

The background of the slide features the coat of arms of the Government of Nunavut. It consists of a shield divided into four quadrants. The top-left quadrant shows a yellow cross on a blue background. The top-right quadrant shows a white caribou head on a blue background. The bottom-left quadrant shows a white sailing ship on a blue background. The bottom-right quadrant shows a white eagle on a blue background. Above the shield is a crown with four yellow flowers. Below the shield is a banner with the text "ANE FOR A'".

## **Agenda Item 6**

# **Procurement Strategy 2020-2023**

**Falkirk Council**

**Title:** Procurement Strategy 2020-2023

**Meeting:** Emergency Executive

**Date:** 17 September 2020

**Submitted by:** Director of Corporate and Housing Services

**1. Purpose of Report**

- 1.1 The purpose of this report is to seek the committee's approval of the Procurement Strategy for 2020 -2023. It also provides an update on a number of Procurement related matters including the Annual Procurement Report for 2019/20.

**2. Recommendation**

**Emergency Executive is asked to:-**

- 2.1 **Approve the 2020-2023 Procurement Strategy as contained in Appendix 2.**

**3. Background**

- 3.1 In terms of section 15 of the Procurement Reform (Scotland) Act 2014, a contracting authority which expects to have significant procurement expenditure must prepare a procurement strategy. The procurement strategy is required to set out how the authority intends to carry out regulated procurements. Regulated procurements are procurements with estimated values of greater than £50k for goods and services and £2m for works. Executive approved the Council's current Procurement Strategy on 29 November 2016. The current Strategy covers the period 2017–2020 and therefore, a new 3 year Procurement Strategy is now required.
- 3.2 Section 18 of the 2014 Act also provides that an Annual Procurement Report (APR) is to be prepared and published after the end of a given financial year. The APR outlines how our procurement activity has complied with the published Procurement Strategy. The 2019/20 Annual Procurement Report is

posted on the Council's website and has been notified to the Scottish Government. A copy of the Annual Procurement Report can be viewed via <https://www.falkirk.gov.uk/services/council-democracy/policies-strategies/procurement/>

- 3.3 In order to enhance visibility and to provide information on key procurement activity, an Infographic is also prepared. A copy of the 2019/20 Infographic is attached in Appendix 1.

#### **4. Annual Procurement Report 2019/20**

- 4.1 Key aspects for Members to note from the 2019/20 Infographic are:

- There was £227m of influenceable procurement spend during 2019/20, an increase of £3m on the previous year.
- Over £500k of savings were identified during 2019/20, an increase of c£100k on previous year.
- £74m of spend was locally based, an increase of £5m on the previous year. This increase further consolidates the 2018/19 position, where the Council spend with local businesses was 4.5% higher than the Scottish average.
- 35% of spend was collaborative, an increase of 2% on the previous year.
- £152m was spent with SME's, an increase of £6m on the previous year. This increase further consolidates the 2018/19 position, where the Council reported a 3.3% higher spend with SME's than the Scottish average.
- Nearly £28m was spent with Third Sector organisations, which was an increase of over £600k on spend during 2018/19.

- 4.2 The 2019/20 performance shows continuous year on year improvements, across a range of measures. It is also expected that this performance will further consolidate the Council's above average performance, when compared to national data, when available.

- 4.3 As noted above, the APR outlines how our procurement activity has complied with the published Procurement Strategy 2017-2020. The Procurement Strategy contains 38 actions to enable delivery of outcomes identified as priorities over the three years to March 2020. As the Strategy is at its end date, a review has been performed as to what has been achieved and what remains outstanding. Those actions not delivered in full, yet continue to be a priority for Falkirk Council, have been carried forward for implementation as part of the 2020-2023 Procurement Strategy.

- 4.4 In summary, 23 actions have been completed, with a further 13 in progress and 2 not commenced. A total of 13 actions have therefore been carried forward to the 2020-2023 Strategy.

## 5. Procurement Strategy 2020–2023

- 5.1 The Council's Procurement Strategy provides a framework to ensure that our procurement activities support all services to meet national priorities and Falkirk Council priorities, as set out in the Council's Corporate Plan. This includes our approach to matters such as environmental sustainability; social sustainability, including workforce matters and local economic/employment development.
- 5.2 A new Strategy is attached in Appendix 3 for Member consideration and approval.
- 5.3 Over the three-year period of the current Procurement Strategy, a number of improvements and progress highlights are provided below:
- Procurement contributed to savings of approximately £1.6m over the period of the Strategy.
  - Community benefit clauses included within contracts have resulted in the delivery of 43 work placements, 39 apprenticeships and 16 new jobs.
  - The Living Wage employer accreditation has been maintained by Falkirk Council.
  - Workforce Matters are included as standard for all tender exercises led by the Procurement and Commissioning Unit.
  - All staff with a key / lead role in arranging contracts valued above £50,000 received Sustainable Procurement and Life Cycle Cost training and the principles and practices of sustainable procurement are now being implemented.
  - The Council has assessed itself against the Sustainable Procurement Flexible Framework and through the resultant action plan shall evidence achievement of Level 3 by the end of 2020 and achievement of Level 4 by the end of 2021.
  - As an active Supplier Development Programme Board member, monthly procurement clinics are hosted for local providers and Small and Medium Enterprises (SMEs) to become '*tender ready*', with 50 local businesses attending clinics over the period of the Strategy. Procurement training and support is also offered by the PCU at quarterly events hosted in Falkirk and across Forth Valley by the Council's Business Gateway team in the Growth and Investment Unit. Information of the Supplier Development Programme is available on their website [www.sdpScotland.co.uk](http://www.sdpScotland.co.uk), which also includes a copy of the Supplier Development Programme 2019/20 Annual Report.
  - A local Social Care Forum has been developed and meets quarterly. The events are well attended and enable the sharing of experience, innovative solutions, ideas and best practice.

- PCS-T is now used as standard for all tender processes conducted by the Procurement and Commissioning Unit.
- An online contract management system has been developed to improve the management of contracts, monitoring of savings and delivery of benefits.
- Purchase to pay (P2P) initiatives have been implemented to increase catalogue ordering and support with the progression of electronic invoicing.
- The Council has worked closely with Police Scotland in preventing Serious and Organised Crime Groups from winning public sector contracts.
- Following the PCIP assessment in September 2018, the Council maintained its status as one of the highest performing Scottish Councils with an increased score of 74%.

5.4 The new Procurement Strategy builds upon the previous programme of improvement delivered through previous strategies and on the existing procurement model already in place. The Strategy sets out the vision, objectives and actions for Falkirk Council procurement over the period 2020-2023.

5.5 The Strategy sets out Falkirk Council's **mission statement** for procurement as follows:

***“By striking a balance between cost, quality and sustainability, we endeavour to achieve value for money and deliver benefits through the implementation and management of contracts.”***

5.6 Supporting the Council of the Future values of being **responsive, innovative, trusted** and **ambitious**, Falkirk Council has the following **vision** for procurement:

***“To promote and embed an effective and ambitious procurement culture which harnesses innovative and sustainable procurement practises in partnership with internal and external stakeholders, and delivers continuous improvement and benefits to the Council and its citizens.”***

5.7 There are five key procurement areas within the new Procurement Strategy:

1. Compliance and governance.
2. Value for money and efficiency.
3. Delivery of sustainable procurement.
4. Embracing innovation.
5. Supplier engagement and contract management.

- 5.8 The five key procurement areas have been identified to support effective and outcome based procurement across the whole organisation and shall enable the Council to respond to the changing public sector procurement environment, encouraging continuous improvement and innovation.
- 5.9 Underpinning the five key areas are over 30 improvement actions and over 20 different performance measures. Progress with the Strategy objectives, actions and performance will be monitored quarterly by the Council's Procurement Board.

## **6. Economic Recovery - Supplier and Provider Covid Relief**

- 6.1 Since the start of the Covid pandemic, the Procurement and Commissioning Unit (PCU) have been working to support services; businesses and providers sustain critical and essential service provision to our communities.
- 6.2 Approximately 35% (£79m) of influenceable spend relates to Care Services. As such, the PCU is playing a key role in supporting the Health and Social Care Partnership at this time. As noted by the level of spend, the Partnership relies on external service provision. The PCU therefore plays a critical role in providing an interface with providers, across residential and domiciliary care to adults and elderly.
- 6.3 A key role at this time is to ensure that providers are supported to enable the services they provide remain sustainable during the emergency response to COVID 19. This commitment is being facilitated by the PCU through:
- Implementation to Homecare providers of fixed payments, to ensure providers are not financially disadvantaged as a consequence of their hours of care reducing due the impact of COVID19.
  - Block booking of residential care home beds to ensure supply of bed spaces to meet hospital discharge and ensure these spaces are available to the Partnership.
  - Implementation of COSLA's guidance and associated process for sustainability payments to social care providers during COVID 19.
  - Establishment of a central storage and distribution hub for PPE to care providers across the Council area and to other Council Services
- 6.4 The Scottish Government's recently launched Economic Recovery Implementation Plan strengthens continued funding and supporting of the Supplier Development Programme. Supplier relief and support continues to be provided to other businesses and service providers in line with Scottish Government guidance and through the Supplier Development Programme. This includes procurement training and support, prompt and early payment

arrangements and also payment of additional costs arising from Covid, e.g.: PPE.

- 6.5 Procurement will also play a key role as part of the Council's Economic Recovery Plan going forward. In particular, through the development and expansion of existing engagement channels with local businesses e.g.: Falkirk Economic Partnership and Business Gateway, we will look to identify how the Council's procurement activity can help support local business recovery through supply chain and contract tender opportunities for local businesses, ensuring our businesses are '*tender ready*' for registration and submission of valid tenders.
- 6.6 In particular, through close working across Council Services and partners we will aim to use the Falkirk Tax Incremental Financing (TIF) initiative; Investment Zone, Employment Training Unit programmes and Council Capital programmes to help restart construction activity within the Council area ensuring local modern apprenticeship, training and supply chain opportunities. This will be a key component of the Investment Zone Growth Deal Inclusive Growth and Wellbeing outputs with critical tie in to Community Planning Partnership objectives.

## **7. Consultation**

- 7.1 The approach and content of the 2020-2023 Procurement Strategy was subject to consultation with Council services via the Council's Procurement Board.

## **8. Implications**

### **Financial**

- 8.1 There are no direct financial implications arising from the report.

### **Resources**

- 8.2 There are no resource implications arising from the report.

### **Legal**

- 8.3 Under the terms of section 15 of the Procurement Reform (Scotland) act 2014, there is a requirement to produce and publish an organisational procurement strategy

## **Risk**

- 8.4 There is a risk of failing to comply with the legislation if the Strategy is not agreed and published.

## **Equalities**

- 8.5 An equality and poverty impact assessment is not required.

## **Sustainability/Environmental Impact**

- 8.6 A sustainability assessment is not required.

## **9. Conclusions**

- 9.1 The 2019/20 Annual Procurement report shows on-going improvement and successful delivery of the Council's Procurement Strategy 2017-2020 objectives.
- 9.2 The current Procurement Strategy ends in 2020 and as such a new Strategy is required. The new Strategy builds upon the work undertaken to date and seeks to continue to deliver continuous improvement.
- 9.3 Notwithstanding the normal business as usual procurement activity, the Procurement and Commissioning Unit are also playing a key role in supporting the Council and our local businesses recover from the current crisis and is an important component of the Council's Investment Zone Growth Deal objectives as a Council of The Future priority project.

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Director of Corporate and Housing Services

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**Date: 04.09.20**

**Appendix 1 – Falkirk Council Procurement 2019/2020 Infographic**  
**Appendix 2 – Falkirk Council Procurement Strategy 2020-2023**  
**Appendix 3 – SDP Report**





# Falkirk Council Procurement 2019/20

Appendix 1



**£227m**

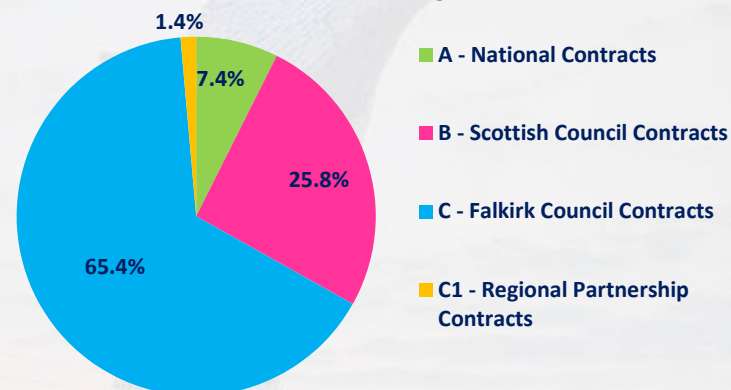
of £350m total spend was considered influenceable by procurement activity(65%)



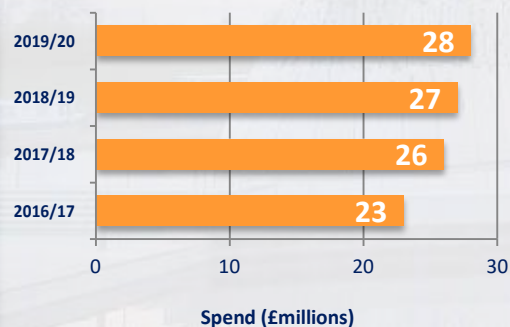
**Over  
£500K**

savings made by Falkirk Council Procurement

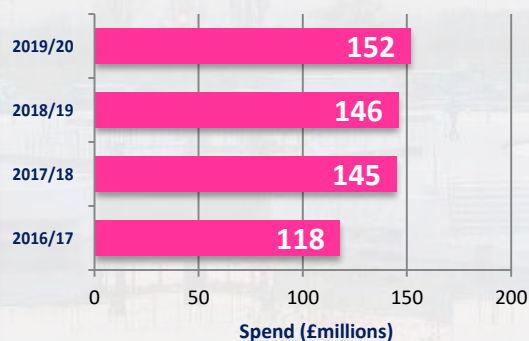
## Collaborative Spend



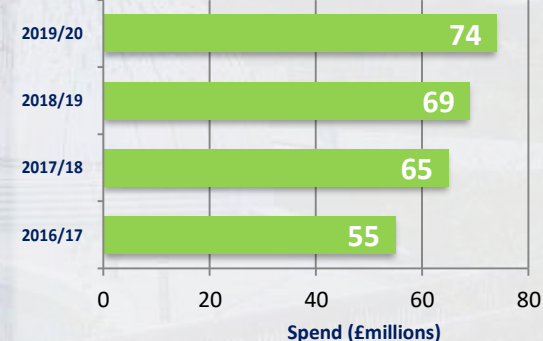
Falkirk Councils Spend with Third Sector Organisations



Falkirk Councils Spend with SME Organisations



Falkirk Councils Spend with Local Organisations





**FALKIRK COUNCIL**

**PROCUREMENT STRATEGY 2020 – 2023**

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# 1. Executive Summary

The Procurement Strategy sets out the vision, objectives and actions for Falkirk Council procurement over the period 2020-23. The Strategy supports Falkirk Council's priorities as set out in the Corporate Plan 2017-22, the objectives of the Business Plan 2019-24 and the transformational change required through the Council of the Future programme.

The Strategy provides a clear and consistent framework to ensure that procurement activities also support national and local priorities, while also supporting Services meet the needs of their customers.

The Procurement Strategy directs and governs procurement activity across the Council to ensure appropriate and effective spending to deliver:

- better public services;
- improved social, economic and environmental outcomes in the Falkirk Council area;
- a range of local and national policies.

The Council recognises that in this period of financial challenge, there is a need for proactive thinking and agility in delivering services and meeting core business needs. Budget constraints impact upon the ability to buy goods, services and works and therefore effective and efficient procurement is essential.

Procurement is at the heart of everything the Council does and positively supports the delivery of Council services. Strategic procurement supports the Council meet the needs and expectations of end users, while ensuring that public money is being used in an innovative and sustainable manner.

To facilitate improved performance, delivery of significant financial savings and to contribute to the delivery of the Council's social and environmental benefits, improved partnership working is also crucial.

Building upon the improvements delivered through previous Procurement Strategies and on the existing procurement model already in place, this Strategy identifies the procurement aims and objectives over the next three years. It sets out a plan on how the Council aims to deliver the objectives, along with an explanation of the outcomes that shall be realised as a result.

Through regular performance management, the Council shall identify how well it is meeting the objectives and delivering the outcomes of the Procurement Strategy, reporting internally on a quarterly basis to the Procurement Board and publically on an annual basis through its Annual Procurement Report.

**David McGhee**

Head of Procurement & Housing Property

## 2. Procurement Vision and Mission Statement

The Council is committed to enhancing its procurement capabilities and aims to achieve year on year improvement in procurement performance.

Increasing the scope and influence of the Procurement and Commissioning Unit (PCU) through stronger partnerships and new ways of working with internal and external stakeholders shall deliver greater benefits for all concerned.

The Scottish Model of Procurement defines value for money as not just being about cost and quality, but about the best balance of cost, quality and sustainability. Falkirk Council's **mission statement** for procurement is as follows:

***“By striking a balance between cost, quality and sustainability, we endeavour to achieve value for money and deliver benefits through the implementation and management of contracts.”***

Supporting the Council of the Future values of being **responsive**, **innovative**, **trusted** and **ambitious**, Falkirk Council has the following **vision** for procurement:

***“To promote and embed an effective and ambitious procurement culture which harnesses innovative and sustainable procurement practises in partnership with internal and external stakeholders, and delivers continuous improvement and benefits to the Council and its citizens.”***

## 3. Context and Strategy Development

The Council recognises that over the next few years there will be a period of unprecedented change and pressure. It is estimated that savings of around £76m from General Fund services require to be delivered by 2024. With fewer employees and increasing customer expectations and demands, services will be under significant strain. Ambitious projects will be executed to modernise the Council into a Council of the Future and transform how it delivers its business.

In the context of the reform of public finances and wider economic conditions, the Falkirk local economy is also facing a range of challenges, including recovery from the Covid-19 pandemic. It is therefore essential that over the period of the Strategy, the Council through its procurement activity promotes and stimulates local economic activity. Procurement will therefore play a key role within the Council's Economic Recovery Plan, as part of the Council's response to the Covid-19 pandemic.

This Strategy also provides a framework to meet the targets defined by the Council and Scottish Government. The Council aims to meet these targets by committing to the following national and local duties and requirements:

- a. Procurement Reform (Scotland) Act 2014
- b. Public Contracts (Scotland) Regulations 2015
- c. The Procurement and Commercial Improvement Programme (PCIP)
- d. Council of the Future programme
- e. Economic Recovery Plan

The approach adopted in developing this Strategy ensures that it provides sound governance and a framework for the Council's Procurement Improvement Plan. The Improvement Plan details the actions necessary to support the continuous improvement in Council's procurement capability, processes and ultimately performance.



#### 4. Strategy Review 2017-20

Over the three-year period of the last Procurement Strategy, the Council has enhanced its procurement capabilities and delivered year on year improvement in procurement performance.

There were 38 actions within the Procurement Strategy 2017-20 supporting the delivery of the Strategy outcomes and 19 performance indicators were used to monitor progress.

A number of improvements and progress delivered during the period of the Strategy are highlighted below:

- Procurement contributed to savings of approximately £2m over the period of the Strategy.
- Community Benefit clauses included within contracts have resulted in the delivery of 43 work placements, 39 apprenticeships and 16 new jobs.

- The Living Wage employer accreditation has been maintained by Falkirk Council.
- Workforce Matters are included as standard for all tender exercises led by the Procurement and Commissioning Unit.
- All staff with a key / lead role in arranging contracts valued above £50,000 received Sustainable Procurement and Life Cycle Cost training and the principles and practices of sustainable procurement are now being implemented.
- The Council has assessed itself against the Flexible Framework and through the resultant action plan shall evidence achievement of Level 3 by the end of 2020 and achievement of Level 4 by the end of 2021.
- As an active Supplier Development Programme member, monthly procurement clinics are hosted for local providers and Small and Medium Enterprises (SMEs). Fifty local businesses attending clinics over the period of the Strategy. Procurement training and support is also offered by the PCU to local businesses at quarterly events hosted by the local Business Gateway.
- A local Social Care Forum has been developed and meets quarterly. The events are well attended and enable the sharing of experience, innovative solutions, ideas and best practice.
- Electronic tendering (PCS-T) is now used as standard for all tender processes conducted by the Procurement and Commissioning Unit.
- An online contract management system has been developed to improve the management of contracts, monitoring of savings and delivery of benefits.
- Purchase to Pay (P2P) initiatives have been implemented to increase catalogue ordering and support the progression of electronic invoicing.
- The Council has worked closely with Police Scotland in preventing Serious and Organised Crime Groups from winning public sector contracts.
- Following the PCIP assessment in September 2018, the Council maintained its status as one of the highest performing Scottish Councils with an increased score of 74%.

## 5. Statutory Duties of Procurement Strategy

The Procurement Reform (Scotland) Act 2014 lays out a number of mandatory requirements which a public sector organisation must include within its Procurement Strategy. Falkirk Council is committed to ensuring that its regulated procurements shall comply with the following mandatory and non-mandatory requirements:

### 5.1 Contribute to the carrying out of the Council's functions and achievement of its purposes

Falkirk Council's priorities are set out within the Corporate Plan 2017-22. The Council's Business Plan 2019-24 sets out how transformational change and savings shall be delivered while achieving the best possible outcomes for our communities. By its nature, Procurement has a significant role to play in supporting the Corporate and Business Plans to transform public services.



With over £200m expenditure each year influenceable by procurement activity, the use of effective procurement processes and robust monitoring of performance through regular internal reporting and the Council's Annual Procurement Report, shall help to ensure that the Council's public funds are spent in a way that achieves the best possible outcomes for its communities.

## **5.2 Deliver value for money**

For each procurement exercise, the award criteria assigned shall be appropriate and proportionate to the contract and designed to secure a value for money outcome for the Council. Contract awards shall be based on the most economically advantageous tender including sustainability factors, quality and cost criteria.

The use of collaborative frameworks shall be explored where they are deemed value for money and the Council is achieving social, economic and environmental benefits.

Supporting local economic development is also crucial to delivering value for money. The Council is dedicated to working closely with Falkirk's Business Gateway, the third / voluntary sector, Small and Medium Enterprises and local businesses.

## **5.3 Comply with the sustainable procurement duty**

Falkirk Council strives to embed Sustainable Procurement throughout its procurement processes. Contract Strategies developed for regulated procurement exercises set out the Council's intention to actively seek supplies, services and works through sustainable procurement practices.

A set of Sustainable Procurement Principles, has been developed which outlines the Council's commitment as part of the Sustainable Procurement Duty.

## **5.4 Be carried out in a transparent and proportionate manner**

In accordance with the Council's Contract Standing Orders, any supplies or services contract with an estimated aggregate purchase value of £50,000 and over, or works contract with an estimated aggregate purchase value of £250,000 is advertised using Public Contracts Scotland. The aim is to create an effective, fair and transparent competition between suppliers to ensure value for money.

As an active member of the Supplier Development Programme (SDP), Council officers attend Meet the Buyer events both nationally and locally to promote tender opportunities and reduce barriers to doing business with the public sector.

The Procurement and Commissioning Unit also attend Falkirk based workshops hosted by the Supplier Development Programme and Business Gateway to provide additional support and insight into contracting with Falkirk Council.

