Supplementary Agenda

West Dunbartonshire COUNCIL

Corporate Services Committee

Date:	Wednesday, 22 August 2018
Time:	14:00
Venue:	Council Chambers, Clydebank Town Hall, Dumbarton Road, Clydebank
Contact:	Craig Stewart, Committee Officer Tel: 01389 737251 craig.stewart@west-dunbarton.gov.uk

Dear Member

ITEMS TO FOLLOW

With reference to the agenda for the above Meeting of the Corporate Services Committee which was issued on 9 August 2018, I now attach for your attention a copy of the undernoted reports which were not available for issue at that time.

Yours faithfully

JOYCE WHITE

Chief Executive

Note referred to:-

**6   CORPORATE SERVICES BUDGETARY CONTROL REPORT   71 – 82
        TO 31 JULY 2018 (PERIOD 4)**

Submit report by the Strategic Lead - Resources advising on the performance of the Corporate Services budget for the period to 31 July 2018.

9   CONTRACT & SUPPLIER MANAGEMENT POLICY   83 – 140

Submit report by the Strategic Lead - Resources seeking approval for the Contract & Supplier Management Policy.

Distribution:-

Councillor Ian Dickson (Chair)
Councillor Jim Brown
Councillor Jim Finn
Councillor Diane Docherty
Councillor Daniel Lennie
Councillor Caroline McAllister
Councillor David McBride
Councillor Jonathan McColl
Councillor Iain McLaren (Vice Chair)
Councillor John Mooney
Councillor Lawrence O'Neill
Councillor Martin Rooney

All other Councillors for information

Chief Executive
Strategic Director – Transformation and Public Service Reform
Strategic Director – Regeneration, Environment & Growth
Chief Officer of West Dunbartonshire Health & Social Care Partnership

Date of issue: 17 August 2018

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Director of Transformation and Public Sector Reform

Corporate Services Committee – 22 August 2018

Subject: Corporate Services Budgetary Control Report to 31 July 2018 (Period 4)

1.   Purpose

1.1   The purpose of this report is to advise the Committee on the performance of the Corporate Services budget for the period to 31 July 2018.

2.   Recommendations

2.1   Members are asked to:

i)   note that the revenue account currently shows a projected annual favourable variance of £0.059m (0.30%) of the total budget); and

ii)   note that the capital projects being reported to this Committee are projecting to underspend by £0.027m in 2018/19 and over the project life, and an in-year slippage of £0.040m.

3.   Background

Revenue

3.1   At the meeting of West Dunbartonshire Council on 5 March 2018, Members agreed the revenue estimates for 2018/2019, including a total net Corporate Services budget of £18.719m. Budget adjustments have taken place revising the budget to £19.815m as detailed below.

	£m
Budget agreed March 2018	18.719
Transfer from Educational Services for Education Resource Centre	0.010
Transfer of property costs from One Stop Shop to Homeless Services	-0.063
Transfer of Centrally held CAS budgets	0.992
Transfer of printing budgets to central budget	0.129
Transfer of software budgets to central budget	0.028
	19.815

Capital

3.2   At the meeting of Council on 5 March 2018, Members also agreed the updated 10 year General Services Capital Plan. The three years from 2018/19 to 2020/21 have been approved in detail with the remaining five years from 2021/22 to 2025/26 being indicative at this stage.

4.   **Main Issues**

Revenue
4.1   The summary report at Appendix 1 identifies a projected annual favourable variance (underspend) of £0.059m (0.30% of the total budget). Detailed service reports are attached as Appendix 2.

4.2   Notes on the projected annual variances in excess of £0.050m are highlighted and noted within Appendix 3, with additional information on action being taken to minimise or mitigate overspends where possible.

4.3   Although the report indicates that expenditure is favourable in comparison to that anticipated during the budget exercise, the present variance should be viewed in the knowledge that there are a number of variable factors which could arise between now and 31 March and which could affect the year end results.

4.4   Agreed savings and management adjustments for 2018/19 are monitored with current indications showing that of the total target being monitored (£0.174m), the majority of actions are currently on target to be achieved. (see Appendix 4). It should be noted that any variances are included within the service information and variances identified within this report.

