.  | Establish baseline and action plan for any resulting improvement activity identified.<br><br>Participate in Best Practice sharing sessions.   |

|  |  |   |
|--|--|---|
| <p>Affordable Housing – Governance and Reporting</p>   | <p>Develop suitable governance and reporting for Affordable Housing projects – more proactive engagement and common understanding with reporting requirements.</p>   | <p>Ongoing (continuous improvement)</p>   |
| <p>Property Services works projects with Building Services as main contractor.</p>   | <p>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.</p> | <p>Enhanced reporting with roll-up award reports to close off the project.</p>  |
| <p>Purchase Card Requests/Spend Review</p>   | <p>Updated process maps for Purchase Card requests. Agreed a retrospective review of spend and development of action plan to address continuous improvement.</p>   | <p>Continued progress with action plan and any associated activity arising from retrospective reviews.</p>  |
| <p>Established governance and ongoing collaborative working with the Delegated Procuring areas shall continue to ensure compliance as well as alignment of processes and strategy.</p> | <p>Model working well and subject to ongoing dialogue and feedback. Continuous improvement ongoing.<br/><br/>Economic Development colleagues added as regular attendees at Procurement Review Board.</p>   | <p>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.<br/><br/>Consider use of MS Forms or First Contact for registration process.</p> |
| <p>Contract and Supplier Management (CSM)</p>  | <p>Commenced a gap analysis and agree roles and responsibilities around Contract &amp; Supplier Management between Procurement and the Health &amp; Social Care Partnership.</p>   | <p>Conclude gap analysis activity and consider any recommendations. Undertake similar activity with other relevant service areas, e.g. BTS.<br/><br/>Refresh corporate CSM templates and process and ensure well embedded and effective.</p>  |



|                             |  |   |
|-----------------------------|--|---|
|                             |  | 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.<br><br>Communications launched and briefing sessions undertaken with a variety of service areas. | Annual Review<br><br>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"> <li>- Cross-reference of supplier number/registration number on contract register for transparency/audit trail.</li> </ul> <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> |

|  |  |  |
|--|--|--|
| <p>Power BI/other solutions<br/>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.</p> | <p>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.</p> | <p>Explore next phase opportunity for other systems/tools and linking data and creating dashboards for effective reporting.</p> <p>Continue to build to enhance user experience.</p> <p>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).</p> |
|--|--|--|

**Customer Experience**

| <b>Action</b>  | <b>Position/Progress Made (23/24)</b>   | <b>Next Steps (24/25 and/or beyond)</b>  |
|--|---|--|
| <p>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> | <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:**

| <b>Question</b>   | <b>Result/Average Score out of 5 (rounded to two decimal places)</b> |
|---|--|
| Did your procurement exercise keep to the projected timetable for tender issue?   | Yes – 11<br>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.<br><br>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.<br>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.<br><a href="#">Induction Information - Procurement &amp; Related Matters</a><br><a href="#">Information for Tender Evaluation Panel Members</a> |