## **5.5 Provision of food to improve health, wellbeing and education of communities in the Falkirk area**

Falkirk Council is committed to promoting sustainable food, farming and animal welfare through its procurement processes. Healthy, fresh, seasonal and sustainably grown food shall be sourced which represents value for money, while ensuring improved health, wellbeing and education.

Through user intelligence group working, Council Services and Scotland Excel shall work together to ensure contracts are awarded which balance the following requirements:

- the nutritional requirements for food;
- service user requirements;
- local sustainable sourcing;
- promote the highest standards of animal welfare;
- meet all statutory guidance and legislation e.g.: food safety.

## **5.6 Delivery of Community Benefit requirements**

Falkirk Council considers the inclusion of community benefit requirements for all procurement exercises valued at £50,000 and above, taking into account the nature of the contract, its duration and other local factors.

Spend reports are used to monitor achievement of agreed community benefits, with contract management processes and close working between the Procurement and Commissioning Unit and the Council's Employment and Training Unit in place to ensure that all agreed community benefits are delivered.

Moving forward, the Council's Contract Management System shall be used to record all agreed community benefits are delivered, with improved reporting of data for inclusion within the Annual Procurement Report.

## **5.7 Consultation and engagement with those affected by procurements**

It is acknowledged that a successful procurement exercise requires input, commitment and support from a variety of stakeholders. The input ensures that all contracts are in line with strategic priorities and enables the management of stakeholder expectations.

All procurement exercises conducted by Falkirk Council require the development of contract strategies which must be signed off by the relevant stakeholders. Where the procurement exercises are not being managed by Falkirk Council, efforts are made to ensure that the Council is represented within User Intelligence Groups or feeds into the requirements specification.

## **5.8 Payment of the Living Wage**

Falkirk Council is an Accredited Living Wage Employer. Our accreditation carries a requirement that we work with our supply chain to ensure that our contractors pay as a minimum, the Living Wage for those employees that work regularly on our premises.

There is a cost to the Council for implementing the Living Wage and as such, contract strategies include clear rationale for aiming to secure the Living Wage for services delivered.

Where contracts have not resulted in payment of the Living Wage, the Council looks to learn lessons when retendering for such services. The Fair Working Practices section of tender documents are proportionate and relevant to the contracts and weightings are assigned accordingly for evaluation.

#### **5.9 Promotion of Health and Safety at Work compliance by contractors and sub-contractors**

An assessment of health and safety requirements and potential health and safety risks is performed as part of each procurement exercise and where appropriate, in conjunction with the Council's Health, Safety and Wellbeing Team.

The Council seeks evidence of compliance with the Health and Safety at Work Act 1974 and any provision made under that Act by contractors and sub-contractors for all supply, service and works contracts.

Falkirk Council are fully committed to the principles of Unite's Construction Charter. It is expected that works contractors are also committed to these principles.

Before entering into a contract, the Council obtains satisfactory evidence to confirm that a Health and Safety Policy is in place and operational within the contractor's organisation.

#### **5.10 Procurement of fairly and ethically traded goods and services**

The Council adopts a zero tolerance approach to modern slavery and human trafficking. All those who work for and with us are also expected to adhere to this approach.

#### **5.11 Prompt Payment**

The terms and conditions for each contract include a prompt payment clause advising that the Council shall pay the Contractor within 30 days of the date on which each valid and undisputed invoice is received.

Contractors are required to apply the same payment terms to their sub-contractors and a sub-contractor's sub-contractor who are supporting delivery of the Council's contract.

If the contract award document includes earlier payment terms, those terms are expected to be applied.

## 6. Strategic Aims, Objectives and Outcomes

The Council shall use procurement strategically to achieve its procurement vision, support strategic priorities and continue to deliver high quality and responsive front line services.

To achieve this, the Strategy outlines a number of key procurement areas to be focused on over the next three years, building on the improvements and progress outlined in section 4.

There are five key procurement areas within the 2020-23 Procurement Strategy:

1. Compliance and governance
2. Value for money and efficiency
3. Delivery of sustainable procurement
4. Embracing innovation
5. Supplier engagement and contract management

The five key procurement areas have been identified to support effective and outcome based procurement across the whole organisation and shall enable the Council to respond to the changing public sector procurement environment, encouraging continuous improvement and innovation.

[Appendix 1](#) provides the Strategic Improvement Action Plan that will be used to deliver the aims and objectives linked with each of the key procurement areas.

[Appendix 2](#) provides the Performance Scorecard that will be used to monitor the progress against each of the key procurement area performance indicators.

### 6.1 Key area 1: Compliance and governance

#### **Aim**

To ensure that all Council staff involved in procurement activities have up to date knowledge and capability to perform their role.

#### **Objectives**

- Ensure a mandatory training programme is developed and implemented for all Council officers involved in procurement processes.
- Continue to develop staff within the Procurement Unit to ensure awareness of changes to procurement legislation and regulations.
- Make necessary adjustments to procurement procedures and documentation in relation to changes to procurement legislation during the period of the Strategy, e.g. arising from Brexit.

### 6.2 Key area 2: Value for money and efficiency

#### **Aim**

To deliver procurement budget savings and additional benefits using effective and efficient procurement activities.

### **Objectives**

- Seek innovative ways of delivering savings to ensure that saving targets can be achieved.
- Identify procurement activity that can bring about the greatest savings and benefits for Falkirk Council and its community.
- Pursue opportunities to collaborate with public sector partners where value for money is evidenced.

## **6.3 Key area 3: Delivering sustainable procurement**

### **Aim**

To deliver social, economic and environmental benefits to the local authority area and beyond.

### **Objectives (Socio-Economic)**

- Continue to support the local economy by ensuring that contract opportunities attract bids from local, SMEs and third sector organisations.
- Seek to include and increase community benefit deliverables in all regulated procurement exercises.
- Seek to influence suppliers to pay the Living Wage, as a minimum, to their employees that work on Falkirk Council premises.

### **Objectives (Environmental)**

- Ensure that Council officers involved in procurement exercises understand their role in achieving environmental outcomes.
- Engage with suppliers and other external stakeholders to support the Council's target to reduce carbon emissions to net zero by 2030.
- Ensure that all contract strategies consider a reduced impact on the environment in accordance with our Sustainable Procurement Duty.

## **6.4 Key area 4: Embracing innovation**

### **Aim**

To seek opportunities to implement innovative procurement activities and encourage the use of innovative products and services.

### **Objectives**

- Review procurement processes and utilise ICT systems to automate processes where possible.
- Simplify procurement processes and documentation to ensure use and consistency of approach.
- Ensure that innovative requirements are considered at the outset of any procurement exercise.

## 6.5 Key area 5: Supplier engagement and contract management

### Aim

To further develop supplier relationships and improve the services and outcomes delivered by Falkirk Council through improved contract management.

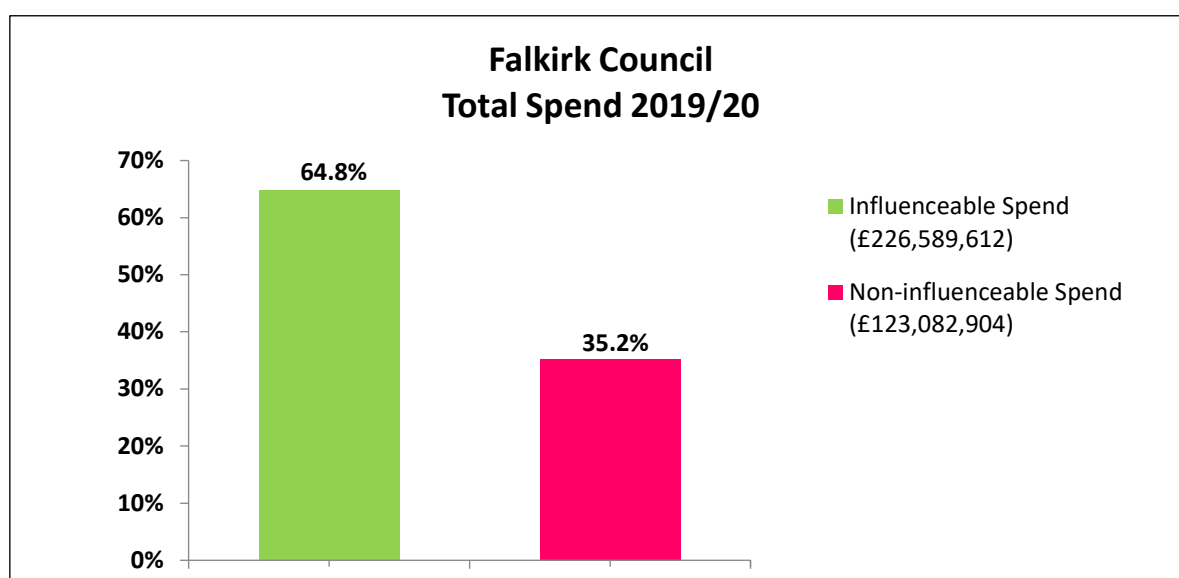
### Objectives

- Undertake pre-market engagement and actively engage with contracted suppliers to improve supplier relationships.
- Analyse data to drive improved supplier performance and achieve better outcomes for Falkirk Council and its communities.
- Use a contract management system to ensure that contracts are effectively managed and outputs are delivered.

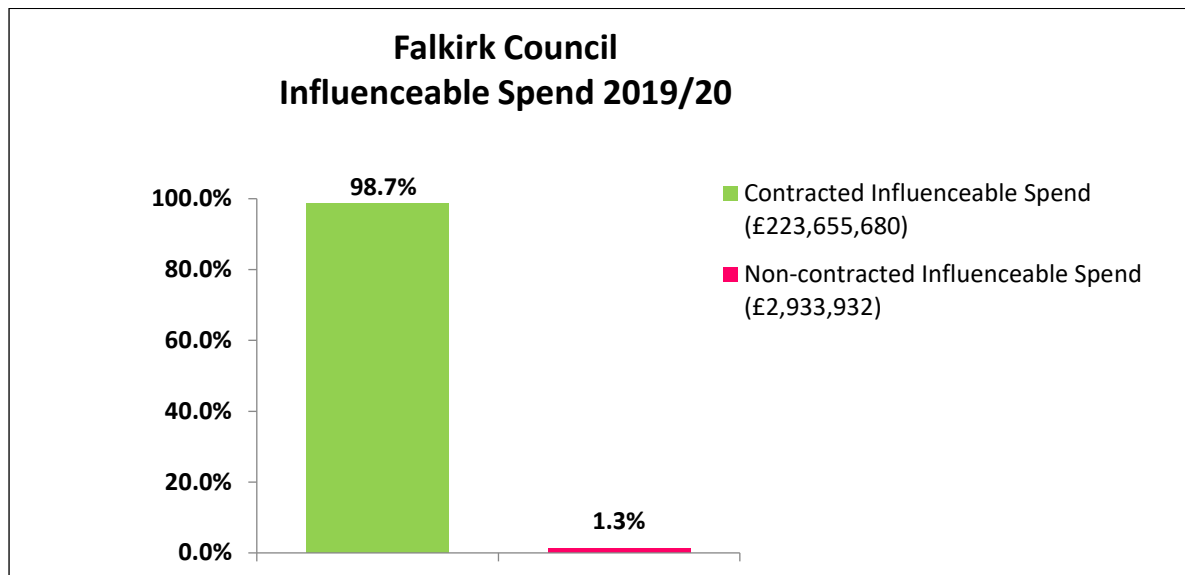
## 7. Procurement Spend Profiles

### 7.1 Total Spend on Contract

The Council buys a wide variety of goods, services and works, ranging from the purchase of cleaning materials, to care services, to new build housing projects. In 2019/20, the total net value of payments was £350m. Analysis of revenue and capital expenditure shows that £227m was considered as influenceable by procurement activity. The non-influenceable spend equated to £123m and related to payments out with the scope of the Council's Contract Standing Orders.

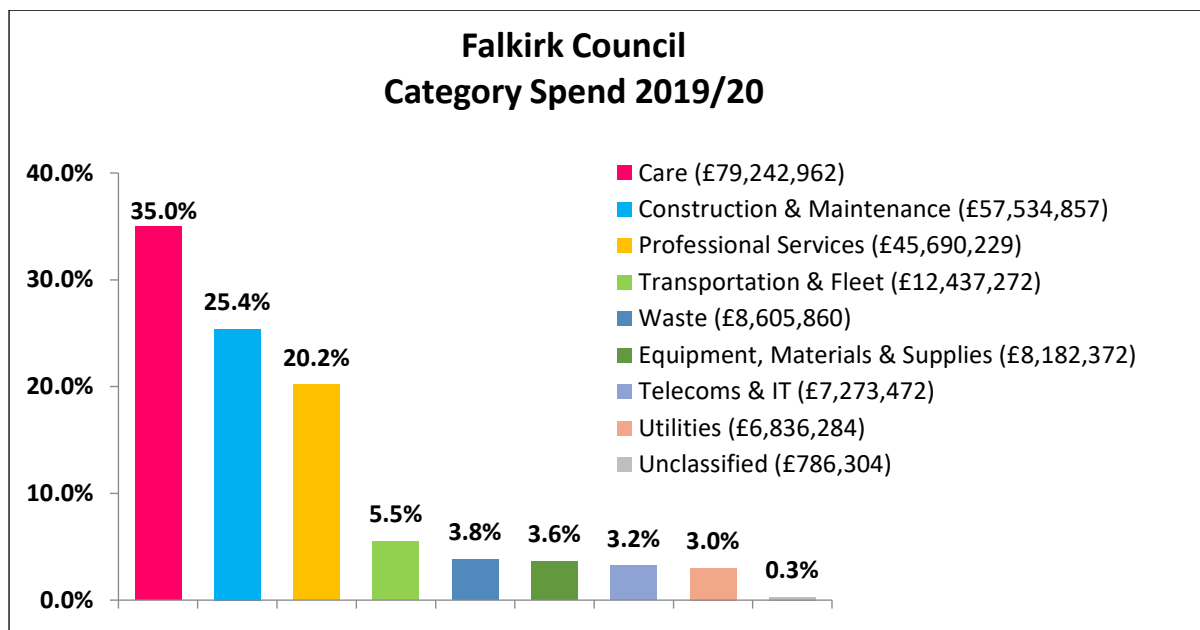


The Contracts Register published on the Council's internet contains details of all contracts valued at £10,000 and above awarded by Falkirk Council. During 2019/20, the value of influenceable spend on contract was £224m.



## 7.2 Spend by Category

Falkirk Council operates a Category Management approach to procurement. Categorising procurement spend in this manner leads to better engagement and more effective planning of procurement activity, offering opportunities for internal and external collaboration and greater value for money potential. There are 8 procurement categories covering goods, services and works and in 2019/20 influenceable spend was categorised as follows:



## 7.3 Spend by Collaboration Type

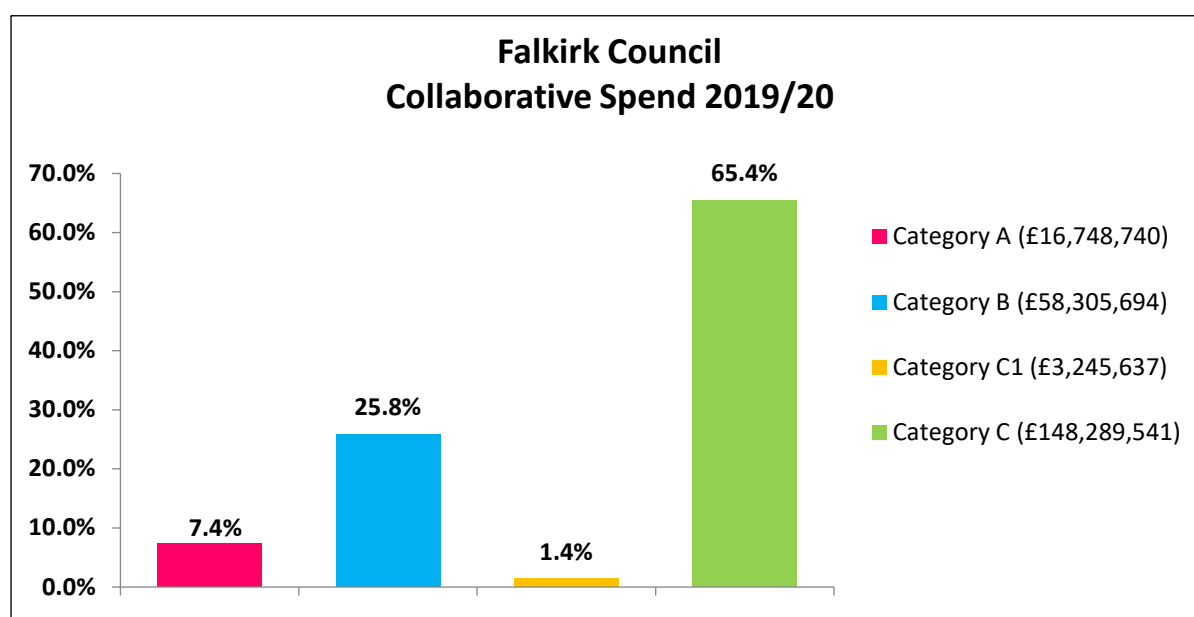
Increased collaboration is important to drive efficiency in the procurement process. To enable the delivery of lasting savings and benefits through procurement activity, opportunities to embrace collaborative procurement exercises require to be maximised through the use of national, sectoral, regional and even internal joint working arrangements.

The Council shall always consider the opportunity to make use of government and local authority procurement consortia wherever appropriate. This approach is seen as beneficial in terms of obtaining better value, economies of scale and speed in procurement. However, these benefits are only part of the procurement considerations and the Council reserves the right to contract directly itself or use any public authority consortia arrangements available to it, where value for money is indicated through that route and approach.

The groupings below define the collaboration options available to the Council when awarding a contract:

- **Category A** - National contracts arranged for commodities that are standard or of a similar nature across the Scottish or UK public sector.
- **Category B** - Sector specific contracts for commodities that tend to be unique to a specific sector yet common within that sector, e.g. contracts arranged for Scottish Local Authorities.
- **Category C1** - Local / regional contracts established by Falkirk Council or another regional organisation for use by Falkirk Council and one or more of the regional organisation partners.
- **Category C** - Contracts established by Falkirk Council for use by Falkirk Council.

Within 2019/20, collaborative procurement opportunities were implemented as follows:

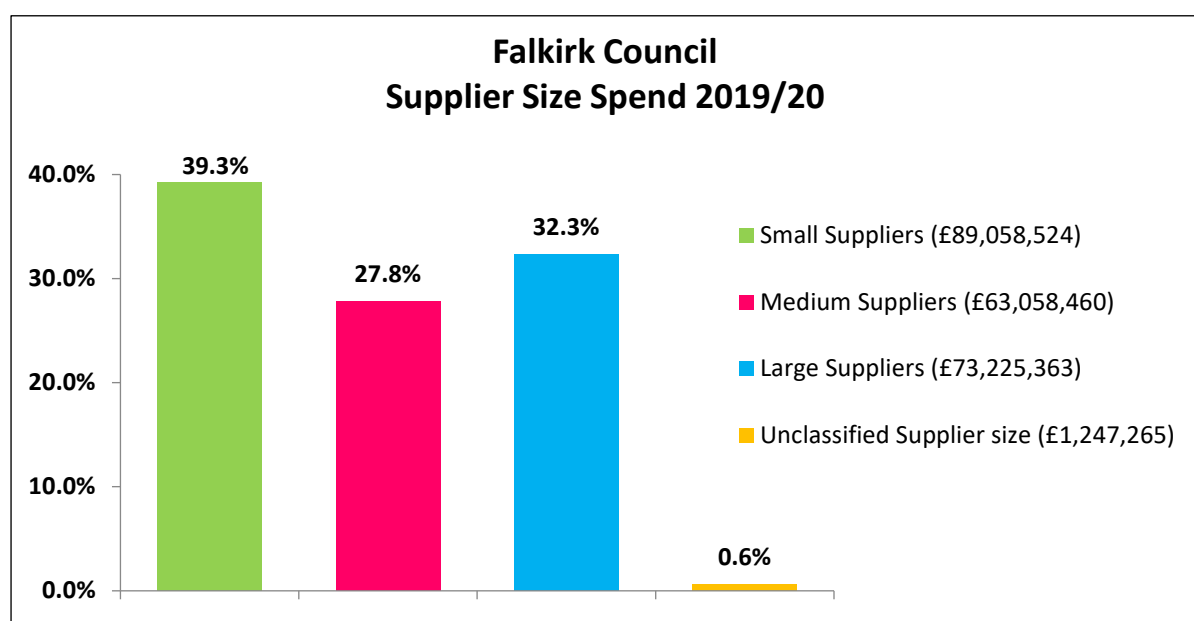


## 7.4 Spend by Supplier Size

It is acknowledged that collaboration though the aggregation of supply can favour larger businesses that are better placed to compete for higher value contracts with more complex and potentially national distribution needs. However, the Council recognises the benefits of awarding contracts to SMEs and considers opportunities when developing contract strategies.