Capital
4.5   The overall Corporate Services programme summary report at Appendix 5 shows that planned expenditure and resource is projected to show a favourable variance of £0.027m in the current year and a favourable variance of £0.027m for the project life. In addition to the underspend noted above there is a projected project slippage within 2018/19 of £0.040m. There are currently no amber or red projects to report on.

5.   **Option Appraisal**

5.1   No option appraisal was required for this report.

6.   **People Implications**

6.1   There are no people implications.

7.   **Financial and Procurement Implications**

7.1   Other than the financial position noted above, there are no financial or procurement implications from this budgetary control report.

8.   **Risk Analysis**

8.1   The main financial risks to the ongoing financial position relate to unforeseen costs being identified between now and the end of the financial year. This can affect all service areas

9.   Equalities Impact Assessment (EIA)

9.1   No equalities impact assessment was required in relation to this report.

10.   Consultation

10.1   All departments involved in delivering the revenue and capital budgets have been consulted in the compilation of this report.

11.   Strategic Assessment

11.1   Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the 5 strategic priorities of the Council's Strategic Plan. This report forms part of the financial governance of the Council.

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Angela Wilson
Strategic Director of Transformation and Public Sector Reform

Date: 13 August 2018

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Person to Contact:	Jackie Allison, Finance Business Partner Council Offices, Garshake Road, Dumbarton Telephone: (01389) 737322 E-mail: jackie.allison@west-dunbarton.gov.uk
Appendices:	Appendix 1 - Revenue Budgetary Control 2018/19 – Summary Report Appendix 2 - Revenue Budgetary Control 2018/19 – Service Reports Appendix 3 - Analysis of Revenue Variances over £50,000 Appendix 4 - 2017/18 Efficiencies and Management Adjustments Monitoring Appendix 5 - Overall Capital Programme Summary Financials
Background Papers:	Ledger output – Period 4 General Services Revenue Estimates 2018/19 General Services Capital Plan 2019/20 to 2025/26 - Council 5 March 2018
Wards Affected	All Wards

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2018/19
CORPORATE SERVICES SUMMARY

APPENDIX 1

MONTH END DATE | **31 July 2018**

Service / Subjective Summary	Total Budget 2018/19	Spend to Date 2018/19	Forecast Spend	Variance 2018/19		Annual RAG Status
	£000	£000	£000	£000	%	
Audit	203	123	206	3	1%	↓
Finance	1,425	558	1,424	(1)	0%	↑
Rent Rebates & Allowances	21	5,165	21	0	-2%	↓
Revenues & Benefits	2,117	812	2,106	(11)	-1%	↑
Finance Business Centre	305	87	288	(17)	-6%	↑
Cost of Collection of Rates	18	7	24	6	32%	↓
Cost of Collection of Council Tax	(766)	(85)	(751)	15	2%	↓
Procurement	606	314	604	(2)	0%	↑
Democratic and Registration Service	663	212	660	(3)	0%	↑
Central Admin Support	2,449	832	2,448	(1)	0%	↑
Environmental Health/ Trading Standards	710	230	712	2	0%	↓
Licensing	(175)	(21)	(163)	12	7%	↓
Legal Services	901	324	888	(13)	-1%	↑
Planning	527	90	526	(1)	0%	↑
Transactional Services	650	223	661	11	2%	↓
Human Resources (including risk)	1,202	319	1,186	(16)	-1%	↑
Information Services	3,644	1,936	3,645	1	0%	↓
Change Support	362	115	366	4	1%	↓
Communications & Marketing	366	116	360	(6)	-2%	↑
Customer Service	1,381	406	1,343	(38)	-3%	↑
Performance & Strategy	304	108	292	(12)	-4%	↑
Clydebank Town Hall	296	38	302	6	2%	↓
Libraries, Culture & Museums	2,606	913	2,606	0	0%	↓
Total Net Expenditure	**19,815**	**12,824**	**19,756**	**(59)**	**-0.30%**	↑