Whilst achieving value for money, the Council is committed to working with SMEs and spend in 2019/20 was apportioned as follows:

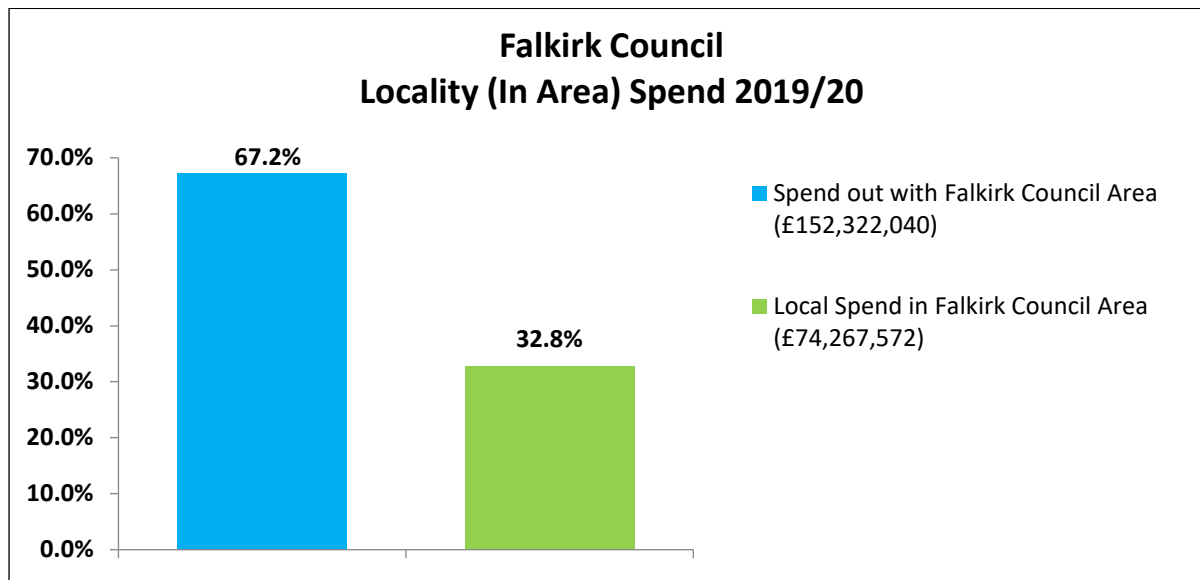


## 7.5 Spend by Supplier Region

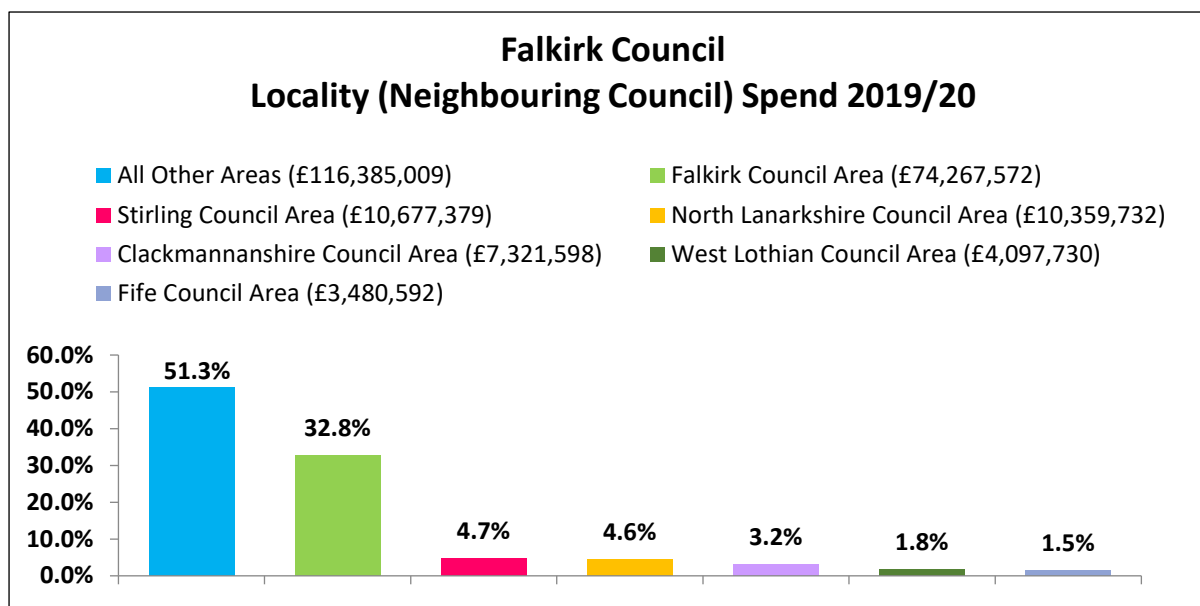
Falkirk Council's local economy is facing a range of challenges. It is therefore essential that the Council uses its procurement activity to promote and sustain local economic activity. Using procurement strategically to support local economic development is crucial to ensuring the Council makes best use of its procurement spend.

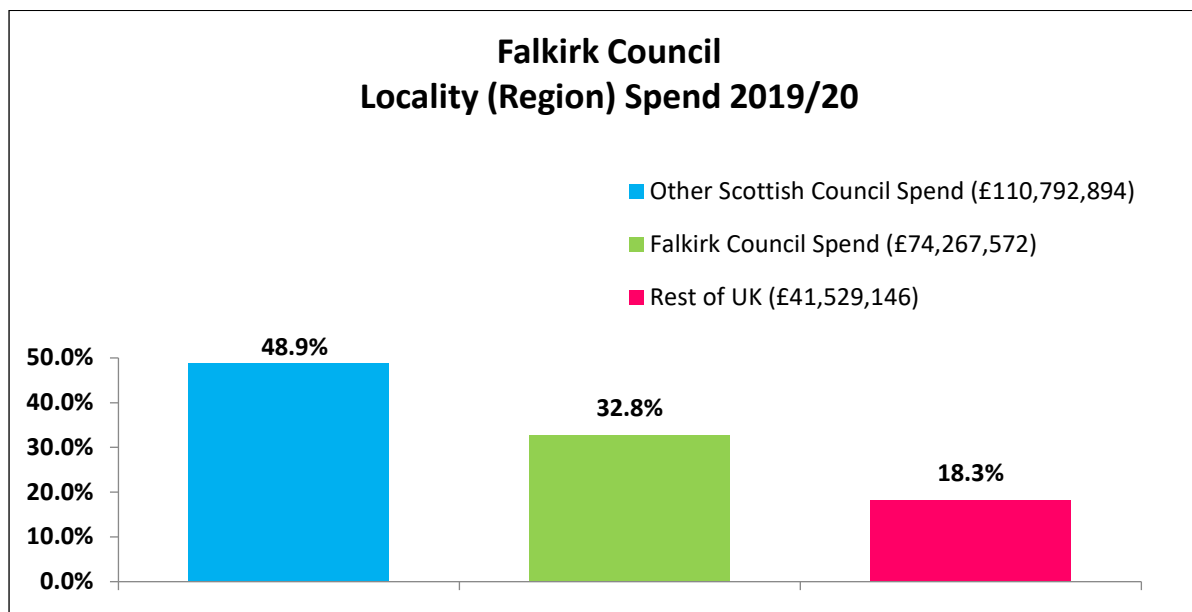
During 2019/20, the Council spent £74m with local providers equating to 33% of all influenceable spend. The Council is committed to increasing the value of public sector spend in the local economic area and will continue to work with the Supplier Development Programme to further support local businesses bid for future public sector procurement exercises within and out with the Falkirk Council area.

In 2018/19, Falkirk based businesses generated some £175m of income from supplying to the 32 Scottish Councils.



Falkirk Council is also committed to supporting the regional & Scottish economy and reduce the carbon footprint with regard to supply and service delivery. In 2019/20, the Council spent £110m within its own and neighbouring Council areas equating to 49% of all influenceable spend. Spend within Scotland equated to £185m, representing 82% of all influenceable spend.





## 8. Procurement Performance Monitoring

In response to the Procurement Reform (Scotland) Act 2014, performance is monitored through Falkirk Council's Annual Procurement Report. Two reports have been published to date covering the periods [1 April 2017 to 31 March 2018](#) and [1 April 2018 to 31 March 2019](#). The Annual Procurement Report outlines how the Council's procurement activity has complied with the objectives of the Procurement Strategy, it also provides a summary of regulated procurement activities completed during the period and details planned procurement activities over the subsequent two financial years.

The implementation of the Procurement Strategy actions and the progress of the performance indicators against targets are also discussed quarterly at the Council's Procurement Board.

## 9. Policies, Tools and Procedures

The primary rules governing procurement within Falkirk Council are the Contract Standing Orders. There are specific thresholds within the Contract Standing Orders which determine the route to market for procurement exercises.

The Council's Procurement Procedures supplement the Contract Standing Orders and provide additional guidance for officers to procure in accordance public procurement legislation.

Where a competitive procurement process has been completed, the subsequent contract will be subject to the Terms and Conditions issued to the suppliers.

The Council maintains a contract register detailing all contracts awarded with a value of £10,000 and above. The Contracts Register is available on the [internet](#).

The following documents all support and direct the delivery of procurement.

#### **National Procurement Regulations**

- [Suppliers Charter](#)
- [Public Procurement Legislation](#)
- [Scottish Model of Procurement](#)

#### **Organisational Policies**

- [Corporate Plan](#)
- [Contract Standing Orders](#)
- [Financial Regulations](#)
- [Sustainable Procurement Charter](#)

#### **Tools**

- [Falkirk Council Procurement Procedures](#)
- [Scottish Procurement Journey](#)
- [Public Contracts Scotland](#)
- [Public Contracts Scotland Tender](#)
- [Procurement and Commercial Improvement Programme](#)
- [Sustainable Procurement Duty Tools](#)
- [Contract Management System \(Falkirk Council Solution\)](#)

## **10. Support to Suppliers**

### **10.1 Suppliers' Charter**

The Council is a signatory to the [Scottish Government's Suppliers' Charter](#). The Charter sets out Falkirk Council's intentions with regard to creating opportunities for Supported Businesses, Social Enterprises and Small and Medium Enterprises. The Suppliers Charter is a joint statement between the Scottish Public Sector and Businesses to facilitate access to Public Sector Procurement opportunities in Scotland.

## 10.2 Supplier Development Programme



As an active member of the Supplier Development Programme, Falkirk Council officers attend Meet the Buyer events both nationally and locally to promote tender opportunities and reduce barriers to doing business with the public sector.

Working with Business Gateway, the Procurement and Commissioning Unit have supported in the award of framework contracts to provide business support to SMEs within the Falkirk, Stirling and Clackmannanshire areas.

Furthermore, the Council regularly promote Supplier Development Programme events and Council Procurement Clinics to over 700 businesses registered on Public Contract Scotland (PCS) based within the Falkirk Council area. Local business engagement also provides an opportunity to highlight the importance of accurate category assignment within company PCS profiles, ensuring that businesses optimise their chance of selection for contract opportunities across the entire public sector.

## 10.3 Supported Businesses

Article 19 of the EU public procurement directive allows public bodies to make the decision to reserve public contracts for supported businesses. This is enacted in Scotland by Regulation 7 of the Public Contracts (Scotland) Regulation 2012.

Supported businesses provide essential job opportunities for disabled and disadvantaged people within our communities which enable them to become more independent, while also delivering a range of excellent goods and services.

Falkirk Council is committed to maximising contracting opportunities for Supported Businesses. In 2019/20, Supported Businesses received spend of over £1m from the Council, equating to 0.5% of all influenceable spend.

## 11. Sustainable Procurement Duty

In August 2019 Falkirk Council declared a Climate Emergency in response to the national Climate Emergency declared in April 2019.

With spend of over £200m per year influenceable by procurement activity, procurement by its nature has a significant and lead role in responding to the climate emergency.

The Council shall always strive to act as an ethical and responsible buyer and as a major procurer, the Council is in a position to encourage suppliers and contractors to consider the impact of their supplies and services and to offer more sustainable alternatives.

Every effort is being made by the Council to embed Sustainable Procurement throughout its procurement processes. Contract Strategies set out the Council's intention to actively seek supplies, services and works through sustainable procurement practices.

It is essential that all relevant contracts align to National Climate Change outcomes and indicators and that consideration is given, in accordance with the Procurement Reform (Scotland) Act 2014: Sustainable Procurement Duty, to how the Council's procurement activity can improve social, economic and environmental wellbeing, as well as reduce inequality.

The Council has developed a set of Sustainable Procurement Principles, detailed in Appendix 3, which outlines the Council's commitment as part of the Sustainable Procurement Duty.

## 12. Strategy Ownership and Contact Details

The governance of the Procurement Strategy is summarised as follows:

| Group                     | Governance / Scrutiny Role  | Reporting Frequency      |
|---------------------------|---|--------------------------|
| Council Executive         | Approval of Procurement Strategy  | Commencement of Strategy |
|                           | Scrutiny and approval of proposed contract award decisions.   | Weekly                   |
| Corporate Management Team | Engagement on Strategy development  | Consultation             |
|                           | Monitors the Council's procurement performance and progress   | Six monthly              |
| Procurement Board         | Responsible for the direction and scope of the Procurement Strategy, the P2P Strategy and associated Improvement Plans. | Consultation             |
|                           | Approval of Procurement processes and procedures.   | As required              |

| <b>Group</b>                                  | <b>Governance / Scrutiny Role</b>  | <b>Reporting Frequency</b> |
|---|--|----------------------------|
|   | Monitors procurement performance and progress, and performs a quarterly review against strategy outcomes, actions, activities and improvement plans.   | Quarterly                  |
|   | Receives and interprets compliance reports with regard to Standing Orders and Procurement Procedures across the Council.   | Quarterly                  |
|   | Leads the development of the procurement and purchase to pay capability of the Council.  | As Required                |
| <b>Stakeholders (internal and external)</b>   | Engagement on strategy development and ongoing procurement priorities and procedures   | Consultation               |
| <b>Contract Standing Orders Working Group</b> | Responsible for the review and update of Contract Standing Orders as required by changes to procurement legislation and regulation or as a result of an approved change in Council policy / procedure.   | As Required                |
| <b>Scottish Government</b>                    | Receives and interprets Falkirk Council's spend information submitted through the Scottish Procurement Information Hub.  | Annually                   |
|   | Reviews Falkirk Council's Annual Procurement Reports in relation to: <ul style="list-style-type: none"> <li>- Regulated procurements completed in the period of the report.</li> <li>- Regulated procurement compliance.</li> <li>- Progress in accordance with the Procurement Strategy objectives.</li> <li>- Regulated procurements planned over the next two years.</li> </ul> | Annually                   |
| <b>Scotland Excel</b>                         | Assesses the Falkirk Council's performance against the Procurement and Commercial Improvement Programme.   | Biannually                 |

## 13. Risk Management

Risk management covers the planning, monitoring and controlling of actions that will address identified threats and potential problems, so as to improve the likelihood of the Strategy achieving its stated objectives. There is also a need to look at controlling the operational risks that can impact on each individual contract.

Strategic Risks are defined as risks that need to be considered over the term of the Strategy and include:

- Failure to deliver the Council's corporate priorities, e.g. a failure to integrate sustainability considerations into procurement decisions and failure to maximise the contribution that the Council's procurement activity makes to the wellbeing and recovery of the local economy.

- The effects of changes in demographic, social or economic trends impacting on the Council's ability to deliver services, e.g. failure to procure sufficient care provision for an ageing population
- The Council's capacity to deal with the pace of technological change and our ability to use technology to its full potential, e.g. a failure to implement automated processes to ensure continued and timely service delivery and not having the data to allow for efficient supplier management across all Council spend.
- Not ensuring that all our operations continue to be competitive and deliver value and quality, e.g. the failure to address a failing service through improvement, market testing or outsourcing.
- A failure to meet the current or changing needs and expectations of those that use Council contracts or those that compete for Council business, e.g. the demand from users for easier access to contract information and ensuring that the burdens placed upon bidders are proportionate.

A risk register has been developed to control all strategic risks. The Procurement Board shall formally review the register annually.



## Appendix 1 – Improvement Action Plan

| Key Area                                | Action   | Description   | Planned Outcome  | Performance Indicators    |
|---|--|---|--|---------------------------|
| <b>1.<br/>Compliance and Governance</b> | <b>Review and update Contract Standing Orders (CSOs) and procurement documentation</b>                     | Review CSOs and procurement documentation to reflect legislative changes and ease of understanding.   | Maximised levels of compliance with CSOs and procurement documentation.                                | <b>1.1, 1.2, 1.3, 1.4</b> |
|   | <b>Develop a Procurement Training Strategy</b>   | Develop and implement a Council wide Procurement Training Strategy.   | Greater competence and skill levels for staff carrying out procurement activities.                     |                           |
|   | <b>Develop online Procurement and P2P training courses</b>   | Develop and implement online training courses to provide procurement fundamentals, CSO, PCS and purchasing systems training to internal stakeholders. | Greater accessibility to training and increased procurement awareness and compliance.                  |                           |
|   | <b>Develop and implement a programme of mandatory procurement training</b>                                 | All staff involved in the procurement process must attend mandatory procurement training.   | Council officers are fully aware of procurement rules and regulations.                                 |                           |
|   | <b>Ongoing procurement training</b>  | All staff involved in the procurement process must attend training as a result of updates to procurement legislation and regulations.                 | Council officers are fully aware of procurement rules and regulations.                                 |                           |
|   | <b>Make use of the national Procurement Competency Framework</b>   | Generate Personal Development Plans in line with national Procurement Competency Framework requirements   | Identification of professional development opportunities for staff involved on procurement activities. |                           |
|   | <b>Implement resource planning following the advance provision of Stakeholder procurement requirements</b> | Utilise a resource planning tool to ensure Council has appropriate procurement staff available to deliver required contracts.                         | Value for money, compliant contracts awarded to timescales.  |                           |
|   | <b>Promote the use of the corporate finance system as the Council's primary P2P solution.</b>              | Investigate the opportunity to reduce the number of P2P systems integrated with the corporate finance system.   | Consolidation of P2P activity and improved commitment accounting.                                      |                           |

| Key Area                                     | Action  | Description  | Planned Outcome  | Performance Indicators    |
|--|---|--|--|---------------------------|
|  | <b>Increase punch-out and catalogue ordering</b>  | Implement punch-out access for all possible suppliers and increase the use of catalogues where punch-out is not available.   | Improved spend classification and prompt payment, and reduced off-contract spend.                            |                           |
|  | <b>Perform an annual rationalisation of suppliers on Council systems</b>                  | Deactivate all non-contracted suppliers that have not received a payment within 12 months.   | Maximised use of contracted suppliers within Council's systems.  |                           |
|  | <b>Establish a Procurement User Group</b>   | A user group shall be set up with representatives from across the Council to enable procurement and P2P developments to be cascaded and to seek ideas for innovative procurement developments. | Best practice is disseminated and procurement improvements are identified resulting in delivery of benefits. |                           |
| <b>2.<br/>Value for Money and Efficiency</b> | <b>Increase percentage of Council invoices paid within 30 days.</b>                       | Work with internal and external Stakeholders to improve processes for accurate ordering and receipt of valid invoices.   | Maximised efficiencies for internal and external Stakeholders, and improved prompt payment performance.      | <b>2.1, 2.2, 2.3, 2.4</b> |
|  | <b>Increase the use of Category A, B &amp; C1 contracts</b>                               | Continue to explore opportunities to utilise collaborative contracts where they delivery value for money.  | Increased savings and improved collaboration with Public Sector partners.                                    |                           |
|  | <b>Continue to deliver financial savings from all aspects of the procurement process.</b> | Increase the delivery of savings through new contract opportunities, contracts and supplier management and improved P2P processes.   | Maximised opportunities to achieve savings through procurement.  |                           |
|  | <b>Continue to generate income from all aspects of the procurement process.</b>           | Increase the delivery of income through new and innovative contract opportunities and improved P2P processes.  | Maximised opportunities to achieve income through procurement.   |                           |

| Key Area   | Action  | Description  | Planned Outcome  | Performance Indicators                                   |
|--|---|--|--|--|
| <b>3.<br/>Delivering Sustainable Procurement</b> | <b>Support and improve access to contract opportunities from local, SME, third sector and supported businesses.</b>       | Increase training to internal and external stakeholders to encourage access to and winning bids from local, SME, the third sector and supported businesses.                                  | Increased opportunities for local, SME the third sector and supported businesses.  | <b>3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10</b> |
|  | <b>Increase the delivery of employment and training Community Benefits (CBs) for all regulated procurement exercises.</b> | Continue and improve the close working between the PCU and Employment and Training Unit to secure maximum community benefits.  | Increased delivery of benefits for the local area.   |  |
|  | <b>Increase the delivery of other CBs in contracts</b>  | Seek to agree alternative forms of CBs for regulated contracts where employment and training benefits are not achievable.  | Increased delivery of benefits for the local area.   |  |
|  | <b>Continue to include Fair Working Practice criteria within regulated procurement exercises.</b>                         | Continue to evaluate Fair Working Practices within tenders and work with Contractors to support their workforce through fair working practice benefits including payment of the Living Wage. | Assurance that suppliers comply with the values of a Fair Working Practice organisation.   |  |
|  | <b>Increase the Council's sustainable performance through delivery of the sustainable procurement action plan.</b>        | Continue to deliver the actions from the sustainable procurement action plan to enable achievement of Levels 3 and 4 within the Scottish Government's Flexible Framework.                    | Staff involved in procurement exercises understand and positively contribute to achieving improved sustainable outcomes. Enhanced sustainable procurement performance and increased social and environment benefits. Compliance with Sustainable Procurement Duty. |  |
| <b>4.<br/>Embracing Innovation</b>               | <b>Continue to utilise output based specifications</b>  | Seek innovative solutions to requirements from prospective bidders.  | New and improved ways of delivering Council services.  | <b>2.4, 4.1, 4.2</b>                                     |

| Key Area  | Action   | Description   | Planned Outcome   | Performance Indicators |
|---|--|---|---|------------------------|
|   | <b>Implement the mandatory use of PCS-Tender</b>   | All regulated procurement exercises must utilise the Public Contracts Scotland e-Tendering module   | Improved procurement processes and compliance for internal and external Stakeholders.   |                        |
|   | <b>Implement the use of electronic supplier forms within the Corporate finance system.</b>             | Utilise online forms and system workflow to activate, edit and deactivate suppliers.  | Efficient processes for internal stakeholders and improved service provision.   |                        |
|   | <b>Continue to implement electronic invoicing and automated payments for all possible suppliers.</b>   | Increase the volume of electronic invoices processed through the Integra financial management system.   | Maximised efficiencies for internal and external Stakeholders, and improved prompt payment performance.   |                        |
|   | <b>Implement the use of a purchase card system.</b>  | Implement a purchase card system to enable efficient reconciliation of purchase card transactions and increased purchase card spend.                          | Improved purchase card spend data with greater monitoring and control. Maximised efficiencies for internal stakeholders with improved prompt payment and increased income.      |                        |
| <b>5. Supplier Engagement and Contract Management</b> | <b>Develop and implement a Category Strategy covering the period 2020/21 to 2022/23</b>                | A new Category Strategy shall be developed based on spend analysis to effectively plan future procurement activity.   | Further engagement with internal and external stakeholders regarding their role in delivering key procurement priorities through medium term planning of procurement exercises. | <b>5.1, 5.2</b>        |
|   | <b>Advance publication of Prior Information Notices (PINs) for all regulated procurement exercises</b> | All regulated procurement exercises published within the Council's Annual Procurement Report shall have a PIN published on PCS in advance of seeking tenders. | Development of market intelligence and allowance for prospective bidders to prepare before procurement processes officially begin.  |                        |
|   | <b>Continue to utilise a market research solution in the development of contract strategies</b>        | Continue to perform market research for all regulated procurement exercises as part of the contract strategy development.                                     | Attainment of in-depth industry and market analysis to better inform and aid strategic decision making for contracts.   |                        |

| <b>Key Area</b> | <b>Action</b>   | <b>Description</b>   | <b>Planned Outcome</b>   | <b>Performance Indicators</b> |
|-----------------|---|--|--|-------------------------------|
|                 | <b>Implement the use of a Contract Management System</b>      | Implement a corporate contract management system to record information from contract initiation through to expiry.   | Improved management and monitoring of contract deliverables to ensure optimum benefits are recorded and delivered. |                               |
|                 | <b>Improve processes to analysis spend</b>                    | Develop systems to improve analysis at line level.   | Improved contracted spend classification and reduced off-contract spend.   |                               |
|                 | <b>Continue to attend and host supplier engagement events</b> | Attend and host regular supplier engagement events to promote new contract opportunities, shares ideas and best practice, and discuss opportunities for improvement. | Better understanding of public sector procurement by external stakeholders and improved working relationships.     |                               |
|                 | <b>Develop key supplier records</b>                           | Develop key supplier records to include status and performance against specific joint initiatives.   | Improved output from contracts to ensure optimum benefits are delivered.   |                               |

## Appendix 2 – Performance Scorecard

The following performance indicators will be used to monitor progress in the outcome of the strategy:

### Key area 1: Compliance and governance

| Performance |   |                        |                   |                   |                   |
|-------------|---|------------------------|-------------------|-------------------|-------------------|
| PI No.      | Performance Indicator Name  | 2019/20<br>Performance | 2020/21<br>Target | 2021/22<br>Target | 2022/23<br>Target |
| 1.1         | Spend on contract as a percentage of total influenceable spend.                                 | 98.7%                  | 99%               | 99.3%             | 99.6%             |
| 1.2         | Volume of invoices processed with orders as a percentage of all invoices processed.             | 61.6%                  | 65%               | 78%               | 81%               |
| 1.3         | Improved performance in the Procurement and Commercial Improvement Programme (PCIP) assessment. | 74%                    | 76%               | 76%               | 78%               |
| 1.4         | Number of successful legal challenges   | 0                      | 0                 | 0                 | 0                 |

## Key area 2: Value for money and efficiency

|        | Performance   |                     |                |                |                |
|--------|---|---------------------|----------------|----------------|----------------|
| PI No. | Performance Indicator Name  | 2019/20 Performance | 2020/21 Target | 2021/22 Target | 2022/23 Target |
| 2.1    | Number of invoices paid within 30 days as a percentage of all invoices processed.   | 97%                 | 97.2%          | 97.4%          | 97.6%          |
| 2.2    | Spend through collaborative contracts as a percentage of total influenceable spend. | 34.6%               | 35%            | 35.5%          | 36%            |
| 2.3    | Value of procurement savings achieved   | £580,000            | £300,000       | £100,000       | £0             |
| 2.4    | Value of procurement income achieved  | £355,700            | £423,000       | £499,000       | £563,000       |

### Key area 3: Delivering sustainable procurement

|        | Performance  |                     |                |                |                |
|--------|--|---------------------|----------------|----------------|----------------|
| PI No. | Performance Indicator Name   | 2019/20 Performance | 2020/21 Target | 2021/22 Target | 2022/23 Target |
| 3.1    | Spend with Local Suppliers as a percentage of total influenceable spend.   | 32.8%               | 33.5%          | 34%            | 34.5%          |
| 3.2    | Spend with SMEs as a percentage of total influenceable spend.  | 67.1%               | 68%            | 68.5%          | 69%            |
| 3.3    | Spend with the Third Sector as a percentage of total influenceable spend.  | 12.1%               | 12.3%          | 12.4%          | 12.5%          |
| 3.4    | Spend with the Supported Businesses as a percentage of total influenceable spend.  | 0.5%                | 0.6%           | 0.7%           | 0.8%           |
| 3.5    | Number of contracts awarded (led by Falkirk Council) signed up to the Falkirk Council Sustainability Charter - Key Principles as a percentage of all contracts awarded (led by Falkirk Council). | Not measured        | 40%            | 75%            | 100%           |
| 3.6    | Number of Category C contracts awarded >=£4m with Community Benefits agreed as a percentage of all Category C contracts awarded >=£4m.   | 100%                | 100%           | 100%           | 100%           |
| 3.7    | Number of Category C contracts awarded >=£50k (Supplies and Services) with Community Benefits agreed as a percentage of all Category C contracts awarded >=£50k (Supplies and Services).         | 64%                 | 70%            | 75%            | 100%           |
| 3.8    | Number of Category C contracts awarded >=£250k (Works) with Community Benefits agreed as a percentage of all Category C contracts awarded >=£250k (Works).                                       | 63%                 | 70%            | 75%            | 100%           |
| 3.9    | Maintenance of the Living Wage Accreditation by Falkirk Council  | Yes                 | Yes            | Yes            | Yes            |
| 3.10   | Flexible Framework Sustainable Procurement Assessment Score  | Level 2             | Level 3        | Level 4        | Level 5        |



#### Key area 4: Embracing innovation

|        | Performance   |                     |                |                |                |
|--------|---|---------------------|----------------|----------------|----------------|
| PI No. | Performance Indicator Name  | 2019/20 Performance | 2020/21 Target | 2021/22 Target | 2022/23 Target |
| 4.1    | Number of Category C regulated procurement exercises conducted using PCS-T as a percentage of all Category C regulated procurement exercises. | 29%                 | 50%            | 100%           | 100%           |
| 4.2    | Volume of electronic invoices processed as a percentage of all invoices processed.  | 26.4%               | 28%            | 30%            | 33%            |

#### Key area 5: Supplier engagement and contract management

|        | Performance  |                     |                |                |                |
|--------|--|---------------------|----------------|----------------|----------------|
| PI No. | Performance Indicator Name   | 2019/20 Performance | 2020/21 Target | 2021/22 Target | 2022/23 Target |
| 5.1    | Number of Prior Information Notices published as a percentage of all Category C regulated contract opportunities published.    | 6%                  | 40%            | 50%            | 75%            |
| 5.2    | Number of supplier financial status checks performed as a percentage of all suppliers awarded medium and high level contracts. | 29%                 | 75%            | 85%            | 100%           |

## Appendix 3 – Sustainable Procurement Principles

|   |  |
|---|--|
| <b>Equalities</b>   | <p>As a responsible employer the Council is committed to promoting equal opportunities to all of the Falkirk community, employees and suppliers alike. Consideration of equal opportunities is fully integrated into our procurement practices and is fully committed to the values and ethos of the Equality Act 2010.</p> <p>As a result the Council expects complete compliance with the Equality Act 2010 during all contracts.</p>  |
| <b>Disability Confident Scheme</b>  | <p>The Council is an accredited Disability Confident Employer. We are committed to the aims of Disability Confident and would encourage our partners, suppliers and providers to demonstrate their commitment to the scheme and also become accredited Disability Confident employers. As appropriate, contracts or framework agreements may include clear performance indicators relating to the positive benefits of such a scheme.</p>  |
| <b>Facilitating SME's, third sector and supported businesses in the procurement process</b> | <p>Our procurement strategy aims to achieve a mixed economy of suppliers to support and develop our local market, particularly micro, small and medium sized enterprises, Third Sector organisations and supported businesses. This approach includes simplified and standardised public sector procurement practices, consideration of lotting and a range of hands-on assistance to the local supply chain to help reduce any barriers to involvement in procurement opportunities.</p>  |
| <b>Promoting Innovation</b>   | <p>Influencing the market towards innovative solutions can focus public spending on sustainable goods, services and works and create an important catalyst for local job creation, sustainable innovation and market development. Our procurement strategy notes the importance of innovation through procurement and we encourage all our suppliers to utilise their expertise in offering innovative solutions wherever possible.</p>  |
| <b>Fair Work Practices</b>  | <p>The delivery of high quality public services is critically dependent on a workforce that is well-motivated, well led and has appropriate opportunities for training and skills development. These factors are also important for workforce recruitment and retention, and thus continuity of service. Falkirk Council itself has adopted workforce policies to meet these requirements. Underpinning these policies are:</p> <ul style="list-style-type: none"> <li>• <u>A commitment to supporting the Scottish Living Wage;</u></li> <li>• <u>Fair recruitment and employment practices including no inappropriate use of zero hours contracts or umbrella companies;</u></li> <li>• <u>A commitment to nurture talent and help individuals fulfil their potential through continuous learning and development;</u></li> <li>• <u>A commitment to the development of Scotland's young workforce through a Modern Apprentice Programme;</u></li> <li>• <u>Flexible working opportunities;</u></li> <li>• <u>A commitment to equal opportunities.</u></li> </ul> <p>Falkirk Council also attaches importance to ensuring effective consultation and involvement of staff and Falkirk Council management work in partnership with trade unions. While it is, of course, a personal decision whether or not to join a Trade Union, Falkirk Council is</p> |

|  |   |
|--|---|
|  | committed to encouraging participation, through effective consultation and the sharing of decision making. This includes consulting and negotiating with recognised trade unions on a wide range of issues.   |
| <b>Consultation with Stakeholders</b>                          | The Council is committed to understanding the needs, wants and acquired knowledge of both internal and external stakeholders regarding sustainable procurement. Internal service engagement, communication and strategy shapes the Council's approach; however the input of external stakeholders such as the general public and our supply base, is of equal value. Through questionnaires, surveys, communications and an annual "Climate Week"; we hope to engage with our stakeholders on the issues which matter most to them; and encourage that all bodies or organisations contribute to this data gathering to help shape Falkirk Council towards the needs of its people.   |
| <b>Health and Safety Compliance</b>                            | The Council is committed to achieving a culture that ensures it complies with all current Health and Safety legislation and in so doing endeavours to provide safe places and safe systems of work. This principal extends to those employed to do contracted works for and on behalf of the Council.   |
| <b>Provision of Food</b>                                       | The procurement of food considers the wider community focus of improving the health and wellbeing of young people and communities in Falkirk.<br>Promoting a sustainable food supply chain by (where possible) the use of Scottish produce through collaborative contracts supports the delivery of healthy choices to support healthy eating. Food security and ethics are of equal importance and the Council follows Scottish Government guidance to ensure consideration of the highest levels of animal welfare.<br>The Council will also promote the use of Fair Trade products across its services and raise awareness of fair trade amongst its staff and customers.  |
| <b>Prompt payment within 30 days</b>                           | The effect of late payment on SME's can be significant, impacting cash flow and the ability to trade. As direct support the Council has a prompt payment policy and related performance indicator which aims to make payment of invoices within 30 days of receipt of a valid invoice. To make sure this policy flows through all stages of the supply chain, our terms and conditions of contract obliges our contracted suppliers to make payment of valid invoices within a similar 30 day period.   |
| <b>Environmental Impact</b>                                    | The way that the Council procures goods and services can have a huge environmental impact, and by purchasing items which can demonstrate a reduced negative effect on wildlife, natural resources and carbon emissions, we can reduce our carbon footprint and support suppliers to do the same.  |
| <b>Improving the economic and social wellbeing of the area</b> | Adding Value to Communities through Community Benefits or 'social' requirements in public sector procurement is intended to ensure that wider local economic and social issues are considered when delivering construction works, service or supplies contracts.<br>This is achieved through the inclusion of specific clauses within contracts known as community benefit clauses (CBCs).<br>CBCs are vital to the improvement and operation of Falkirk Council, and as a result the Council expects complete compliance with the Community Benefit Clauses within our contracts. The Council's Employment and Training Unit is the supply side arrangement for training and work experience opportunities detailed within CBCs. |

|                                 |  |
|---------------------------------|--|
| <b>Conflict of Interest</b>     | <p>Council Officers and Members conducting business on behalf of the organisation have a responsibility to do so in a manner that is objective and ethical.</p> <p>All relationships of a business or private nature with external contractors, or potential contractors, should be disclosed and recorded. Orders and contracts must be awarded on merit, by fair competition against other tenders and no special favours should be shown to businesses during the tendering or quotation process where they are run for example by friends, partners or relatives.</p> <p>As such we require any individual whether employee or supplier to declare such an interest before any procurement activity commences.</p> |
| <b>Modern Slavery Act 2015</b>  | <p>The Council adopts a zero tolerance approach to modern slavery and human trafficking. We expect all those who work for and with us to adhere to this approach.</p> <p>As a result the Council expects complete compliance with the Modern Slavery Act 2015 and Human Trafficking and Exploitation (Scotland) Act 2015 during all contracts.</p>   |
| <b>Construction Charter</b>     | <p>For all Works contracts, Falkirk Council expects complete compliance with the Falkirk Council Construction Charter.</p>   |
| <b>Ethical Care Charter</b>     | <p>The Falkirk Health and Social Care Partnership are fully committed to the principles of Unison's Ethical Care Charter. It is expected that care providers have a similar commitment to these principles.</p>  |
| <b>Sustainable Development</b>  | <p>Falkirk Council is committed to sustainable development which minimises the effect on the environment.</p> <p>Suppliers are expected to ensure that services, supplies or construction works for the Council:</p> <ul style="list-style-type: none"> <li>• Focus on whole life cost</li> <li>• Minimise waste</li> <li>• Minimise energy use</li> <li>• Eliminate pollution</li> <li>• Preserve and enhance bio-diversity</li> <li>• Conserve water resources.</li> </ul>   |
| <b>Scottish Business Pledge</b> | <p>Making a commitment to the Scottish Business Pledge promotes fairness, equality, opportunity and innovation in Scotland, which in turn creates greater economic success and sustainable, inclusive growth. It's good for business and good for Scotland.</p> <p>The Scottish Business Pledge is a values-based approach to business that is based on boosting productivity and competitiveness through fairness, equality and sustainable employment.</p> <p>The Council expects all suppliers to comply with the principles set out in the Scottish Business Pledge.</p>   |

## Appendix 4 - Glossary of Terms

| TERM                            | DESCRIPTION   |
|---------------------------------|---|
| <b>Category</b>                 | A collection of commodities or services sourced from the same or similar supply base, which meet a similar consumer need, or which are inter-related or substitutable.  |
| <b>Category Strategy</b>        | <p>A Category Strategy is based upon an analysis of spend and contracting activity so as to establish the following:</p> <ul style="list-style-type: none"> <li>• Key contracting activity and segmentation of spend</li> <li>• Non-contract spend and actions required to improve compliance</li> <li>• Category savings targets and future opportunities</li> <li>• Current levels of procurement collaboration and opportunities for increasing</li> <li>• Maximised sustainable procurement activity</li> <li>• Maximised accessibility for local suppliers, SMEs, supported businesses and the third sector</li> <li>• Proposed consultations and engagement, and what has been learned</li> <li>• Contract management responsibilities</li> </ul> |
| <b>Collaboration</b>            | When two or more groups of people or organisations engage in procurement work together for mutual benefit. Collaboration delivers procurement exercises with shared priorities, drives national policies and champions local benefits, all for the greater good of public services.   |
| <b>Community Benefits</b>       | Community Benefits are contractual requirements which deliver a wider social benefit in addition to the core purpose of the contract. In particular, requirements in relation to targeted training and employment outcomes.   |
| <b>Contract</b>                 | An agreement between two or more parties to perform specific acts and is enforceable by law.  |
| <b>Contract Management</b>      | The process of monitoring the performance of a supplier to contract.  |
| <b>Contract Standing Orders</b> | Contract Standing Orders are a requirement of Section 81 of the Local Government (Scotland) Act 1973. They exist to ensure that uniform contracting procedures are laid down for use throughout the Council.  |
| <b>Contract Strategy</b>        | <p>A Contract Strategy is used to document the appraisal of a procurement exercise including:</p> <ul style="list-style-type: none"> <li>• Contract objective</li> <li>• Funding arrangements</li> <li>• Current contract status</li> <li>• Historical spend information</li> <li>• Market analysis</li> <li>• Collaboration considerations</li> <li>• Sustainability considerations</li> <li>• Procurement procedure to be followed</li> </ul>   |

| TERM                                   | DESCRIPTION  |
|--|--|
|  | <ul style="list-style-type: none"> <li>Proposed contract benefits</li> <li>Risk Assessment</li> </ul>  |
| <b>Financial Regulations</b>           | Financial Regulations form part of the Standing Orders approved by the Council. They set down guidelines for Officers and Members that require to be followed. They are designed to ensure the highest standards of probity in dealing with public money and to assist and protect staff in such dealings.   |
| <b>Flexible Framework Assessment</b>   | A tool which helps organisations to assess where their current level of performance lies with regard to sustainable procurement and the actions required to improve their performance.   |
| <b>Framework Agreement</b>             | An agreement or other arrangement between one or more contracting authorities and one or more economic operators which establishes the terms (in particular the terms as to price and, where appropriate, quantity) under which the economic operator will enter into one or more contracts with a contracting authority in the period during which the framework agreement applies. |
| <b>Influenceable Spend</b>             | Expenditure which was influenced by Procurement activity and is covered by Contract Standing Orders.   |
| <b>Market Analysis</b>                 | When developing a contract strategy, most procurement processes ascertain the demand for the category with the attributes of the supply market. A review of the characteristics, capacity and capability of the supply market is performed to understand the extent to which the market meets the needs of the buying organisation.  |
| <b>Non-Influenceable Spend</b>         | Expenditure which cannot be influenced by Procurement activity and is outwith the scope of Contract Standing Orders.   |
| <b>OJEU</b>                            | OJEU stands for the Official Journal of the European Union. This is the publication in which all tenders from the public sector which are valued above a certain financial threshold according to EU legislation must be published.  |
| <b>Procurement</b>                     | A function that ensures identification, sourcing, access and management of the external resources that an organisation needs or may need to fulfil its strategic objectives.   |
| <b>Procurement Exercise</b>            | Full end to end procurement exercise documentation from strategy development to contract and supplier management.  |
| <b>Public Contracts Scotland (PCS)</b> | Public Contracts Scotland is the national advertising website where Scottish public sector organisations: <ul style="list-style-type: none"> <li>post Official Journal of the European Union (OJEU) contract notices (contracts over the EU thresholds)</li> <li>post below-threshold contract notices</li> </ul>  |

| TERM                                       | DESCRIPTION  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• invite suppliers to submit quotations for low value/risk goods and services through the online 'Quick Quote' system</li> <li>• publish contract award notices</li> <li>• can reserve suitable contracts for supported businesses</li> </ul> <p>Public Contract Scotland also contains links to other UK and Ireland national public sector procurement portals where details of contract opportunities from elsewhere in the UK may be found.</p> |
| <b>PCU</b>                                 | Procurement and Commissioning Unit   |
| <b>Quick Quote</b>                         | Quick Quote is an online quotation facility within PCS which allows Contracting Authorities to obtain competitive quotes electronically for low value requirements.  |
| <b>Regulated Procurements</b>              | For the purposes of the Procurement Reform (Scotland) Act 2014 regulated procurements have a contract threshold of £50,000 and above for goods and services contracts and £2 million and above for works contracts.  |
| <b>Segmentation</b>                        | Division and grouping of suppliers or contracts in relation to spend and its criticality to business.  |
| <b>Small and Medium Enterprises (SMEs)</b> | <ul style="list-style-type: none"> <li>• Micro Enterprise = staff headcount &lt;10</li> <li>• Small Enterprise = staff headcount &lt;50</li> <li>• Medium Enterprise = staff headcount &lt;250</li> </ul>  |
| <b>Services Contract / Framework</b>       | An agreement to provide a specific task including (but not restricted to) installation of goods in connection with any such services.  |
| <b>Specification</b>                       | The description of the requirement that needs to be met. Specifications fulfil two basic purposes: to communicate what is needed to the supplier, and to allow measurement as to whether the goods or services delivered meet the required standard.   |
| <b>Goods Contract / Framework</b>          | An agreement for goods to be supplied to the Purchaser by the Supplier (or by any of the Supplier's Sub-contractors).  |
| <b>Supply Chain</b>                        | All activities, resources, products etc. involved in creating and moving a product or service from the supplier to the procurer.   |
| <b>Supported Business</b>                  | A business whose primary aim is the social and professional integration of disabled or disadvantaged persons, and at least 30% of the employees of those businesses should be disabled or disadvantaged.   |
| <b>Sustainability</b>                      | Sustainability is about meeting the needs of the present, without compromising the ability of future generations to meet their needs.  |

| TERM                              | DESCRIPTION   |
|-----------------------------------|---|
|                                   |   |
| <b>Sustainable Procurement</b>    | A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis and generates benefits, not only for the organisation but also to society, the economy and the environment.  |
| <b>Terms and Conditions</b>       | General and special arrangements, provisions, requirements, rules, specifications, and standards that form an integral part of an agreement or contract.  |
| <b>Third Sector</b>               | The third sector includes charities, social enterprises and voluntary groups which delivers essential services, helps to improve people's wellbeing and contributes to economic growth. It plays a vital role in supporting communities at a local level.   |
| <b>Value for money</b>            | Value for money is a trade-off between price and performance that provides the greatest overall benefit under the specified selection criteria. Seeking value for money involves considering the quality of the solution proposed, the total life costs, service and support issues, sustainability etc.  |
| <b>Whole Life Costing</b>         | The costs of acquiring goods or services (including consultancy, design and construction costs, and equipment), the costs of operating it and the costs of maintaining it over its whole life through to its disposal – that is, the total ownership costs. These costs include internal resources and overheads.   |
| <b>Works Contract / Framework</b> | This is an agreement which is a mixture of service / labour and the transfer of goods. Under a works contract the contractor agrees to do certain job and in the execution of that job, certain goods are transferred to the customer. Therefore an agreement of building construction, manufacture, processing, fabrication, erection, installation, repair or commissioning of any movable or immovable property is a works contract. |



# **Annual Report 2019/2020**



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## Introduction to Supplier Development Programme

The Supplier Development Programme (SDP) is a business support initiative using training and information to improve the competitiveness of local businesses.

SDP is a partnership of Local Authorities, Scottish Government and other public bodies that works together to bring micro, small, medium and supported businesses that are based in Scotland support in all aspects of tendering. By assisting businesses to become tender ready for public procurement, SDP improves all-round efficiency, sustainability and market potential.

By helping businesses become more able to tender for contracts, SDP improves their prospects when competing in Scotland, where there is an annual public sector spend of £11 billion, and throughout the rest of the UK, where there is an annual public spend of £240 billion. SDP delivers this support through numerous free training and events held across Scotland throughout the year, face-to-face and virtually through webinars to:

- Raise awareness of opportunities arising from public sector spend;  
Provide training and support on all aspects public sector tendering;
- Improve the tender readiness of local suppliers through early intervention;
- Support SDP member organisations to meet the Sustainable Procurement Duty;  
and
- Promote links and integrate with other government business support services.

## Welcome from the Chair

Councillor Heather Brannan-McVey



2019/20 marks the end of my first full year as Chair of the Supplier Development Programme and what a year it has been.

I would like to extend a warm welcome to Moray Council, which took up full membership of the Programme, and to all the Moray suppliers that participated in our locally delivered tender training events.

We continued to expand our membership and welcomed our first trade association member: SELECT, which is the trade association for the electrical contracting industry in Scotland. Keen to encourage Scottish businesses to bid for places on its frameworks, the Scottish Procurement Alliance joined us in November 2019. In January 2020, we were delighted to welcome our first housing association member, the Wheatley Group, and the year ended with SEPA taking up membership in March 2020.

By joining SDP, these organisations will benefit from aligned tender training for their contracts, as well as being part of a recognised network of procurement and economic staff to support communities.

Through working to strengthen local and SME spend, SDP helps facilitates supplier interaction through the procurement process and promotes that government is open for business. As I write this, that aspect has never been more important, the COVID-19 pandemic has shone a light on the importance of virtual meetings and training and SDP was quick to respond and shift to webinars in place of face-to-face training for suppliers, connecting with members through online meetings and still supporting the Scottish SME community.

As we look to the recovery phase, SDP will play a pivotal role in ensuring that we can facilitate supplier engagement and raising market awareness of contract opportunities that will be a lifeline for many Scottish businesses.

Finally, I would like to thank George Sneddon of Fife Council who retired from the SDP Board at the end of 2019, for his tireless work to champion the Programme from its early days and who was an avid supporter of connecting procurement and economic development whilst driving through the need for funding from Scottish Government to ensure that SDP is the premier free tender training programme for Scotland's SMEs. Representing Fife on the SDP Board, we are delighted to welcome Pamela Stevenson, who brings a wealth of experience through her work as chair of the Scottish Local Authority Economic Development group (SLAED) and Business Gateway National Board.

SDP continues to grow and develop and we look forward to building on our continued success in the next financial year.

## Introduction from the Programme Manager

Gillian Cameron, Programme Manager



It's true that 2019/2020 is not going to be a year that we easily forget. The highs were certainly around practising practical procurement, delivering two highly successful large scale Meet

the Buyer events, and facilitating the connection between buyers and suppliers for critical contracts such as the 1140 hours through the delivery of dedicated tender training to ensure that local suppliers could respond to the contract opportunities for their area.

Through collaboration with our members, SDP has developed a focused approach to aligning tender training to actual contract opportunities. The benefits of this approach are that we can evidence, through active tracking, the improved bidding capability and tender readiness of our suppliers demonstrating the power of SDP to upskill suppliers.