PERIOD 31 July 2018

Service Summary	Total Budget 2018/19	YTD Spend 2018/19	Forecast Spend 2018/19	Variance 2018/19		RAG Status
All Services	£000	£000	£000	£000	%	
Employee	19,722	6167	19,638	(84)	0%	↑ green
Property	442	85	457	15	3%	↓ red
Transport and Plant	91	24	84	(7)	-8%	↑ green
Supplies, Services and Admin	2,842	1575	2,897	55	2%	↓ red
Payments to Other Bodies	49,659	16132	49,670	11	0%	↓ red
Other	0	0	0	0	0%	→ amber
Gross Expenditure	**72,756**	**23,985**	**72,745**	**(11)**	**0%**	↑ green
Income	**(52,941)**	**(11,475)**	**(52,989)**	**(48)**	**0%**	↑ green
Net Expenditure	**19,815**	**12,510**	**19,756**	**(59)**	**0%**	↑ green
Audit	£000	£000	£000	£000	%	
Employee	427	133	429	2	1%	↓ red
Property	0	0	0	0	0%	→ amber
Transport and Plant	1	0	1	(0)	-2%	↑ green
Supplies, Services and Admin	2	2	5	3	154%	↓ red
Payments to Other Bodies	8	0	8	0	1%	↓ red
Other	0	0	0	0	0%	→ amber
Gross Expenditure	**438**	**136**	**444**	**6**	**1%**	↓ red
Income	**(235)**	**(13)**	**(238)**	**(3)**	**-1%**	↑ green
Net Expenditure	**203**	**123**	**206**	**3**	**1%**	↓ red
Finance	£000	£000	£000	£000	%	
Employee	1,600	550	1,629	29	2%	↓ red
Property	0	0	0	0	0%	→ amber
Transport and Plant	1	0	1	(0)	0%	↑ green
Supplies, Services and Admin	10	6	9	(1)	-12%	↑ green
Payments to Other Bodies	2	2	2	0	0%	→ amber
Other	0	0	0	0	0%	→ amber
Gross Expenditure	**1,613**	**558**	**1,641**	**28**	**2%**	↓ red
Income	**(188)**	**0**	**(217)**	**(29)**	**-15%**	↑ green
Net Expenditure	**1,425**	**558**	**1,424**	**(1)**	**0%**	↑ green
Rent Rebates & Allowances	£000	£000	£000	£000	%	
Employee	0	0		0	0%	→ amber
Property	0	0	0	0	0%	→ amber
Transport and Plant	0	0	0	0	0%	→ amber
Supplies, Services and Admin	0	0	0	0	0%	→ amber
Payments to Other Bodies	47,970	15,665	47,970	(0)	0%	↑ green
Other	0	0	0	0	0%	→ amber
Gross Expenditure	**47,970**	**15,665**	**47,970**	**(0)**	**0%**	↑ green
Income	**(47,949)**	**(10,500)**	**(47,948)**	**1**	**0%**	↓ red
Net Expenditure	**21**	**5,165**	**21**	**0**	**2%**	↓ red
Revenues & Benefits	£000	£000	£000	£000	%	
Employee	1,933	660	1,931	(2)	0%	↑ green
Property	0	0	0	0	0%	→ amber
Transport and Plant	7	3	9	2	22%	↓ red
Supplies, Services and Admin	31	14	34	3	10%	↓ red
Payments to Other Bodies	838	330	838	0	0%	↓ red
Other	0	0	0	0	0%	→ amber
Gross Expenditure	**2,809**	**1,007**	**2,812**	**3**	**0%**	↓ red
Income	**(692)**	**(194)**	**(706)**	**(14)**	**-2%**	↑ green
Net Expenditure	**2,117**	**812**	**2,106**	**(11)**	**-1%**	↑ green
Finance Business Centre	£000	£000	£000	£000	%	
Employee	254	76	237	(17)	-7%	↑ green
Property	0	0	0	0	0%	→ amber
Transport and Plant	0	0	0	0	0%	↓ red
Supplies, Services and Admin	51	11	51	(0)	0%	↑ green
Payments to Other Bodies	0	0	0	0	0%	→ amber
Other	0	0	0	0	0%	→ amber
Gross Expenditure	**305**	**87**	**288**	**(17)**	**-6%**	↑ green
Income	**0**	**0**	**0**	**0**	**0%**	→ amber
Net Expenditure	**305**	**87**	**288**	**(17)**	**-6%**	↑ green