Our training events continue to deliver, with 88 per cent of suppliers attending core SDP training saying they were more likely to bid for future public contracts as a direct result of the training they received. Looking at a snapshot of a single month (February 2020) this figure increased to 91 per cent, following a series of training and early engagements session across the length and breadth of Scotland.

SDP offers a proven multi-channel approach to training. We have been offering training via webinar for five years now, but overall, suppliers still choose to attend face-to-face meetings because they offer the chance to network and raise the profile of their business. Additionally, face-to-face meetings allow trainers to capture attention in a way that isn't possible in a virtual environment, participation at the council premises and the availability of staff to interact inspires and motivates suppliers highlighting it is not a "closed shop", plus offers the opportunity to connect business to other support services within the council, providing annual benefit to our members.

The tail end of March 2020 was not "business as usual" except in the public sector: here, the procurement rules ensured that as much as possible, the public sector continued to tender vital contracts for goods, services and works and SDP moved to "webinar only" training due to the COVID-19 virus. We swiftly worked with our public sector members to ensure that we could support them virtually with their requirements and connect them with suppliers wherever possible.

SDP can't stand still and indeed doesn't: we plan to invest in an online e-learning service in order to further support the recovery of businesses during and post the COVID-19 era, to ensure that Scottish SMEs, third sector and supported businesses can aid their business recovery through learning tendering skills. From our micro SDP team to your business, we hope you stay safe and well.



## Our Board



**The Supplier Development Programme is led by its Board, which is composed of the following representatives:**

- Councillor Heather McVey : Chair
- Councillor Peter Henderson: Vice Chair

North Lanarkshire Council  
South Ayrshire Council

- Councillor Anthony Buchanan
- Peter Reid
- George Sneddon
- Jackie Hill
- Stuart Jamieson
- Councillor Collette Stevenson
- Paula Deegan
- Karen Lawson
- Diane Beattie
- Councillor Andrew Wood
- Councillor Gordon Jenkins

East Renfrewshire Council  
Falkirk Council  
Fife Council  
Glasgow City Council  
Inverclyde Council  
South Lanarkshire Council  
Edinburgh City Council  
Dundee City Council  
Moray Council  
Dumfries & Galloway Council  
East Ayrshire Council

### **Ex-officio**

- Scott Bell
- Gillian Cameron

Scottish Government  
SDP Scotland

### **Secretary to the Board**

- Elizabeth Bailey

SDP Scotland

## Supporting our Members

The Supplier Development Programme is made up of a micro team of four, which provides a fully managed service including:

- Member and wider stakeholder engagement;
- Procurement and management of the delivery of training via the framework of trainers;
- Consistent, high quality course materials;
- Supplier engagement/training events booking and co-ordination service;
- Creation and delivery of a range of webinars and policy workshops; and
- SDP representation at key procurement/business group meetings, exhibitions and events.

In addition, the team manages the Programme finances, national marketing and social media, website content management and delivery of training nationally.

SDP provides a full secretariat service to the SDP Board and various management groups, coordinating the diaries for all the various SDP group meetings, as well as the administration for the full programme of events. This also includes providing monthly, quarterly and annual reports as per the requirements of the SDP performance framework. The SDP team also provides desk-based assistance, as well as event support in person, to regional officers and membership organisations.

## Affiliate Members



### Corporate Member

### Trade Association Member

### Housing Association Member

**JACOBS**

**SELECT**

**Wheatley Group**

## Full Members



## Launching Moray Council

Moray Council has been a member of the Supplier Development Programme since 2014. Moray Council moved to full membership of SDP in 2019/2020. On Thursday, 3 October 2019, local businesses gathered at Horizon Scotland in Forres to learn more about the Supplier Development Programme as it was officially launched by Moray Council. The event was extremely well attended, with more than 80 suppliers in attendance. Councillor Theresa Coull, who represents Keith and Cullen in Moray Council, also attended the launch.



The launch opened with a networking session over lunch, with stands from hub North Scotland, the Supplier Development Programme, Moray Council Procurement, A.P.U.C./University of the Highlands and Islands Procurement, and Open4Business (O4B).

Diane Beattie, Payments Manager at Moray Council, gave the opening address with a presentation on how to work with Moray Council. Gillian Cameron, SDP Programme Manager, gave a presentation on 'Top Tips

for Tendering' and introduced the full SDP training programme, including the new 'Quick Quotes made easy' webinar. Jennifer Payne, SDP Development Officer, presented the initial results from an online survey of Moray businesses and how they want to work with the council, and conducted a snap poll for future SDP training to be scheduled locally.

Following the official launch event, two SDP face-to-face training events were organised at the Youth Café, a social enterprise venue in Elgin. The first was 'Improving Your Bid Score,' organised on 16 January 2020. According to SDP's survey after training, 100% of respondents were more likely to bid for public sector contracts, and 100% said they would recommend SDP training to other businesses. The second training event, 'Tender Procedures and the ESPD' was delivered on 19 February 2020. According to the survey, 63% of respondents were more likely to bid for public sector contracts, and 100% said they would recommend SDP training to other businesses.



From the three SDP events delivered in 2019/2020 in Forres and Elgin, 112 suppliers from 49 unique businesses attended. A fourth face-to-face training event was cancelled in March 2020 due to the restrictions surrounding coronavirus (COVID-19). Suppliers from Moray also participated in SDP training via webinars throughout the year.

Diane Beattie, Payments Manager at Moray Council, said: "Support through the Supplier Development Programme has proven to be both popular and essential for Moray Council to demonstrate our support for local small and medium sized businesses to encourage them to tender for public sector contracts with us and all across Scotland, where there is a cumulative annual public spend of £11 billion. These free training events, delivered in close partnership with the Supplier Development Programme, helped Moray businesses become better informed about how to find, win and keep public sector contracts."



## Becoming 'Tender Ready' in 10 easy steps

The Supplier Development Programme offers 10 courses in its core training, which is delivered face-to-face and online via webinar. Additional topics are delivered via webinar as part of SDP's core training on topics such as Health and Safety and Talking Tenders. Two new practical webinars were developed in 2019/2020 on topics, 'Helping You Bid Better: Examine the ESPD Question by Question' and 'Quick Quotes Made Easy.'

### SDP Training

- 0.1 Introduction To Working With The Public Sector**
- 1.1 Introduction To Tendering**
- 1.2 Using PCS and other portals**
- 2.1 Tender Procedures and the ESPD**
- 2.2 Finding and Understanding Framework Opportunities**
- 2.3 Improving Your Bid Score**
- 2.4 Understanding Community Benefits and Sustainability**
- 3.1 Seeking feedback and improving your bid**
- 3.2 The Supplier's Role in Contract Relationship Management**
- 3.3 Expanding Your Procurement Marketplace**

### Practical Workshop Webinars

- Quick Quotes Made Easy
- Helping you Bid Better: Examine the ESPD Question by Question

### Policy Workshop Webinars

- Health and Safety
- Equality and Diversity

### Other Bespoke Webinars

- Talking Tenders

## Winning Tenders with SDP Support



At 22 May 2020, 5627 registered users of the Supplier Development Programme were registered on the Public Contracts Scotland (PCS) website<sup>1</sup>. Between 1 April 2019 and 31 March 2020, 403 Supplier Development Programme registered users won a total of 1,089 Quick Quote awards and 1066 Supplier Development Programme registered users won a total of 2989 contract awards<sup>2</sup>.

<sup>1</sup> Data gathered from Public Contracts Scotland (PCS)

<sup>2</sup> Direct requests for quotations from suppliers registered on Public Contracts Scotland for lower value, non-regulated procurements and may include call-offs from frameworks.

## SDP: Meeting Strategic Objectives

Through strategic grant funding and an agreed set of grant objectives from the Scottish Government, SDP's work aligns with the National Performance Framework and contributes towards Scottish Procurement's drive to use its collective spending power to deliver sustainable and inclusive economic growth.

### Strategic Objective: Supplier Registrations

|   |                            |                       |  |
|---|----------------------------|-----------------------|--|
| Website registrations of Scottish SME unique businesses   | Cumulative Total<br>16,219 | Yearly Total<br>2,917 | <b>SDP supports Scottish SMEs and third sector businesses to increase their knowledge and skills, to improve their ability to win public sector contracts.</b> |
| From 1 April 2019 to 31 March 2020, 2,917 Scottish SMEs registered with SDP Scotland, bringing the overall total to 16,219 SME suppliers. The baseline for this financial year was 2,000 new registrations, to increase SMEs accessing support from SDP by 10% by end of March 2020. The actual number is an increase of 55% year on year. This unprecedented increase is largely attributed to the demand for bespoke training aligned to specific local authority contracts, such as Early Learning and Childcare 1140 hours. |                            |                       |  |

Working with both existing and new member organisations, SDP has continued to promote registration to the SDP website through a multi-channel approach, including attendance at various business exhibitions, speaking at key events, promotion on Public Contracts Scotland's website, utilising social media and via SDP regional representatives. From 1 April 2019 to 31 March 2020, 2,917 Scottish SMEs (unique businesses) registered with SDP Scotland, bringing the overall total to 16,219 SME suppliers. This shows an upward trend of almost a third (30%) from the previous year. This spike in new registrations is largely attributed to bespoke training delivered by SDP that was aligned to specific local authority contracts in the areas of early learning and childcare, school transportation, care services, etc. It also highlights that SDP continues to be a national Programme that works in partnership with local authorities to achieve sustainable and inclusive economic growth for local SMEs, by improving their capability to bid for public sector spend opportunities.

| Council               | Unique SME Business Registrations 2019/2020 | Council                   | Unique SME Business Registrations 2019/2020 |
|-----------------------|---|---------------------------|---|
| Glasgow City          | 456   | North Ayrshire            | 46  |
| South Lanarkshire     | 362   | Stirling                  | 46  |
| North Lanarkshire     | 240   | South Ayrshire            | 45  |
| City of Edinburgh     | 224   | East Ayrshire             | 44  |
| Dumfries and Galloway | 140   | East Dunbartonshire       | 42  |
| Highland              | 128   | Midlothian                | 39  |
| Dundee City           | 124   | Clackmannanshire          | 34  |
| Angus                 | 112   | Argyll and Bute           | 30  |
| Perth and Kinross     | 108   | East Lothian              | 28  |
| Renfrewshire          | 102   | West Dunbartonshire       | 28  |
| West Lothian          | 99  | East Renfrewshire         | 27  |
| Fife                  | 92  | Inverclyde                | 23  |
| Falkirk               | 63  | Comhairle nan Eilean Siar | 6   |
| Scottish Borders      | 62  | Orkney                    | 5   |
| Aberdeenshire         | 54  | Shetland Islands          | 5   |
| Moray                 | 54  |                           |   |
| Aberdeen City         | 49  |                           |   |
|                       |   | <b>TOTAL</b>              | <b>2,917</b>                                |

## Strategic Objective: Building Capability of Suppliers

### Training Attendance and Feedback

From 1 April 2019 to 31 March 2020, there was a total of 1,817 attendees at 120 SDP supplier training events. These attendances were comprised of 1,600 unique businesses. Breaking this down further, SDP ran 76 face-to-face events with a total number of bookings of 1,685, a total of 1,038 actual attendees, and 889 total unique businesses. SDP also ran 44 supplier webinar events with a total number of bookings of 1,388, a total of 779 actual attendees, and 711 total unique businesses.

### Core Training

SDP hosts training throughout the year to registered SMEs, supported businesses and charities that are based in Scotland. Companies are encouraged to 'self-select' what training is appropriate to them and this could be from Level 1, Level 2 or Level 3. All SDP events are delivered in the traditional classroom style training and also digitally by webinar. SDP carefully uses the same course content and trainers for both styles of delivery, to ensure that SMEs are free to choose their preferred style of training.

From 1 April 2019 to 31 March 2020, there was a total of 47 face-to-face core training events, with a total of 931 bookings, and 482 actual attendees from 416 unique businesses. SDP also ran 22 webinar core training events, with a total of 702 bookings, and 378 actual attendees from 349 unique businesses. After attending SDP training, 88% of SMEs that responded to the survey said they were more likely to bid for public sector contracts.

Finally, SDP ran a total of 11 practical webinars, including 'Quick Quotes Made Easy,' 'Helping You Bid Better: Examine the ESPD Question by Question,' and policy webinars on 'Health and Safety' in conjunction with Healthy Working Lives. After attending SDP practical and policy webinar workshops, 73% of SMEs that responded to the survey said they were more likely to bid for public sector contracts.

### Bespoke Training

SDP has worked with local authorities to align training to actual contract opportunities, thus improving the tendering capability of the SMEs that need it most. From 1 April 2019 to 31 March 2020, SDP held a total of 29 face-to-face bespoke training events, with 754 bookings, and 556 actual attendees from 473 unique businesses. SDP also ran a total of 11 bespoke webinars for suppliers, with a total of 423 bookings, and 263 actual attendees from 232 unique businesses. Included within this number was one 'Talking Tenders' webinar with Argyll and Bute Council.

Aligned, bespoke training can be measured through SDP training feedback surveys of 'being more likely to bid' and actual results of contract/framework wins, which must be manually cross-checked by SDP staff against publicly available data published for each contract on Public Contracts Scotland in the Contract Award Notice.

## SDP Supplier Training Numbers

**SDP builds the capability of Scottish SMEs and third sector to ensure they are 'tender ready' and best positioned to win new contracts.**

SDP can evidence improved SME and third sector suppliers' capability to bid for public sector contracts through reporting of attendance and feedback gathered throughout the year, as well as case studies.

| 1 April 2019-31 March 2020                 | Total       | Bookings     | Actual Attendees | Unique Businesses | Feedback Response   |
|--|-------------|--------------|------------------|-------------------|---|
| <b>ALL SDP SUPPLIER TRAINING</b>           | <b>120*</b> | <b>3,073</b> | <b>1,817</b>     | <b>1,600</b>      |   |
| SDP face-to-face core training events*     | 47          | 931          | 482              | 416               | 88% of SMEs more likely to bid for public sector contracts after attending            |
| SDP core webinar training events           | 22          | 702          | 378              | 349               |   |
| SDP webinar practical and policy workshops | 11          | 263          | 138              | 128               | 73% of SMEs more likely to bid for public sector contracts after attending            |
| SDP face-to-face bespoke training events*  | 29          | 754          | 556              | 473               | Reported separately in case studies, cross-checked against PCS Contract Award Notices |
| SDP webinar bespoke training events        | 11          | 423          | 263              | 232               |   |

A further 28 partner events were supported by SDP. Of these, SDP took supplier registrations for 13 events for which the number of bookings was 1,187, actual attendees was 758, with the total of unique businesses as 597. Finally, SDP supported 23 external events. Of these, SDP attended 12. The amalgamated number of approximate attendees at these 12 external events was 2,776, and approximate interactions with SDP staff (via business cards and networking) was 705.

|                             |        |       |   |     |
|-----------------------------|--------|-------|---|-----|
| Meet the Buyer North 2019** | 1,100+ | 560+  | - | 93% |
| Meet the Buyer 2019**       | 2,623  | 1100+ | - | 90% |

\*The outbreak of Coronavirus (COVID-19) impacted upon delivery of face-to-face events in March 2020. SDP worked in partnership with local authorities to postpone and/or cancel these events.

\*\*These figures are explored fully in a separate section of this document, found on pages 25 - 28.

# Training Event Feedback

0.1 - Fife  
April 2019

"Knowledge in procurement to support was excellent."

0.1 - South Ayrshire  
November 2019

"Information provided was very thorough, and the council staff who attended were also very helpful."

1.1 East Dunbartonshire  
May 2019

"Trainer simplified the tendering process and used relevant examples of tenders, very useful for a small company."

1.1 - Dundee City  
November 2019

"Although I've tendered before, there were many things mentioned that were new to me and will help in future bidding."

1.2 - Angus  
March 2020

"It was useful going through the website and explaining how to find the contracts."

1.2 - Fife  
June 2019

"Good insight into different areas of PCS and tendering."

1.2 - Webinar  
August 2019

"The 'winning' tips and hints were so helpful! I have already registered for the next 'Improving Your Bid Score' webinar."

1.2 - Perth & Kinross  
September 2019

"Understanding and navigating the tender portal sites were really useful."

1.2 - North Ayrshire  
December 2019

"The step-by-step guide was particularly useful."

1.2 - Renfrewshire  
December 2019

"As a complete newbie, I am still very apprehensive around completion, the use of live status and the actual process. Good start!"

2.1 - South Lanarkshire  
September 2019

"Best tender event I have been to! Very helpful, open and honest."

2.1 - Dumfries  
January 2020

"The trainer was very interesting and had a wealth of knowledge to share with us."

2.2 - Glasgow City  
June 2019

"Very helpful to have representation from a public sector procurement officer at the training."

2.2 - Stirling  
September 2019

"Excellent course."

2.3 - Falkirk  
October 2019

"Hearing from procurement was good as it gave us an indication of what is acceptable for the tender answers."

2.3 - Edinburgh City  
February 2020

"I found most of it useful. As I have attended courses in the past, I signed up for a refreshment. I felt inspired and encouraged after."

2.4 - Glasgow City  
August 2019

"Fantastic course - comprehensive but concise."

2.4 - Clackmannanshire  
November 2019

"Most useful discussing opportunities for help in a tendering process and in meeting obligations of the community benefits section."

2.4 - Webinar  
January 2020  
Supplier from Orkney Islands

"The training was relevant, current and worthwhile."

3.1 - Webinar  
January 2020

"The practical experience of the presenter was useful."

3.3 - Webinar  
February 2020

"Really enjoyed the feedback and weightings discussions with others."

ESPD Webinar  
March 2020

"The step by step breakdown of the ESPD was extremely useful."

## Breakdown of attendees at all SDP Supplier Training by Local Authority

|                           | Webinar | Aberdeen City | Aberdeenshire | Angus | Argyll & Bute | Clackmannanshire | Comhairle Nan Eilean Siar | Dumfries & Galloway | Dundee City | East Ayrshire | East Dunbartonshire | East Lothian | East Renfrewshire | Edinburgh | Falkirk | Fife | Glasgow City | Highland | Inverclyde | Midlothian | Moray | North Ayrshire | North Lanarkshire | Orkney Islands | Perth & Kinross | Renfrewshire | Scottish Borders | Shetland Islands | South Ayrshire | South Lanarkshire | Stirling | West Dunbartonshire | West Lothian | Training Location |
|---------------------------|---------|---------------|---------------|-------|---------------|------------------|---------------------------|---------------------|-------------|---------------|---------------------|--------------|-------------------|-----------|---------|------|--------------|----------|------------|------------|-------|----------------|-------------------|----------------|-----------------|--------------|------------------|------------------|----------------|-------------------|----------|---------------------|--------------|-------------------|
| Aberdeen City             | 22      | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 0             | 0                   | 0            | 0                 | 0         | 0       | 0    | 0            | 1        | 0          | 0          | 0     | 0              | 0                 | 3              | 0               | 0            | 0                | 0                | 0              | 0                 | 0        | 0                   | 0            |                   |
| Aberdeenshire             | 9       | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 0             | 0                   | 0            | 0                 | 0         | 0       | 0    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 1              | 0               | 0            | 0                | 0                | 0              | 0                 | 2        | 0                   | 0            |                   |
| Angus                     | 5       | 0             | 0             | 66    | 0             | 0                | 0                         | 0                   | 3           | 0             | 0                   | 0            | 0                 | 0         | 1       | 1    | 1            | 0        | 0          | 0          | 0     | 0              | 0                 | 1              | 0               | 0            | 0                | 0                | 0              | 1                 | 0        | 0                   | 0            |                   |
| Argyll & Bute             | 6       | 0             | 0             | 0     | 1             | 0                | 0                         | 0                   | 0           | 0             | 0                   | 0            | 0                 | 0         | 0       | 1    | 2            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 0              | 1                 | 0        | 0                   | 0            |                   |
| Clackmannanshire          | 6       | 0             | 0             | 0     | 0             | 25               | 0                         | 0                   | 2           | 0             | 0                   | 0            | 0                 | 1         | 0       | 0    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 0              | 0                 | 1        | 0                   | 0            |                   |
| Comhairle Nan Eilean Siar | 1       | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 0             | 0                   | 0            | 0                 | 0         | 0       | 0    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 0              | 0                 | 0        | 0                   | 0            |                   |
| Dumfries & Galloway       | 23      | 0             | 0             | 0     | 0             | 0                | 0                         | 21                  | 0           | 0             | 0                   | 0            | 0                 | 0         | 0       | 0    | 5            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 2              | 4                 | 0        | 0                   | 0            |                   |
| Dundee City               | 11      | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 75          | 0             | 2                   | 0            | 0                 | 3         | 0       | 2    | 1            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 2               | 0            | 0                | 0                | 1              | 0                 | 0        | 0                   | 0            |                   |
| East Ayrshire             | 10      | 0             | 0             | 0     | 1             | 0                | 0                         | 1                   | 0           | 5             | 0                   | 0            | 0                 | 0         | 0       | 1    | 1            | 0        | 0          | 0          | 0     | 0              | 1                 | 0              | 0               | 0            | 0                | 0                | 1              | 1                 | 1        | 0                   | 0            |                   |
| East Dunbartonshire       | 24      | 0             | 0             | 0     | 1             | 0                | 0                         | 0                   | 0           | 4             | 0                   | 0            | 0                 | 0         | 0       | 0    | 3            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 1               | 0            | 0                | 0                | 0              | 1                 | 0        | 0                   | 0            |                   |
| East Lothian              | 4       | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 0             | 0                   | 0            | 0                 | 10        | 0       | 0    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 1              | 0                 | 0        | 0                   | 0            |                   |
| East Renfrewshire         | 6       | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 1             | 0                   | 0            | 0                 | 0         | 0       | 0    | 2            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 1               | 0            | 0                | 0                | 0              | 0                 | 0        | 0                   | 0            |                   |
| Edinburgh                 | 70      | 0             | 0             | 0     | 0             | 2                | 3                         | 10                  | 0           | 4             | 0                   | 0            | 0                 | 31        | 1       | 1    | 5            | 0        | 0          | 0          | 0     | 0              | 0                 | 1              | 2               | 0            | 0                | 1                | 7              | 1                 | 1        | 0                   | 0            |                   |
| Falkirk                   | 23      | 0             | 0             | 0     | 1             | 2                | 0                         | 1                   | 2           | 0             | 0                   | 0            | 0                 | 1         | 14      | 3    | 0            | 2        | 0          | 0          | 0     | 0              | 0                 | 1              | 2               | 0            | 0                | 0                | 3              | 9                 | 0        | 0                   | 0            |                   |
| Fife                      | 37      | 0             | 0             | 0     | 0             | 0                | 0                         | 5                   | 0           | 0             | 0                   | 0            | 0                 | 1         | 2       | 34   | 2            | 0        | 0          | 2          | 1     | 0              | 0                 | 0              | 4               | 0            | 0                | 0                | 1              | 2                 | 0        | 0                   | 0            |                   |
| Glasgow City              | 122     | 0             | 0             | 0     | 0             | 0                | 0                         | 2                   | 2           | 21            | 0                   | 0            | 6                 | 5         | 2       | 62   | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 2              | 9               | 1            | 0                | 19               | 1              | 0                 | 0        | 0                   | 0            |                   |
| Highland                  | 14      | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 0             | 0                   | 0            | 0                 | 0         | 0       | 0    | 0            | 3        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 2              | 0                 | 0        | 0                   | 0            |                   |
| Inverclyde                | 12      | 0             | 0             | 0     | 1             | 0                | 0                         | 0                   | 0           | 0             | 0                   | 0            | 0                 | 1         | 0       | 0    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 0              | 1                 | 0        | 0                   | 0            |                   |
| Midlothian                | 7       | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 0             | 0                   | 0            | 0                 | 5         | 1       | 1    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 2                | 0                | 1              | 0                 | 0        | 0                   | 0            |                   |
| Moray                     | 7       | 0             | 0             | 0     | 0             | 0                | 0                         | 2                   | 0           | 0             | 0                   | 0            | 0                 | 0         | 0       | 0    | 0            | 0        | 0          | 0          | 19    | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 0              | 0                 | 0        | 0                   | 0            | 0                 |
| North Ayrshire            | 13      | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 1             | 0                   | 0            | 0                 | 0         | 0       | 1    | 0            | 0        | 0          | 0          | 0     | 12             | 0                 | 0              | 0               | 0            | 0                | 0                | 0              | 0                 | 0        | 0                   | 0            | 0                 |
| North Lanarkshire         | 38      | 0             | 0             | 0     | 0             | 1                | 0                         | 0                   | 0           | 3             | 0                   | 0            | 2                 | 0         | 1       | 5    | 0            | 0        | 0          | 0          | 0     | 0              | 63                | 0              | 0               | 1            | 0                | 0                | 10             | 0                 | 0        | 1                   | 0            | 0                 |
| Orkney Islands            | 4       | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 0             | 0                   | 0            | 0                 | 0         | 0       | 0    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 0              | 0                 | 0        | 0                   | 0            |                   |
| Perth & Kinross           | 19      | 0             | 0             | 0     | 0             | 0                | 0                         | 3                   | 0           | 0             | 0                   | 0            | 1                 | 1         | 4       | 2    | 0            | 0        | 2          | 0          | 0     | 0              | 0                 | 0              | 46              | 0            | 0                | 0                | 0              | 2                 | 0        | 0                   | 0            | 0                 |
| Renfrewshire              | 24      | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 1           | 4             | 0                   | 0            | 1                 | 0         | 0       | 5    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 25              | 0            | 0                | 0                | 2              | 1                 | 0        | 0                   | 0            | 0                 |
| Scottish Borders          | 4       | 0             | 0             | 0     | 0             | 0                | 1                         | 0                   | 0           | 0             | 0                   | 0            | 2                 | 0         | 1       | 0    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 3              | 0               | 48           | 0                | 0                | 1              | 0                 | 0        | 0                   | 0            |                   |
| Shetland Islands          | 2       | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 0             | 0                   | 0            | 0                 | 0         | 0       | 0    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 0              | 0                 | 0        | 0                   | 0            |                   |
| South Ayrshire            | 10      | 0             | 0             | 0     | 0             | 0                | 3                         | 0                   | 2           | 0             | 0                   | 0            | 1                 | 0         | 0       | 0    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 3               | 0            | 0                | 11               | 0              | 0                 | 0        | 0                   | 0            |                   |
| South Lanarkshire         | 135     | 0             | 0             | 0     | 0             | 0                | 3                         | 0                   | 0           | 5             | 0                   | 0            | 4                 | 0         | 0       | 5    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 3              | 1               | 0            | 0                | 145              | 0              | 1                 | 0        | 0                   | 0            |                   |
| Stirling                  | 18      | 0             | 0             | 0     | 1             | 0                | 0                         | 1                   | 0           | 0             | 0                   | 0            | 2                 | 2         | 3       | 1    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 1              | 7                 | 0        | 0                   | 0            |                   |
| West Dunbartonshire       | 8       | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 1             | 0                   | 0            | 0                 | 0         | 0       | 3    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 0              | 0                 | 2        | 0                   | 0            |                   |
| West Lothian              | 20      | 0             | 0             | 0     | 1             | 0                | 0                         | 2                   | 0           | 0             | 0                   | 0            | 9                 | 4         | 5       | 2    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 0              | 2                 | 0        | 3                   | 0            | 0                 |
| Business Location         |         |               |               |       |               |                  |                           |                     |             |               |                     |              |                   |           |         |      |              |          |            |            |       |                |                   |                |                 |              |                  |                  |                |                   |          |                     |              |                   |

\*Delivery of a bespoke webinar, Talking Tenders with Argyll and Bute, is counted with outcomes in that local authority location rather than in the webinar column.

\*\*The outbreak of Coronavirus (COVID-19) impacted upon delivery of face-to-face events in March 2020. Delivery of webinars for South Lanarkshire, North Lanarkshire and Edinburgh are counted with outcomes in those local authority locations, rather than in the webinar column.



# Breakdown of Unique Businesses at all SDP Supplier Training by Local Authority

|                           | Webinar | Aberdeen City | Aberdeenshire | Angus | Argyll & Bute | Clackmannanshire | Comhairle Nan Eilean Siar | Dumfries & Galloway | Dundee City | East Ayrshire | East Dunbartonshire | East Lothian | East Renfrewshire | Edinburgh | Falkirk | Fife | Glasgow City | Highland | Inverclyde | Midlothian | Moray | North Ayrshire | North Lanarkshire | Orkney Islands | Perth & Kinross | Renfrewshire | Scottish Borders | Shetland Islands | South Ayrshire | South Lanarkshire | Stirling | West Dunbartonshire | West Lothian | Training Location |
|---------------------------|---------|---------------|---------------|-------|---------------|------------------|---------------------------|---------------------|-------------|---------------|---------------------|--------------|-------------------|-----------|---------|------|--------------|----------|------------|------------|-------|----------------|-------------------|----------------|-----------------|--------------|------------------|------------------|----------------|-------------------|----------|---------------------|--------------|-------------------|
| Aberdeen City             | 22      | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 0             | 0                   | 0            | 0                 | 0         | 0       | 0    | 0            | 1        | 0          | 0          | 0     | 0              | 0                 | 3              | 0               | 0            | 0                | 0                | 0              | 0                 | 0        | 0                   | 0            |                   |
| Aberdeenshire             | 9       | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 0             | 0                   | 0            | 0                 | 0         | 0       | 0    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 0              | 1                 | 0        | 0                   |              |                   |
| Angus                     | 5       | 0             | 0             | 57    | 0             | 0                | 0                         | 2                   | 0           | 0             | 0                   | 0            | 0                 | 0         | 1       | 1    | 1            | 0        | 0          | 0          | 0     | 0              | 0                 | 1              | 0               | 0            | 0                | 0                | 1              | 0                 | 0        | 0                   |              |                   |
| Argyll & Bute             | 5       | 0             | 0             | 0     | 1             | 0                | 0                         | 0                   | 0           | 0             | 0                   | 0            | 0                 | 0         | 0       | 1    | 1            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 1              | 0                 | 0        | 0                   |              |                   |
| Clackmannanshire          | 5       | 0             | 0             | 0     | 0             | 21               | 0                         | 2                   | 0           | 0             | 0                   | 0            | 0                 | 1         | 0       | 0    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 0              | 1                 | 0        | 0                   |              |                   |
| Comhairle Nan Eilean Siar | 1       | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 0             | 0                   | 0            | 0                 | 0         | 0       | 0    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 0              | 0                 | 0        | 0                   |              |                   |
| Dumfries & Galloway       | 19      | 0             | 0             | 0     | 0             | 0                | 0                         | 17                  | 0           | 0             | 0                   | 0            | 0                 | 0         | 0       | 0    | 3            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 1                | 2              | 0                 | 0        | 0                   |              |                   |
| Dundee City               | 11      | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 65          | 0             | 1                   | 0            | 3                 | 0         | 2       | 1    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 1              | 0               | 0            | 1                | 0                | 1              | 0                 | 0        | 0                   |              |                   |
| East Ayrshire             | 10      | 0             | 0             | 0     | 1             | 0                | 0                         | 1                   | 0           | 5             | 0                   | 0            | 0                 | 0         | 0       | 1    | 1            | 0        | 0          | 0          | 0     | 0              | 1                 | 0              | 0               | 0            | 0                | 0                | 1              | 1                 | 1        | 0                   |              |                   |
| East Dunbartonshire       | 18      | 0             | 0             | 0     | 1             | 0                | 0                         | 0                   | 0           | 4             | 0                   | 0            | 0                 | 0         | 0       | 0    | 2            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 1               | 0            | 0                | 0                | 1              | 0                 | 0        | 0                   |              |                   |
| East Lothian              | 4       | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 0             | 0                   | 0            | 0                 | 7         | 0       | 0    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 1              | 0                 | 0        | 0                   |              |                   |
| East Renfrewshire         | 6       | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 1             | 0                   | 0            | 0                 | 0         | 0       | 2    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 1              | 0               | 0            | 0                | 0                | 0              | 0                 | 0        | 0                   |              |                   |
| Edinburgh                 | 66      | 0             | 0             | 0     | 0             | 1                | 0                         | 2                   | 10          | 4             | 0                   | 0            | 29                | 1         | 1       | 4    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 1              | 2               | 0            | 0                | 1                | 7              | 1                 | 1        | 1                   |              |                   |
| Falkirk                   | 20      | 0             | 0             | 0     | 1             | 1                | 0                         | 0                   | 1           | 1             | 0                   | 0            | 1                 | 11        | 2       | 0    | 1            | 0        | 0          | 0          | 0     | 0              | 0                 | 1              | 1               | 0            | 0                | 2                | 7              | 0                 | 0        | 0                   |              |                   |
| Fife                      | 27      | 0             | 0             | 0     | 0             | 0                | 0                         | 4                   | 0           | 0             | 0                   | 0            | 1                 | 2         | 31      | 1    | 0            | 0        | 1          | 1          | 0     | 0              | 3                 | 0              | 0               | 0            | 0                | 1                | 2              | 0                 | 0        | 0                   |              |                   |
| Glasgow City              | 111     | 0             | 0             | 0     | 0             | 0                | 0                         | 1                   | 1           | 17            | 0                   | 0            | 6                 | 4         | 2       | 56   | 0            | 0        | 0          | 0          | 0     | 0              | 1                 | 7              | 1               | 0            | 16               | 1                | 0              | 0                 | 0        | 0                   |              |                   |
| Highland                  | 13      | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 0             | 0                   | 0            | 0                 | 0         | 0       | 0    | 2            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 2              | 0                 | 0        | 0                   |              |                   |
| Inverclyde                | 12      | 0             | 0             | 0     | 1             | 0                | 0                         | 0                   | 0           | 0             | 0                   | 0            | 0                 | 1         | 0       | 0    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 1              | 0                 | 0        | 0                   |              |                   |
| Midlothian                | 7       | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 0             | 0                   | 0            | 5                 | 1         | 1       | 0    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 2            | 0                | 1                | 0              | 0                 | 0        | 0                   |              |                   |
| Moray                     | 6       | 0             | 0             | 0     | 0             | 0                | 0                         | 2                   | 0           | 0             | 0                   | 0            | 0                 | 0         | 0       | 0    | 0            | 0        | 0          | 0          | 16    | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 0              | 0                 | 0        | 0                   | 0            |                   |
| North Ayrshire            | 13      | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 1             | 0                   | 0            | 0                 | 0         | 0       | 1    | 0            | 0        | 0          | 0          | 10    | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 0              | 0                 | 0        | 0                   | 0            |                   |
| North Lanarkshire         | 33      | 0             | 0             | 0     | 0             | 1                | 0                         | 0                   | 0           | 2             | 0                   | 2            | 0                 | 1         | 5       | 0    | 0            | 0        | 0          | 0          | 0     | 58             | 0                 | 1              | 0               | 0            | 9                | 0                | 0              | 1                 | 0        | 0                   |              |                   |
| Orkney Islands            | 4       | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 0             | 0                   | 0            | 0                 | 0         | 0       | 0    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 0              | 0                 | 0        | 0                   |              |                   |
| Perth & Kinross           | 19      | 0             | 0             | 0     | 0             | 0                | 0                         | 3                   | 0           | 0             | 0                   | 1            | 1                 | 4         | 2       | 0    | 0            | 2        | 0          | 0          | 0     | 0              | 0                 | 39             | 0               | 0            | 0                | 0                | 2              | 0                 | 0        | 0                   | 0            |                   |
| Renfrewshire              | 23      | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 1           | 3             | 0                   | 1            | 0                 | 5         | 0       | 0    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 19              | 0            | 0                | 2                | 1              | 0                 | 0        | 0                   |              |                   |
| Scottish Borders          | 2       | 0             | 0             | 0     | 0             | 0                | 1                         | 0                   | 0           | 0             | 0                   | 0            | 1                 | 0         | 1       | 0    | 0            | 0        | 0          | 0          | 0     | 0              | 2                 | 0              | 38              | 0            | 1                | 0                | 0              | 0                 | 0        | 0                   |              |                   |
| Shetland Islands          | 2       | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 0             | 0                   | 0            | 0                 | 0         | 0       | 0    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 0              | 0                 | 0        | 0                   |              |                   |
| South Ayrshire            | 10      | 0             | 0             | 0     | 0             | 0                | 2                         | 0                   | 2           | 0             | 0                   | 1            | 0                 | 0         | 0       | 0    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 3              | 0               | 10           | 0                | 0                | 0              | 0                 | 0        | 0                   |              |                   |
| South Lanarkshire         | 128     | 0             | 0             | 0     | 0             | 0                | 1                         | 0                   | 0           | 4             | 0                   | 3            | 0                 | 5         | 0       | 5    | 0            | 0        | 0          | 0          | 0     | 2              | 1                 | 0              | 0               | 124          | 0                | 1                | 0              | 1                 | 0        | 0                   |              |                   |
| Stirling                  | 17      | 0             | 0             | 0     | 0             | 1                | 0                         | 0                   | 1           | 0             | 0                   | 0            | 2                 | 2         | 3       | 1    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 1                | 5              | 0                 | 0        | 0                   |              |                   |
| West Dunbartonshire       | 6       | 0             | 0             | 0     | 0             | 0                | 0                         | 0                   | 0           | 1             | 0                   | 0            | 0                 | 0         | 0       | 3    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 0              | 2                 | 0        | 0                   |              |                   |
| West Lothian              | 17      | 0             | 0             | 0     | 1             | 0                | 0                         | 2                   | 0           | 0             | 0                   | 8            | 4                 | 5         | 2       | 0    | 0            | 0        | 0          | 0          | 0     | 0              | 0                 | 0              | 0               | 0            | 0                | 0                | 2              | 0                 | 3        | 0                   |              |                   |
| Business Location         |         |               |               |       |               |                  |                           |                     |             |               |                     |              |                   |           |         |      |              |          |            |            |       |                |                   |                |                 |              |                  |                  |                |                   |          |                     |              |                   |

\*Delivery of a bespoke webinar, Talking Tenders with Argyll and Bute, is counted with outcomes in that local authority location rather than in the webinar column.

\*\*The outbreak of Coronavirus (COVID-19) impacted upon delivery of face-to-face events in March 2020. Delivery of webinars for South Lanarkshire, North Lanarkshire and Edinburgh are counted with outcomes in those local authority locations, rather than in the webinar column.



**The Supplier Development Programme organised a total of 40 bespoke training events in partnership with local authorities between 1 April 2019 and 31 March 2020: 29 face-to-face events and 11 webinars.**

SDP provided 15 bespoke, aligned training events aimed at local early learning and childcare providers for Clackmannanshire, South Lanarkshire, Glasgow City, Angus, Dundee City, North Lanarkshire, North Ayrshire, and Perth and Kinross Councils.

Three bespoke sessions were delivered in partnership with Dundee City Council in advance of its Children and Families Service (CFS) Framework, Renfrewshire Council benefited from bespoke training in advance of its Prepared Sandwiches Contract, and Scottish Borders Council worked with SDP to support its Repairs and Maintenance Framework.

West Lothian Council held bespoke training to support its Demand Responsive Transport (DRT) framework, and two bespoke SDP training sessions were held to support South Ayrshire Council's Taxi Service Framework and Angus Council's School Transport Conveyance Contract in the Brechin/Montrose Areas.

SDP delivered bespoke training sessions face-to-face and via webinar to support South Lanarkshire Council's upcoming opportunities for Social Work Carers,

Education Employability Training and its Education Services to Procured Service Agreement (PSA).

Finally, webinar training sessions were delivered to support North Lanarkshire Council ASN School Transport Tender Dynamic Purchasing System (DPS), Glasgow City Region Cenefits Training and Scotland Excel's Care and Support Services National Flexible Framework.

Outcomes from aligned, bespoke training can be measured through SDP training feedback surveys of 'being more likely to bid' and actual results of contract/framework wins, which must be manually cross-checked by SDP staff against publicly available data published for each contract on Public Contracts Scotland in the Contract Award Notice. As it is dependent on timescales controlled by each public sector buyer, the data is not yet available for all contracts for which SDP delivered bespoke training to support by 31 March 2020.



## SDP: Supporting our Members

### Supplier Development Programme Provides Free Training to South Lanarkshire Early Learning and Childcare Providers

**In order to meet the Scottish Government's pledge to increase free childcare hours from 600 per year to 1,140 by August 2020, South Lanarkshire Council went out to tender for delivery of additional Early Learning and Childcare Services. The Supplier Development Programme and South Lanarkshire Council worked together to help local business prepare for the tendering process.**



More than 120 local childcare providers who may have limited or no experience in bidding for a contract have benefitted from three specialist, local training sessions to help SMEs apply and bid for this contract opportunity. During these evening training sessions, held in Rutherglen on 26 June, Hamilton on 27 June 2019 and Lanark on 1 July 2019, representatives from South Lanarkshire Council's Early Years and the Procurement team discussed the requirements for the tender. A bespoke webinar was also held on 2 September for a blended approach to learning.

The Supplier Development Programme provided free training on Public Contracts Scotland Tender – the service through which childminders and nurseries will apply and bid for the tender to deliver the Early Learning and Childcare Services for the Council. South Lanarkshire Council's proactive approach to planning for the increase in childcare hours available, along with its support offered through the Supplier Development Programme to potential childcare providers, meant the local authority was on track to deliver the full number of hours by 2020.

One attendee said: "I had no experience with public sector tendering, but after the SDP training, I'm much clearer about what is required for the childcare tender in South Lanarkshire and how it will link into national standards."

South Lanarkshire Council Chair of Finance and Corporate Resources, Councillor Gladys Miller, said: "We are delighted that the Supplier Development Programme has jointly delivered training for local childcare providers with the Council. I do recognise that many smaller local businesses may not have previous experience in tendering for public sector contracts and can only benefit from the training and insight being offered by the Supplier Development Programme and South Lanarkshire Council procurement. I hope these businesses now feel sufficiently well prepared to take part in the future tendering opportunity."

### Measurable outcomes

South Lanarkshire Council Procurement received 101 tenders to evaluate in total. The outcomes published on Public Contracts Scotland included 98 successful suppliers. In total, 132 unique businesses attended one or more of the three SDP aligned, bespoke training events in advance of tendering. Of the 98 successful suppliers, 83 unique businesses (85%) that had attended SDP training successfully tendered for a place on the DPS with South Lanarkshire Council. A further five unique businesses that registered with SDP, but did not attend the training, were also successful. This means that 90% of the total successful suppliers for this tendering exercise attended SDP training or engaged with the Supplier Development Programme by registering on the SDP website prior to bidding.

## SDP: Supporting our Members

### Scottish Borders Council's Open Engagement with Supplier Development Programme Bespoke Training benefits local businesses

**To support contractors preparing to bid for its new Repairs and Maintenance Framework tender opportunity in the summer of 2019, many of which had never submitted an online bid, Scottish Borders Council contacted the Supplier Development Programme.**

The Scottish Borders covers 4,732 sq. km, and 47.1% of the population live in a rural area. This presents unique challenges for all procurement, but specifically for a framework that requires works at unsociable hours across a huge area with difficulties in existing infrastructure.



 **Scottish  
Borders  
COUNCIL**

SBC was aware success was reliant on engagement from SMEs across the region which were largely unknown to the council. Additionally, when SBC last procured the framework in 2016, contractors bid through hardcopy or online, but none had bid through PCS-T. Therefore, the quality of expected bids was uncertain. The wide-ranging Repairs and Maintenance Framework has 17 different Lots, with a total estimated budget of £19m over the four-year framework.

Scottish Borders Council contacted the Supplier Development Programme, which formed a joint plan for promotion of the opportunity and engagement with stakeholders and suppliers prior to the procurement to promote the opportunity, aligned tender training and additional support.

Hosted by the local authority's procurement team, SDP training was aligned to the specific requirements of the tender and delivered in evenings, free of charge, to potential suppliers ranging from single contractors to builders, electricians, and joiners, landscaping companies, roofers and more, on 30 June and 2 July 2019. In total, 51 local SME suppliers from 41 unique businesses attended. More than three quarters - 76% - reported that they had heard about the opportunity through SDP, overcoming the council's hurdle for engagement with an unknown marketplace.

After SDP training, 81% of suppliers reported that they felt much more confident that their tender would be stronger than it would have been without the training, and 81% felt more positive about potentially working with SBC. Crucially, 91% said they were more likely to bid. One supplier said: "The course was a great insight to tendering, as there is lots still to learn as a new business. I feel much more confident that my tender will be stronger than it would have been without the training."

Following the workshops, Scottish Borders Council also hosted a supplier 'drop-in' event on 4 July with representatives from Procurement, Property Services, Health and Safety, Community Benefits, Business Gateway, and one-to-one bid support.

Councillor Mark Rowley, Scottish Borders Council's Executive Member for Business and Economic Development, said: "These events were a great opportunity to help our local businesses get up to speed with what's required to bid for the framework and we are delighted to have once again worked with the Supplier Development Programme to support our contractors and encourage new ones to get on board and benefit from the work available through the Council."



## Measurable Outcomes

At the outset, 191 different suppliers expressed an interest in bidding on PCS-T. While SBC Procurement received 145 tenders to evaluate in total, there were 229 different responses within these tenders, as some suppliers tendered for multiple lots. The outcomes included 142 successful suppliers. Of these, 116 suppliers (81.7%) were based in the Scottish Borders and 26 suppliers (18.3%) were based outwith the local authority area.

Of the 41 unique businesses that attended SDP aligned, bespoke training in advance of tendering, 39 (95.1%) tendered for the public sector contract. A further four unique businesses that registered with SDP, and therefore had access to supportive materials but did not attend the SBC aligned training, were also successful.

In total, 100% of the local SMEs that attended SDP's training that bid won a place on the framework, which ultimately contributes to business growth as well as local community wealth building in the Scottish Borders, where in 2015, 58.1% of employment was in small businesses with under 50 staff - higher than Scotland's national average of 36.7%. Furthermore, the geographical spread of successful contractors covers all key trades, which ensures that SBC can provide a full reactive and response repairs and maintenance service in all council areas.

Gillian Cameron, SDP Programme Manager, said: "Our partnership work with Scottish Borders Council acutely demonstrates how SDP's bespoke model of training, aligned to a specific tendering opportunity, builds the capability of Scottish SMEs and third sector to ensure they are 'tender ready' and best positioned to win new contracts. Winning a place on a framework, like 100% of the SMEs that attended our training did for this contract, contributes to business growth as well as local community wealth building."