PERIOD   **31 July 2018**

Service Summary	Total Budget 2018/19	YTD Spend 2018/19	Forecast Spend 2018/19	Variance 2018/19		RAG Status
Cost of Collection of Rates	£000	£000	£000	£000	%	
Employee	0	0	0	0	0%	→
Property	0	0	0	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	9	7	9	0	0%	→
Payments to Other Bodies	94	0	100	6	6%	↓
Other	0	0	0	0	0%	→
Gross Expenditure	103	7	109	6	6%	↓
Income	(85)	0	(85)	0	0%	→
Net Expenditure	18	7	24	6	32%	↓
Cost of Collection of Council Tax	£000	£000	£000	£000	%	
Employee	0	0	0	0	0%	→
Property	0	0	0	0	0%	→
Transport and Plant	0	0	0	0	0%	→
Supplies, Services and Admin	76	27	91	15	20%	↓
Payments to Other Bodies	42	12	42	(1)	-1%	↑
Other	0	0	0	0	0%	→
Gross Expenditure	118	38	133	15	12%	↓
Income	(884)	(123)	(884)	0	0%	↓
Net Expenditure	(766)	(85)	(751)	15	-2%	↓
Procurement	£000	£000	£000	£000	%	
Employee	949	314	955	6	1%	↓
Property	0	-	-	0	0%	→
Transport and Plant	1	0	1	0	0%	→
Supplies, Services and Admin	20	0	13	(7)	-35%	↑
Payments to Other Bodies	72	-	72	(0)	0%	↑
Other	0			0	0%	→
Gross Expenditure	1,042	314	1,041	(1)	0%	↑
Income	(436)	-	436	(0)	0%	↑
Net Expenditure	606	314	604	(2)	0%	↑
Democratic and Registration Service	£000	£000	£000	£000	%	
Employee	769	245	765	(4)	-1%	↑
Property	0	0	0	0	0%	→
Transport and Plant	2	1	2	0	0%	→
Supplies, Services and Admin	10	4	12	2	15%	↓
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	781	249	778	- 3	0%	↑
Income	(118)	(37)	(118)	(0)	0%	↑
Net Expenditure	663	212	660	- 3	0%	↑
Central Admin Support	£000	£000	£000	£000	%	
Employee	2,420	826	2,424	4	0%	↓
Property	0	0	0	0	0%	→
Transport and Plant	3	1	2	(1)	-33%	↑
Supplies, Services and Admin	26	6	22	(4)	-15%	↑
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	2,449	832	2,448	(1)	0%	↑
Income	0	0	0	0	0%	→
Net Expenditure	2,449	832	2,448	(1)	0%	↑
Environmental Health/ Trading Standards	£000	£000	£000	£000	%	
Employee	807	269	831	24	3%	↓
Property	9	2	9	0	0%	→
Transport and Plant	18	4	16	(2)	-9%	↑
Supplies, Services and Admin	29	7	28	(1)	-3%	↑
Payments to Other Bodies	78	16	90	12	15%	↓
Other	0	0	0	0	0%	→
Gross Expenditure	941	299	974	33	4%	↓
Income	(231)	(69)	(262)	(31)	-13%	↑
Net Expenditure	710	230	712	2	0%	↓