## SDP: Working with the wider Public Sector

### SDP Pilots Tender Training in Further Education Sector

To support engagement with the collaborative Framework Agreements between Edinburgh Napier University and Heriot-Watt University for Minor Works, as well as for Professional Estates Services, two Market Engagement Days were arranged on 19 and 21 November 2019. The Supplier Development Programme promoted both events and provided free tender training to 167 total supplier businesses that attended.

By organising the Market Engagement Days, both universities hoped to actively engage with the SME marketplace. Rosemary Carson, Procurement Manager at Heriot-Watt University, said: "By making it a two-way exchange through direct engagement with the suppliers, I was hopeful that we would generate interest from both 'old and new' SMEs."



The events achieved just that through a partnership approach towards promotion of the joint events through each university, which was bolstered by the Supplier Development Programme's existing SME base reached through its website, social media channels and e-newsletter. The sessions combined a "Meet the Real Buyer" approach, with members of each university's procurement departments available to answer questions about the upcoming procurement opportunities, followed by tender training delivered by SDP.

Susan Groat, Director of Property and Facilities at Edinburgh Napier University, said: "All of the SMEs I spoke to thought the presentation was helpful and for those who hadn't filled the forms in before, were less apprehensive about giving it a go."

Andrew Foulner, Head of Procurement at Edinburgh Napier University, said: "The Supplier Development Programme is very good at engaging with the SME marketplace and helping them engage with the public procurement process. The SDP trainer gave clear examples that helped the audience understand how to use the PCS and PCS-T Systems and took away any trepidation about online tendering."

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### Police Scotland

**The Supplier Development Programme (SDP) worked with the Scottish Police Authority (SPA) to hold three free training sessions for potential suppliers on the Public Contracts Scotland Tender website, in December 2019 and January 2020.**



The Scottish Police Authority (SPA) and Crown Office and Procurator Fiscal Service (COPFS) was due to release a tender for a Framework for the Uplift and Transportation of Deceased Persons in early 2020. There are a range of circumstances where the SPA and COPFS are required to transport deceased persons when a death occurs in the community; mainly Police Reportable Deaths and unexplained Medical Deaths where the Procurator fiscal instructs the police to carry out an investigation into the circumstances of a death.

To support the engagement of SMEs in bidding for this framework opportunity, the Supplier Development Programme provided free tender training sessions for suppliers in Inverness, Perth and Glasgow. SDP took 35 bookings for the three bespoke training events, which were attended by 22 suppliers.

## SDP: Working with the wider Public Sector

### Supply Chain Cyber Security Tool with the Scottish Government



**Cyber crime is one of the biggest criminal threats to the UK economy – losses are estimated at billions of pounds each year. Scottish public sector organisations are attractive targets for cyber criminals due to the amount of data they hold. The impact of cyber-attacks, both reputational and financial, can be significant.**



Public sector organisations are making it more difficult to be directly attacked thanks to the good cyber security baseline established under the Scottish Government's Public Sector Action Plan on Cyber Resilience. Protecting against cyber criminals that may seek out suppliers that do not have the same level of cyber security in place within their businesses is a top priority for the Scottish Government. It has led towards the development of the Scottish Cyber Assessment Service (SCAS) and the Supplier Cyber Security Guidance Note. This embeds cyber security into the public sector supply chain and protect against cyber attacks.

SCAS is an online tool that provides a way for public sector organisations to assess cyber risk at the start of the procurement process. It seeks to ensure that the public sector obtains consistent and proportionate cyber security assurances from potential suppliers. SCAS requires suppliers to complete a questionnaire detailing their current level of cyber security, with detailed questions aligned with authoritative guidance from the National Cyber Security Centre.

The Supplier Development Programme teamed up with the Scottish Government to connect suppliers and buyers prior to the launch of the new SCAS in October and November 2019.

The training sessions, delivered by webinar, consisted of a live demonstration of the new tool delivered by Paul Chapman, Head of Public Sector Cyber Resilience at the Scottish Government. Suppliers were encouraged to take proactive action on having appropriate cyber security in place when bidding for public sector contracts. Buyers were encouraged to adopt a consistent approach to cyber security during procurement as best practice. The new SCAS tool is free for both suppliers and buyers to access and was launched as a beta service during Cyber Scotland Week in February 2020.

This tool provides Scotland's public sector with a way to ensure a consistent and proportionate assurance of suppliers' cyber security based on UK cyber security standards. Suppliers benefit from being able to reuse answers for different public sector contracts and having a free means to test current own cyber security.

**The Supplier Development Programme plans to continue to work with the Scottish Government to carry out further training on the SCAS tool in 2020/2021.**

## SDP: Contributing to Supplier Success

### SDP 'Dovetails' success with Social Enterprise

**A Supported Business credits engagement with SDP for helping to win two public sector contracts in the Spring of 2019. Dovetail Enterprises (1993) Ltd is a Supported Business that manufactures certified internal fire doors as well as furniture and beds for the contract market. This social enterprise is located in Dundee and has 52 employees.**



Prior to engaging with the Supplier Development Programme, Dovetail proactively attended training events organised by local authorities, which helped staff develop knowledge and experience. However, at that point, Dovetail's experience of public sector tendering was ad hoc and unsuccessful. In 2016, Dovetail fully embraced the entire range of free Supplier Development Programme training courses and began attending SDP-organised events, such as annual Meet the Buyer events, the Glasgow City Region City Deal supplier event in June 2016 and the City of Edinburgh Council's Meet the 'Real' Buyer Event in May 2019.

For Dovetail, the Supplier Development Programme training was valuable because it raised awareness of the importance of correct and detailed submissions, including full specification, and highlighted the pitfalls to avoid, as well as the differences between different threshold opportunities and types of contracts.

Jill Rettie, Sales Office Supervisor, said: "I have always found the SDP's trainers to be very helpful and interactive creating an open environment for learning that leaves you looking forward to the next course." In early 2018, three members of Dovetail staff participated in a myriad of SDP face-to-face training across Tayside, such as "Introduction to Working with the Public Sector" in Fife, 'Introduction to Tendering' in Angus, 'Using PCS and other portals' in Fife, and 'Improving Your Bid Score' in Dundee.

Over the last three years, Dovetail staff also participated in webinars on 'Talking Tenders' to understand specific procurement processes with Stirling Council, West Dunbartonshire Council, Fife Council, Comhairle nan Eilean Siar (Western Isles Council), and South Lanarkshire Council.

Ann Jamieson, Business Development Manager, said the longevity of engagement with SDP has paid off: "Just in the last few weeks, we have been awarded two significant contracts. One is with Herriot Watt University for the supply of 440 mattresses, and the other is for the supply of furniture to the Scottish Government Social Security offices. These are both significant contracts which help us fulfil our aim of providing employment for those disadvantaged in the workplace."

She continued: "I would always recommend attendance at workshops and training provided by the Supplier Development Programme. Along with useful information, helpful guidance and things not to do you, you also get the opportunity to meet representatives from other companies. It's best to attend with an open mind, accept this is the route to market and ask lots of questions. Also, don't be afraid to attend again to refresh what you have been told."

## SDP: Contributing to Supplier Success

### AquaAid wins first contract

**AquaAid is a supplier of bottle fed, mains fed coolers and hot water boilers.**

**AquaAid also works very closely with two charities: Christian Aid and The Africa Trust. The small business is based in Blantyre, South Lanarkshire, and has 14 employees. In April 2019, AquaAid won its first ever public sector contract, to supply 53 mains-fed water coolers at Glasgow Caledonian University from May 2019.**



AquaAid began bidding for public contracts in 2017, but struggled to complete the tenders on Public Contracts Scotland and its bids were always unsuccessful. Clare Miller, AquaAid National Sales Manager, first engaged with the Supplier Development Programme (SDP) at various events. Clare said: "I attended various events where SDP delivered talks and seminars. These were when I discovered the help and support SDP gives to SMEs, and I booked to attend Meet the Buyer in Edinburgh in June and South Lanarkshire's Meet the Real Buyer event in November 2018."

Clare gave more thought to attending training, and after speaking to SDP at a Procurement Event in West Dunbartonshire in January 2019, she booked a place on the 'Introduction to Working with the Public Sector' webinar at the beginning of February and on the 'Introduction to Tendering' webinar in March 2019. Clare said: "I realised what information is important when completing a tender. I remembered that we were advised not to just write words for the sake of it, but to always keep responses relevant to what we are being asked. Since then, I spend more time re-reading the questions in the tenders and making sure everything is relevant to our business. Through the webinars, I also gained more confidence and increased my understanding of the tenders we are submitting."

**Attending the free webinars offered by SDP training has paid off for AquaAid, when it won its first public sector contract in April 2019 to supply 53 mains-fed water coolers at Glasgow Caledonian University. Installation is planned for early May 2019.**

Clare said: "I would advise anyone thinking about getting involved with public sector tendering to just make the time at the outset to attend the free training offered by the Supplier Development Programme. The support from the SDP team and trainers is exceptional."

She continued: "The trainers explain everything clearly and take you step-by-step through the process, and you never feel that any question you may have is a silly one. They also make sure you fully understand everything before moving on. The training and resources SDP gave me have been invaluable and have given me the confidence to submit tenders I once thought I would be unable to do... and we already won our first!"



## SDP: Contributing to Supplier Success

### SDP helps M2M Cloud win Silver Lining with Highland Council contract

**Based in Dundee, M2M Cloud won its first public sector contract with the Highland Council after engaging with free training through the Supplier Development Programme in August 2019, following the development of a novel internet of things (IoT) water-monitoring technology.**



The software developer secured a competitively tendered three-year agreement to supply sensors to more than 100 Highland Council buildings, which will enable the local authority to remotely gather data about its water systems. M2M Cloud built its technology, called Neptune, following the success of an initial proof of concept project developed by CENSIS – the Innovation Centre for sensor and imaging systems and IoT.

Since first engaging with the Supplier Development Programme in February 2017, staff from M2M have participated in numerous events and training through the Supplier Development Programme, including a national Meet the Buyer event, two webinars, and 'Improving Your Bid Score' face-to-face training in Dundee.

Scott Edgar, Operations Director at M2M Cloud, said: “The SDP training session provided insight and tips which proved to be invaluable advice when applying for our first public sector contract. The session was delivered by a former procurement officer and it gave us a view from the procurement perspective, such as how public sector bodies mark applications, what they look for from bids, and how the process operates internally.”

Scott continued: “Using the PCS-Tender website for the first time was a daunting experience and weeks of hard work. SDP training gave us that extra bit of help to get our bid over line and ultimately has given us the experience to approach future tenders full of confidence.”



## SDP: Contributing to Supplier Success

### Consult Lift Services reaches new heights with Public Sector Tendering

**Based in Renfrewshire, Consult Lift Services Ltd is a supplier of Lift and Escalator solutions to businesses and institutions throughout Scotland. After undertaking training through the Supplier Development Programme, Consult Lifts has gone on to win more than £5m of business from the public sector. In partnership with SDP Scotland, the Scottish Procurement featured this case study as a YouTube film published in December 2019.**



Phil Reilly has built Consult Lift Services from the ground up. Beginning with a course attended personally by Phil in 2009, Consult Lift Services has gone from strength to strength in public sector tendering by putting into practice what can be learned from the Supplier Development Programme.

“We started out by trying to win anything at all with public sector tendering in 2008, but we were constantly unsuccessful,” said Phil Reilly, Chairman of Consult Lift Services Ltd. “We wanted to work with councils, because you know you’ll get paid, but we just couldn’t get our foot in the door.”

Phil engaged with the SDP training programme in 2009 and has since encouraged other members of his staff to attend the training in various delivery methods, such as two advanced webinars in 2016, “Seeking feedback and improving your bid” and “The supplier’s role in contract relationship management.” Consult Lift Services staff also completed all Level 2 SDP training in 2019. Phil said: “We won jobs after that initial training, which was so beneficial. It made me realise that I needed to look at the questions and made me re-look at the way we were answering. I gave the training materials to others in the company, and we’ve grown to 42 members of staff.”

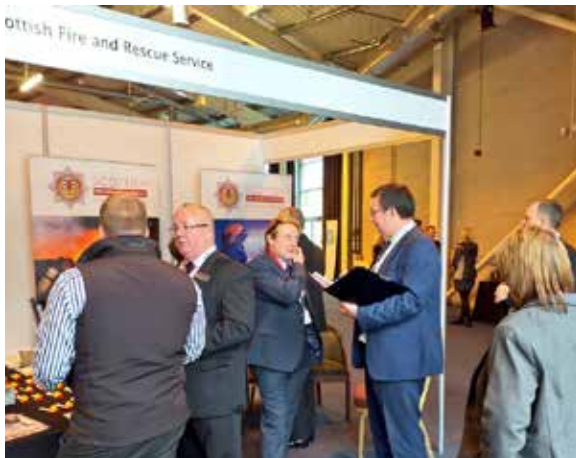
Winning public sector work has completely changed the company for the better. Phil said: “We have been in business for 21 years, and in the beginning, the majority of our business was in the private sector. That’s different now, as the majority of our work is for the public sector.” Consult Lift Services has delivered contracts for Edinburgh City Council, Falkirk Council, South and North Lanarkshire Councils, Falkirk Council, Police Scotland, and Renfrewshire Council, and has won more than £5m of work from the public sector to date.

Phil said: “I’m a big fan of the Supplier Development Programme because you don’t need to hire a private consultant to bid for contracts. We don’t have an in-house tender writing team, and we share responsibility to bid based upon what we’ve shared with each other from SDP training. The Supplier Development Programme helps level the playing field with bigger companies, so that small businesses like ours can compete and win work.”

# Meet the Buyer North 2019



Meet the Buyer North 2019 was held on 4 September 2019 at Macdonald Aviemore Resort. Headline partners included the Scottish Government and Highlands and Islands Enterprise. Out of the record 1,100+ suppliers that registered to attend, more than 560 gathered to interact with 35 exhibition stalls, representing 41 public sector buyers and business support services. There were 400 attendees at Meet the Buyer North 2018, which means there was a 40% increase in attendees. The overall event experience was rated as Excellent or Good by 94% of respondents. Most importantly, 93% of respondents said that they were more likely to bid for public contracts after attending Meet the Buyer North 2019.



## Exhibiting organisations include:

- A.P.U.C.
- Balfour Beatty Ltd
- Bancon Construction Ltd
- Business Loan Scotland
- Caledonian Maritime Assets Ltd
- Chambers of Commerce - Inverness
- Construction Scotland Innovation Centre
- Crown Commercial Services
- CITB
- Federation of Small Business (FSB Highlands & Islands)
- Forestry Commission
- Highlands and Islands Airports Ltd
- Highlands and Islands Enterprise
- Highland Council, Aberdeen Council and Aberdeenshire Council
- Historic Environment Scotland
- hub North Scotland Limited
- Just Enterprise
- Kier Construction
- Living Wage Scotland
- Moray Council
- NHS Highland
- Police Scotland
- Public Contracts Scotland
- Roadbridge Ltd
- SELECT
- Sellafled
- Scotland Excel
- Scottish Fire and Rescue Service
- Scottish Government
- Scottish Government - Cyber Security
- Scottish Government - Public Contracts Scotland
- Scottish Procurement Alliance
- Scottish Water
- Tayside Procurement
- Transport Scotland

- Members
- Affiliate Members
- Trade Association Member
- Non Members

## Meet the Buyer North feedback

"Meet the Buyer North is one of the easiest ways to find work with the public sector in the North of Scotland."

"The only comment I can make is that it was hard to hear the speakers, but overall, very good event."

"First class venue - very spacious and relaxing."

"The event exceeded my expectations."

"Top Tips for Tendering workshop was excellent."

"I enjoyed the opportunity to meet with various public sector bodies under one roof."

"Can the event start earlier?"

"We were impressed with the number of buyers present and the venue facilities."

"It would be nice to have more local authorities there."

"Great chance to learn about the procurement process of the different buyers."

## Meet the Buyer feedback

"I attended mainly to network with difficult to reach key influencers within my business sector."

"I went prepared as advised by SDP, was specific about what I was promoting, and engagement was positive."

"I thought the list of workshops relevant and the event generally had a good buzz."

"Most helpful exhibition I've honestly ever been to."

"I learnt about PCS and PCS-T in ways that I hadn't been using it."

"First time I've attended and found the event very useful."

"Coffee was poor and expensive, but the event itself was excellent."

"Excellent event and well planned - looking forward to the next event in Edinburgh."

"I enjoyed most the opportunity to speak to key organisations all under the one roof."

"Great speakers and workshops very informative."

"Made some useful contacts - liked most that there were buyers willing to be frank about their procurement."

"I thought the list of workshops relevant and the event generally had a good buzz."



## Meet the Buyer 2019



Meet the Buyer 2019 was held on 13 November 2019 at Hampden Park, Glasgow. Headline partners included the Scottish Government and Scotland Excel. The largest number of registrations to date were received: 2,623 suppliers registered, and more than 1,100\* attended to interact with 69 exhibition stalls, representing 74 organisations. The event had on the whole very positive feedback from respondents, with 82% rating it as Excellent or Good and 90% more likely to bid for public sector contracts as a result of attending.



Meet the Buyer 2019 was opened by Councillor Heather Brannan-McVey, Chair of the Supplier Development Programme. Several presentations were delivered throughout the day, including:

- Scotland Excel: Delivering Social Value through Procurement, delivered by Jenny Bowles, Category Manager for Building and Consultancy;
- Delivering Benefits for Communities through £700 million Annual Spend: How SMEs can Engage with NHS Greater Glasgow and Clyde, delivered by Gordon Beattie, Head of Procurement, Greater Glasgow and Clyde Health Board;
- Productivity Clubs Programme (SCDI), delivered by Ashleigh McCulloch, Productivity Clubs Programme Manager;
- Scottish Government Cyber Resilience, delivered by Paul Chapman - Head of Public Sector Cyber Resilience;
- How to do Business with Sellafield Ltd, delivered by John Berry, Supply Chain Manager; and
- SELECT: New Fire Detection Regulations and Fire Alarm Systems in Scotland, delivered by Mark McLaughlin, Technical Adviser.



Additionally, two workshops from the Supplier Development Programme were delivered on 'Introduction to Tendering' and 'Improving Your Bid Score'. All presentations were delivered in the Auditorium at Hampden Park, which has a capacity of 250 seated.

\*Unfortunately, there was an issue with registration by SDP's appointed event management company on the day of Meet the Buyer 2019. This resulted in long queues, compounded by cold weather; lengthy wait times for attendees at registration; and loss of registration data for some attendees. As a result of the registration issues, and while the number of attendees is 1,164 on SDP's official data tally, SDP estimates that there were around 1,500 actual attendees on the day. However, for audit purposes, SDP will report the lower registration number, which can be evidenced, for all official purposes.



## Exhibiting organisations include:

- A.P.U.C.
- A-Plant
- Argyll and Bute Council
- BiP Solutions
- Business Loans Scotland
- Caledonian Maritime Assets Ltd
- Clackmannanshire Council
- Central Building Contractors (Glasgow) Ltd
- CITB
- COPFS
- DfID
- Dounreay Site Restoration Ltd
- Digital Development Loan
- Dumfries & Galloway Council
- ENGIE Restoration Ltd
- East Ayrshire Council
- East Lothian Council
- East Renfrewshire Council
- Falkirk Council
- Fife Council
- Forestry Commission
- GAP Group
- Glasgow City Council
- Glasgow City Region City Deal
- Highland, Aberdeen City and Aberdeenshire Councils
- Hadden Group
- Historic Environment Scotland
- hub South West
- Just Enterprise
- Magnox Ltd
- Multiplex Construction
- National Records of Scotland
- NHS Scotland National Procurement
- NHS Lanarkshire
- NHS Greater Glasgow and Clyde
- NHS Ayrshire and Arran
- North Ayrshire Council
- North Lanarkshire Council
- Productivity Clubs Programme (SCDI)
- Police Scotland
- Partnership for Procurement (P4P)
- Registers of Scotland
- Renfrewshire Council
- Roadbridge UK
- Sellafield Ltd
- Stirling Council
- Scottish Environment Protection Agency
- Scottish Enterprise
- Scotland Excel
- Scottish Courts and Tribunals Service
- Scottish Fire and Rescue Services
- Scottish Government
- Scottish Government - Cyber Security
- Scottish Government - Public Contracts Scotland
- Scottish Parliamentary Corporate Body
- Scottish Prisons Service
- Scottish Procurement Alliance
- Scottish Water
- SELECT
- South Ayrshire Council
- South Lanarkshire Council
- Strathclyde Partnership for Transport
- Tayside Procurement Consortium
- Transport Scotland
- West Dunbartonshire Council
- West Lothian Council
- Wills Bros Civil Engineering Ltd

- Members
- Affiliate Members
- Trade Association Member
- Non Members

## Partner Events

**The Supplier Development Programme supports membership organisations in their local 'Meet the Real Buyer' events, supplier engagement sessions, and more.**

**SDP also highlights some external events that may be of interest to Scottish-based SMEs and supported businesses, especially those in which we partner, through the SDP website and monthly e-newsletter.**



**SDP supported a number of partner and external events from 1 April 2019 to 31 March 2020.**

### **April – June 2019**

- HAS Minor Works Frameworks Open Day - East Ayrshire Council
- East Dunbartonshire Business Week - East Dunbartonshire Council
- Open Contracting Consultation with Civil Society - Scottish Government
- Planned and Reactive Maintenance Tender Supplier
- Engagement Event - Perth and Kinross Council
- Market Engagement Days by Business Glasgow - Glasgow City Council

### **July – September 2019**

- Dumfries Supplier Showcase - hub South West Scotland
- The Scottish Transport Show
- Constructionline's Glasgow Meet the Buyer 2019 Event

### **October – December 2019**

- Broughty Ferry Flood Protection Scheme - Meet the Buyer Event
- Accelerating the delivery of affordable new homes: Scotland Excel
- Scottish Heathrow Business Summit
- Procurex Scotland 2019
- Support for Business Event - Midlothian Council
- Fife Real Living Wage Event: Updates on Employment Law, and Contracting/Tendering
- Heathrow Logistics Hub: Meet the Buyer with Babcock International Group - Fife Council

### **January – March 2020**

- MVV Environment Baldovie Meet the Buyer Event
- Cyber Scotland Week 2020
- The Gathering 2020
- Innovation in Scotland's Energy Storage Industry Supply Chain Event
- Lanarkshire Business Hub Event
- Challenge Based Innovation Event - Construction Scotland Innovation Centre
- NNG Offshore Wind Supply Chain Event

### Meet the 'Real' Buyer Event – City of Edinburgh Council

On 30 May 2019, the City of Edinburgh Council, with support from the Supplier Development Programme, hosted a Meet the 'Real' Buyer event in the council's headquarters at Waverley Court. This was an opportunity for businesses to speak to the actual City of Edinburgh Council Buyers who commission contracts and are interested to meet potential companies who can bid/tender for work.



More than 60 suppliers attended to meet 'real' buyers from several council departments, including Communities and Families, Construction – Housing, Commercial and Infrastructure, Health and Social Care, Transport and Roads Services, Project Search / Developing the Young Workforce (DYW) Programme, and Supplier Support – Systems Advice. The Supplier Development Programme also exhibited.

Two workshops were delivered from the Commercial and Procurement Services (CPS) and the Supplier Development Programme. These were aimed at assisting businesses to get ready to tender or work with City of Edinburgh Council in 'Introduction to Public Sector Procurement' and 'Introduction to Public Contracts Scotland.'

### Community Benefits Supplier Engagement Event Perth and Kinross Council

Perth and Kinross Council introduced a new community benefit process within procurement in May 2019. To support contractors and suppliers through this change, the Supplier Development Programme worked with Perth and Kinross Council to organise an engagement event that explored ethical and sustainable models for business, the promotion of positive social outcomes as a supplier, building community benefits into supplier bids, and the introduction to the new Community Benefits Wish List for local suppliers. In total, 19 SMEs attended.



Since the launch event, 33 Community Benefits have been delivered to communities in Perth and Kinross, including one of the SMEs that attended the SDP event: Sidey Ltd. Gillian Cameron, SDP Programme Manager, said: "SDP was delighted to work so closely with Perth and Kinross Council as staff considered how procurement activity could be better used to support local economic activity at the outset through early engagement, while also supporting local enterprises to learn how to supply goods, works and services locally as well as the wider public sector."



### Meet the 'Real' Buyer Event – Orkney Islands Council

More than a dozen local businesses found out more about providing services and supplies for the public sector in Orkney at its Meet the Buyer regional event on 9 October 2019 at the Orkney Library and Archive. Businesses were invited to drop in to discuss opportunities to work with Orkney Islands Council and other public sector organisations. Staff were available from the council, Business Gateway Orkney and the Scottish Government-funded Supplier Development Programme, along with representatives from the Orkney Fair and Local Group. Suppliers learned more about potential opportunities linked to the Harbours Masterplan for Orkney, the Fair and Local initiative, and Orkney Islands Council's commitment to reducing usage of single-use plastics. The Supplier Development Programme also delivered a workshop on 'Top Tips for Tendering.'



### Meet the Buyer Regional Event - Dumfries and Galloway Council

More than 50 suppliers attended this event on 23 October 2019, and were able to meet real buyers, introduce themselves and have a chat with the people directly involved in public sector contracts and framework opportunities at Dumfries and Galloway Council. Suppliers learned about upcoming opportunities, how to work with the local authority, and attended training sessions throughout the day that covered top tips for tendering and working with the public sector.



'Real' buyers from Dumfries and Galloway Council were available from Procurement, Social Work and Care Services, Construction and Property, Maintenance, IT, Waste Services, Print Facilities Services and Passenger Transportation. Exhibitors included Dumfries and Galloway Council, Scotland Excel, NHS Scotland, Loreburn Housing Association and the Supplier Development Programme.

Prior to the event, registration was managed by SDP, and feedback was positive, with 92% of respondents stating that they were more likely to bid for public sector contracts after attending. One supplier said: "It was a well organised event with key public sector organisations in attendance and very open to dialogue and in providing assistance and guidance concerning procurement. SDP is an invaluable resource for all SMEs in Scotland."

### Meet the Buyer Roadshow - Argyll and Bute Council

Staff from Argyll and Bute Council approached the Supplier Development Programme to organise a Talking Tenders webinar, which ran in late October 2019. During this webinar, buyers imparted knowledge and answered suppliers' questions regarding how to do business with the council. SDP also promoted a 'Meet the Buyer' Roadshow held on three dates in November and December 2019. Businesses were invited to find out about providing services and supplies for the public sector in Argyll and Bute during with convenient 15-minute pre-booked appointments booked in advance direct with the council. Businesses also engaged with staff from the local authority and Business Gateway, and were provided with information on free upcoming training from the Supplier Development Programme.





## Partner Events

### Meet the Buyer Event - Dumfries & Galloway Housing Partnership join Wheatley Group

Almost 200 people, including 134 Scottish SMEs from 106 unique businesses, attended a Meet the Buyer event organised by the Supplier Development Programme on 20 January in conjunction with new members Wheatley Group and Dumfries and Galloway Housing Partnership (DGHP), which aimed to promote upcoming opportunities across the region.



Suppliers from all over attended to find out more about how DGHP, as part of Wheatley Group, plans to bring new homes, jobs and improved services to the region. There were also sessions from SDP on Top Tips for Tendering and how to work with the public sector, which gave a broad overview of how to get involved with future opportunities. The partnership launch aimed to promote a series of benefits for tenants, customers and stakeholders including up to 1000 new-build homes, accelerated improvements in existing homes and the creation of up to 500 jobs. As registration was managed by SDP, feedback could be collated from respondents which proved to be highly positive, with 90% more likely to bid for public sector contracts as a result of attending. Attendees also agreed that the speakers and networking opportunities were excellent on the day.

### Meet the Public Sector Buyer - TayCities

The Supplier Development Programme worked with Dundee City Council, Angus Council, Perth and Kinross Council and Fife Council to organise the TayCities 'Meet the Public Sector Buyer' event on 18 February. On the day, 270 suppliers that included 182 Scottish SMEs and supported businesses, learned more about future contracts for Tayside's Public Services. Suppliers met buyers face-to-face and talk about their business, and participated in information sessions on Public Contracts Scotland and the support and training available through Supplier Development Programme.



Though it has supported all past events, SDP took registrations for TayCities for the first time at its 2020 event. The survey showed that almost half - 47% of respondents heard about the event from SDP or via the SDP newsletter. Additionally, 96% of respondents rated the booking process as Excellent or Good. Finally, 97% of respondents are more likely to bid for public sector contracts as a result of attending the event.

One supplier stated: "Good mixture of companies and the responsible people from these companies providing the relevant information." Another said: "I enjoyed networking with exhibitors and the ease of being able to speak to the right people from the public sectors."

## External Events

### Skanska Supplier Engagement Event

Skanska is a major project development and construction group that aims to create sustainable solutions and be a leader in quality, green construction, work safety and business ethics.

Skanska approached the Supplier Development Programme to promote a Supplier Engagement Event at Heriot-Watt University on Wednesday, 20 November 2019 to Scottish-based SMEs and supported businesses, as well as the wider business base of suppliers.



**SKANSKA**

SDP used a multi-channel approach to engage the Scottish SME supply base, as well as its existing network of public sector membership organisations to raise awareness of Skanska and its drive to reach out to potential suppliers. This approach proved to be successful, as 95 suppliers attended Skanska's Supplier Engagement Event in November 2019.

### CITB Roadshow and Training Provider Autumn Events

The CITB Employer Roadshows are half-day events for construction employers all over the UK to learn about the latest updates from CITB such as the Construction Training Directory / Register and Apprenticeships, learn how to apply for grants and funding available to their business and find out more about who is available to help in their area. This is also a chance for employers to voice any concerns they may have and ask questions to the local CITB team.



**citb**

SDP participated in three of the CITB Employer Roadshows and delivered presentations on Top Tips for Tendering in October 2019. The three roadshow events were held in Perth, Cumbernauld and Inverness, and provided solid opportunities to meet larger contractors with supply chains, as well as smaller firms across Scotland that may not have previously engaged with the Programme. In total, 68 businesses attended the three events. Feedback on SDP's presentations, which was gathered through CITB in real time at each session, showed that 46% said it was very informative and 54% said it was quite informative. Additionally, 45% gave the SDP presentation a 9 or 10 for quality, whereas a further 27% gave it 7 for quality.

### Strategic Involvement of SDP Scotland

To promote and support other organisations, the Supplier Development Programme contributes to several strategic and operational groups throughout the year. This work contributes to the promotion of the Programme to new audiences and the sharing of best practices. Some of the groups SDP has contributed to include the Scottish Government Procurement Supply Group (PSG), Glasgow City Region City Deal - Sustainable Procurement Group, Highland Cluster Group SLAED Business Group, and the CICV Forum's Commercial Sub Group.

### Partnership for Procurement (P4P)

The SDP Scotland Programme Manager is on the Board for the Partnership for Procurement (P4P). The first blog for 2020 from P4P featured the Supplier Development Programme, and the services it can provide to train the third sector in public sector tendering.

Within the P4P blog post in January 2020, Gillian Cameron, SDP Scotland Programme Manager, said: "SDP has helped numerous third sector organisations in the past with training sessions that are suited to their needs, such as the 'Understanding Community Benefits and Sustainability' course – this covers issues such as sustainable procurement, procurement for the third sector, and being a 'best practice employer'."

### SDP support for the Third Sector

Third sector organisations can move toward a greater understanding of the tendering process and how to win contracts through SDP training. For example, in October 2019, The University of Dundee Nursery Ltd. staff undertook SDP training in conjunction with Dundee City Council's Early Learning and Childcare 1140 hours framework opportunity.

Jacky Jones, a member of staff at the nursery, commented: "Though I feel much more confident, I didn't realise there would be as much work involved with this tendering process as there is. We really appreciate the advance support the Council is providing through the Supplier Development Programme. It will be helpful to have the additional information that was provided during the training to reference when we are filling out our tender next month."



### Qatar Investment Bank

During Procurex Scotland in October 2019, SDP initially met three representatives from the Qatar Investment Bank. To promote the sharing of best practice, a meeting was organised with the Qatari delegation with Scottish Government, NHS Scotland and the Supplier Development Programme. SDP delivered a presentation and ensuing discussion, which was positive, explored the potential creation of a similar service to support local businesses in Qatar.



## SDP Social Media

The Supplier Development Programme utilises social media to share information on upcoming training opportunities, events, market information, media releases, news, contract opportunities, and other items of note relating to procurement, Public Contracts Scotland, and SDP member organisations. During 2019/2020, the Supplier Development Programme utilised several popular hashtags, including:

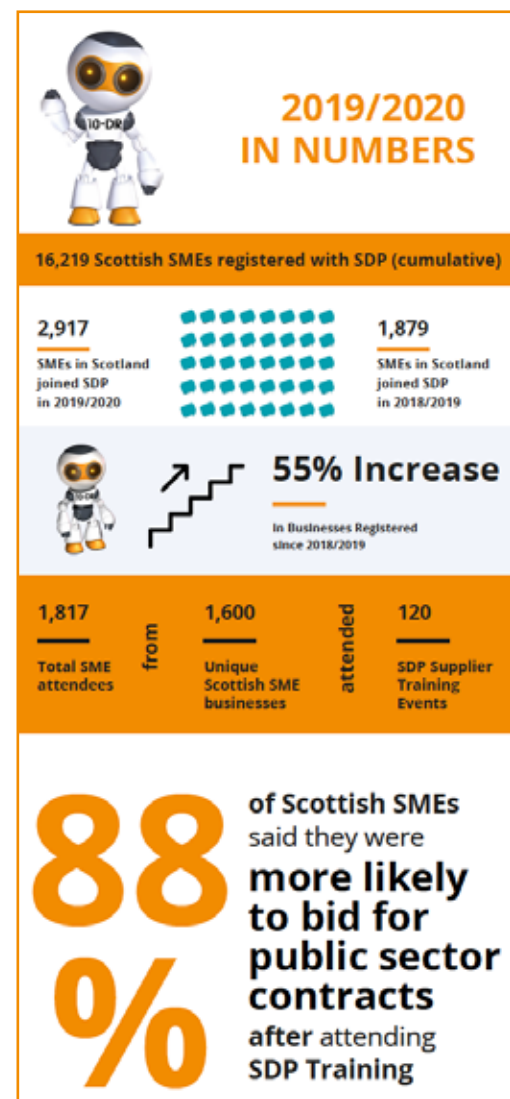
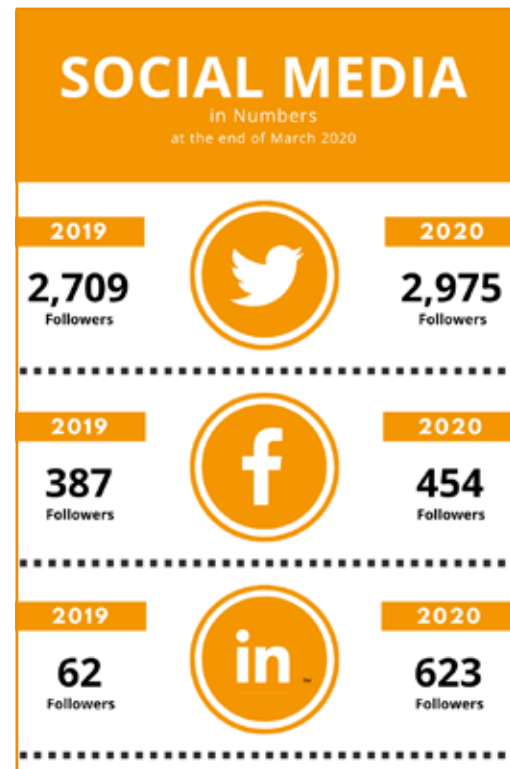
#HelpingYouBidBetter  
 #10DR  
 #MeetTheBuyer2019  
 #MeetTheBuyerNorth2019

Additionally, to maximise efforts in the public sector to be open and transparent in communications around public sector procurement, the Supplier Development Programme utilises a joined up approach with the Scottish Government Procurement Communications Strategy with the use of the following hashtags:

#PowerOfProcurement  
 #GoodForBusiness  
 #OpenAndConnected  
 #GoodForCommunities

## Social Media Platforms

The Supplier Development Programme can be found on [Twitter](#), [Facebook](#), [LinkedIn](#) and [YouTube](#). From 1 April 2019 to 31 March 2020, SDP Scotland increased its social media presence on the three main platforms. This was reflected as a 10% increase in followers on Twitter, a 17% increase on Facebook and a 904% increase on LinkedIn.



## Social Media: Meet the Buyer North 2019

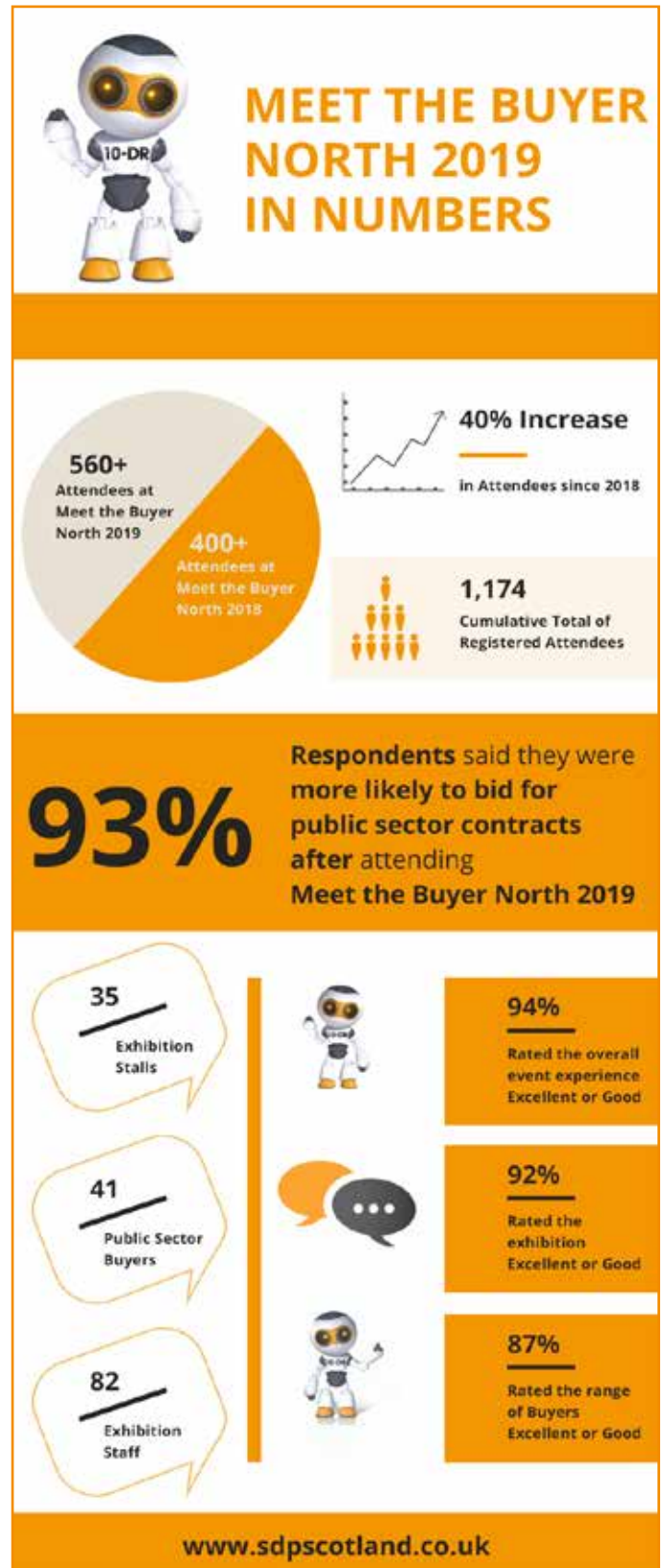


In March 2019, the Supplier Development Programme created the hashtag:

**#MeetTheBuyerNorth2019**

This was utilised by a number of buyers and suppliers in the lead up to the event. From 1 September until 4 September 2019, SDP posted 19 tweets using this hashtag. Twitter analytics indicate that these 19 tweets resulted in:

- 14,360 impressions;
- 411 engagements;
- 66 likes;
- 53 URL link clicks; and
- 37 retweets.



## Social Media: Meet the Buyer 2019

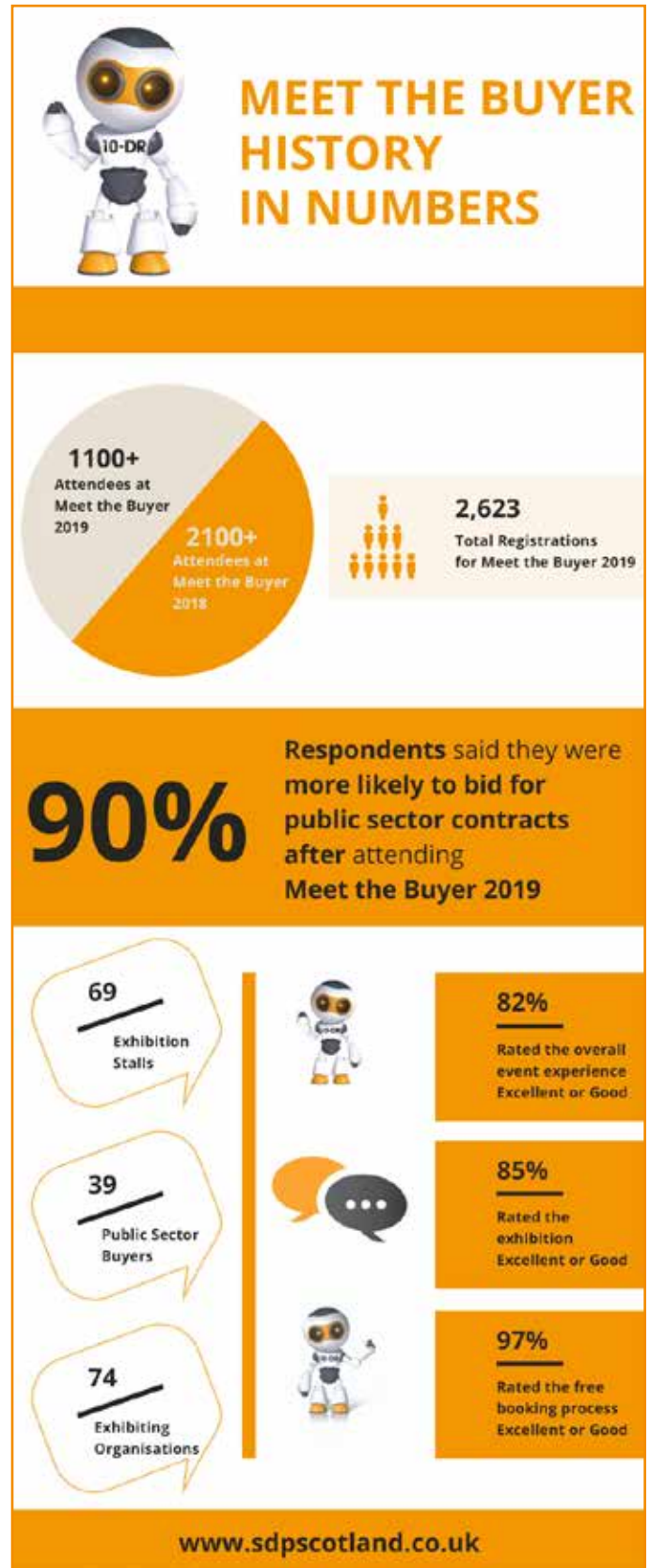


The Supplier Development Programme created the hashtag: **#MeetTheBuyer2019** to promote the event. It was utilised by a number of buyers and suppliers, as well as SDP, in the lead up to the event.

On 12 and 13 November 2019, SDP posted tweets using this hashtag as well as other tweets promoting the event. There was a total of 156 tweets over these two days.

Twitter analytics indicate that these 156 tweets resulted in:

- 42,952 impressions;
- 958 engagements;
- 142 likes;
- 49 retweets;
- 73 user profile clicks;
- 69 URL clicks; and
- 32 hashtag clicks.





## SDP: Recognising Achievement

### The Herald Scottish Family Business Awards 2019

The Supplier Development Programme sponsored the Rural Family Business Category at The Herald Scottish Family Business Awards held at The Crowne Plaza Hotel, Glasgow on Wednesday, 4 December 2019.

Gillian Cameron, SDP Programme Manager, said: "The Supplier Development Programme is proud to have sponsored the Rural Family Business of the Year Category of The Herald Family Business Awards. Family businesses form a key foundation of Scotland's economy, which support local people and communities across the country. The Supplier Development Programme supports all Scottish-based micro, small, medium, and supported businesses by delivering free public sector procurement training, and to sponsor 'The Herald Scottish Family Business Awards' as a way of recognising their great efforts in enterprise."



The Herald

#### Winners and Finalists:

##### Rural Family Business of the Year Small/Medium

Sponsored by Supplier Development Programme

**Coll Hotel – Winner**, Castlegate Nursery & Out Of School Club Limited, Graham Pest Control – Commendation, Taysmouth Marina

##### Rural Family Business of the Year Large

Sponsored by Supplier Development Programme

**Browns Food Group – Winner**, James Donaldson and Sons, Johnstons of Elgin

##### Fastest Growing Family Business

Sponsored by Business Gateway

**Ooni – Winner**, Brewster Brothers, McLaren Packaging, Wholesale Domestic Bathrooms

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### Go Awards 2019

The Supplier Development Programme was honoured as a finalist in the Government Opportunities (GO) Excellence in Public Procurement Awards 2019/2020 Scotland for the category 'Team of the Year.'

Supported by the Scottish Government, the GO Awards Scotland are Scotland's national procurement awards and part of Scotland's Annual Festival of Procurement. The GO Awards Scotland celebrate excellence and innovation in all aspects of procurement, recognising outstanding achievement from the public, private and third sectors.

Gillian Cameron, SDP Programme Manager, said: "We were delighted to be recognised as a finalist for 'Team of the Year' by the GO Awards Scotland judging panel. We offer our sincere congratulations to all finalists across all of the categories for their admirable hard work in Scottish public procurement, and we look forward to learning more about each of their achievements at the end of October."





## Contact Details

|                  |  |
|------------------|--|
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| Elizabeth Bailey | Finance and Administration Officer         |
| Fran Goldie      | Development Officer - Digital              |
| Jennifer Payne   | Development Officer - Marketing and Events |

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