PERIOD **31 July 2018**

Service Summary	Total Budget 2018/19	YTD Spend 2018/19	Forecast Spend 2018/19	Variance 2018/19		RAG Status
Licensing	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	189	64	196	7	4%	↓
Property	0	0	0	0	0%	→
Transport and Plant	1	0	1	(0)	-40%	↑
Supplies, Services and Admin	5	2	5	(0)	-9%	↑
Payments to Other Bodies	8	0	13	5	62%	↓
Other	0	0	0	0	0%	→
Gross Expenditure	**203**	**67**	**214**	**11**	**5%**	↓
Income	**(378)**	**(88)**	**(377)**	**1**	**0%**	↓
Net Expenditure	**(175)**	**(21)**	**(163)**	**12**	**-7%**	↓
Legal Services	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	1,057	328	1,048	(9)	-1%	↑
Property	0	-	-	0	0%	→
Transport and Plant	5	1	5	0	5%	↓
Supplies, Services and Admin	19	1	17	(2)	-8%	↑
Payments to Other Bodies	1	1	1	0	29%	↓
Other	0			0	0%	→
Gross Expenditure	**1,082**	**332**	**1,072**	**(10)**	**-1%**	↑
Income	**(181)**	**- 8**	**- 184**	**(3)**	**-2%**	↑
Net Expenditure	**901**	**324**	**888**	**(13)**	**-1%**	↑
Planning	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	948	313	972	24	3%	↓
Property	0	0	0	0	0%	→
Transport and Plant	7	1	5	(2)	-29%	↑
Supplies, Services and Admin	35	18	55	20	57%	↓
Payments to Other Bodies	167	37	167	0	0%	↓
Other	0			0	0%	→
Gross Expenditure	**1,157**	**369**	**1,199**	**42**	**4%**	↓
Income	**(630)**	**(279)**	**(674)**	**(44)**	**-7%**	↑
Net Expenditure	**527**	**90**	**526**	**(1)**	**0%**	↑
Transactional Services	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	663	228	674	11	2%	↓
Property	0			0	0%	→
Transport and Plant	0	0	0	0	0%	↓
Supplies, Services and Admin	9	2	8	(1)	-7%	↑
Payments to Other Bodies	0	0	0	0	0%	→
Other	0	0	0	0	0%	→
Gross Expenditure	**672**	**230**	**683**	**11**	**2%**	↓
Income	**(22)**	**(6)**	**(22)**	**0**	**0%**	↓
Net Expenditure	**650**	**223**	**661**	**11**	**2%**	↓
Human Resources (including risk)	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	918	289	902	(16)	-2%	↑
Property	0	0	0	0	0%	↓
Transport and Plant	3	0	3	0	15%	↓
Supplies, Services and Admin	4	0	4	0	6%	↓
Payments to Other Bodies	277	30	276	(1)	0%	↑
Other	0	0	0	0	0%	→
Gross Expenditure	**1,202**	**319**	**1,186**	**(16)**	**-1%**	↑
Income	**0**	**0**	**0**	**0**	**0%**	→
Net Expenditure	**1,202**	**319**	**1,186**	**(16)**	**-1%**	↑
Information Services	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	1,869	602	1,872	3	0%	↓
Property	0	0	0	0	0%	→
Transport and Plant	5	1	3	(2)	-40%	↑
Supplies, Services and Admin	2,107	1,357	2,108	1	0%	↓
Payments to Other Bodies	11	4	11	0	1%	↓
Other	0			0	0%	→
Gross Expenditure	**3,992**	**1,964**	**3,994**	**2**	**0%**	↓
Income	**(348)**	**(28)**	**(348)**	**(0)**	**0%**	↑
Net Expenditure	**3,644**	**1,936**	**3,645**	**1**	**0%**	↓

PERIOD	31 July 2018

Service Summary	Total Budget 2018/19	YTD Spend 2018/19	Forecast Spend 2018/19	Variance 2018/19		RAG Status
Change Support	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	365	128	378	13	4%	🔴↓
Property	0	0	0	0	0%	🟠→
Transport and Plant	1	0	1	(0)	-47%	🟢↑
Supplies, Services and Admin	0	0	0	0	0%	🔴↓
Payments to Other Bodies	0	0	0	0	0%	🟠→
Other	0	0	0	0	0%	🟠→
Gross Expenditure	**366**	**128**	**379**	**13**	**4%**	🔴↓
Income	**(4)**	**(13)**	**(13)**	**(9)**	**-231%**	🟢↑
Net Expenditure	**362**	**115**	**366**	**4**	**1%**	🔴↓
Communications & Marketing	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	357	117	354	(3)	-1%	🟢↑
Property	0	0	0	0	0%	🟠→
Transport and Plant	1	0	1	(1)	-50%	🟢↑
Supplies, Services and Admin	23	2	24	1	5%	🔴↓
Payments to Other Bodies	3	0	0	(3)	-100%	🟢↑
Other	0	0	0	0	0%	🟠→
Gross Expenditure	**384**	**119**	**379**	**(5)**	**-1%**	🟢↑
Income	**(18)**	**(2)**	**(19)**	**(1)**	**-6%**	🟢↑
Net Expenditure	**366**	**116**	**360**	**(6)**	**-2%**	🟢↑
Customer Service	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	1,362	392	1,322	(40)	-3%	🟢↑
Property	-	1	1	1	0%	🔴↓
Transport and Plant	2	3	6	4	183%	🔴↓
Supplies, Services and Admin	16	10	14	(2)	-14%	🟢↑
Payments to Other Bodies	1	0	0	(1)	-98%	🟢↑
Other	-	-	-	0	0%	🟠→
Gross Expenditure	**1,381**	**406**	**1,343**	**(38)**	**-3%**	🟢↑
Income	**0**	**-**	**-**	**0**	**0%**	🟠→
Net Expenditure	**1,381**	**406**	**1,343**	**(38)**	**-3%**	🟢↑
Performance & Strategy	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	277	92	267	(10)	-3%	🟢↑
Property	0	0	0	0	0%	🟠→
Transport and Plant	1	0	0	(1)	-100%	🟢↑
Supplies, Services and Admin	10	0	9	(1)	-11%	🟢↑
Payments to Other Bodies	16	16	16	0	0%	🟠→
Other	0	0	0	0	0%	🟠→
Gross Expenditure	**304**	**108**	**292**	**(12)**	**-4%**	🟢↑
Income	**0**	**0**	**0**	**0**	**0%**	🟠→
Net Expenditure	**304**	**108**	**292**	**(12)**	**-4%**	🟢↑
Clydebank Town Hall	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	290	83	276	(14)	-5%	🟢↑
Property	151	15	172	21	14%	🔴↓
Transport and Plant	0	0	1	1	0%	🔴↓
Supplies, Services and Admin	63	11	67	4	6%	🔴↓
Payments to Other Bodies	0	0	0	0	0%	🟠→
Other	0	0	0	0	0%	🟠→
Gross Expenditure	**504**	**109**	**515**	**11**	**2%**	🔴↓
Income	**(208)**	**(71)**	**(213)**	**(5)**	**-2%**	🟢↑
Net Expenditure	**296**	**38**	**302**	**6**	**2%**	🔴↓
Libraries, Culture & Museums	**£000**	**£000**	**£000**	**£000**	**%**	
Employee	2,268	773	2,174	(94)	-4%	🟢↑
Property	282	67	274	(8)	-3%	🟢↑
Transport and Plant	32	9	26	(6)	-18%	🟢↑
Supplies, Services and Admin	287	87	313	26	9%	🔴↓
Payments to Other Bodies	71	20	63	(8)	-11%	🟢↑
Other	0	0	0	0	0%	🟠→
Gross Expenditure	**2,940**	**955**	**2,851**	**(89)**	**-3%**	🟢↑
Income	**(334)**	**(43)**	**(245)**	**89**	**27%**	🔴↓
Net Expenditure	**2,606**	**913**	**2,606**	**0**	**0%**	🔴↓

YEAR END DATE   **31 July 2018**

Budget Details	Variance Analysis			
	Total Budget	**Annual Spend**	**Variance**	**RAG Status**
	£000	**£000**	**£000** **%**	
Libraries, Culture & Museums	2,606	2,606	0 0%	↓
Service Description	This service includes the provision of Library, Culture and Museums			
Main Issues / Reason for Variance	Although the overall position is on target there is an adverse position on employee costs and a favourable position on income. This relates to additional income being anticipated which will cover posts within the Service.			
Mitigating Action	Income and expenditure will continue to be monitored.			
Anticipated Outcome	It is anticipated that overall position will be on budget.			

Efficiency reference	Efficiency Detail	budgeted Amount £	Projection of Total Saved £	Projection of Total Not Saved £	Comment
SO29	Transfer cash payments by residents to the Post Office and PayPoint shops and stores.	7,500	7,500	-	
SO31	Increase Food Export Certificate Charges	25,000	25,000	-	
SO34	Review grants to voluntary organisations	50,000	50,000	-	
SO35	Reduce funding to strategic partner organisations	24,000	30,710	- 6,710	Saving allocation agreed at Committee higher than budgeted
MA	Remove post in legal	29,296	29,296	-	
MA	Training budget provision	10,000	10,000	-	
MA	Reduce post payroll	11,182	11,182	-	
MA	Charge IJB for internal audit work	10,000	10,000	-	
		166,978	**173,688**	**- 6,710**	

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
OVERALL PROGRAMME SUMMARY

MONTH END DATE	31 July 2018

PERIOD	4

	Project Life Status Analysis				Current Year Project Status Analysis			
Project Status Analysis	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status
Red								
Projects are forecast to be overspent and/or experience material delay to completion	0	0%	0	0%	0	0%	0	0%
Amber								
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0%	0	0%	0	0%	0	0%
Green								
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	20	100%	4,482	100%	20	100%	288	100%
TOTAL EXPENDITURE	20	100%	4,482	100%	20	100%	288	100%

	Project Life Financials				Current Year Financials					
	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Re-Phasing £000	Over/ (Under) £000
Red										
Projects are forecast to be overspent and/or significant delay to completion	0	0	0	0	0	0	0	0	0	0
Amber										
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0	0	0	0	0	0	0	0	0
Green										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	10,572	4,482	10,545	(27)	2,378	288	2,311	(68)	(40)	(27)
TOTAL EXPENDITURE	10,572	4,482	10,545	(27)	2,378	288	2,311	(68)	(40)	(27)

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – Resources

Corporate Services Committee: 23ʳᵈ August 2018
_____

Subject: Contract & Supplier Management

1.   Purpose

1.1 The purpose of this report is to seek approval for the Contract & Supplier Management Policy.

2.   Recommendations

2.1 It is recommended that the Corporate Services Committee approve the Contract & Supplier Management Policy.

3.   Background

3.1 The Contract & Supplier Management (CSM) Policy brings together various elements of procurement and therefore replaces the Local Procurement Policy, Sustainability Policy and the Supplier Relationship Management Policy and reflects requirements as a result of new legislation.

3.2 The Procurement & Commercial Improvement Programme (PCIP) assesses he Council's policies and procedures that drive procurement performance and continuous improvement. The PCIP assessment covers the following:

- Leadership & Governance;
- Development & Tender;
- Contract; and
- Purchasing Processes.

3.3 "Contract" was the only area on which the Council achieved lower than the average score in comparison to other local authorities. The scores for "Contract" comprise the following (each element being scored out of 4):

	WDC Score	LA Average Score
Contract Coverage / Maverick Spend	1	2.39
Lessons Learned	1	2
Sustainability	2	2.45
Contractual Obligations & Additional Benefits	1.5	1.68

3.3 The next PCIP assessment will be undertaken on 23 October 2018. The Corporate Procurement Strategy, 2017/2018 to 2020/2021, approved by the Corporate Services Committee on 23 August 2017, has 5 objectives:

a) Develop and implement a procurement plan to deliver community benefits through procurement processes;

b) Develop procurement leadership, governance and controls across the Council;

c) Develop and implement new ways of working in procurement activity;

d) Develop supplier relationship management across the Council; and

e) Implement actions arising from the Procurement & Commercial Improvement Programme (PCIP) assessment.

3.4 Achievement of objectives **a)** and **d)** will be directly associated and supported through the implementation of the CSM Policy.

4.   Main Issues

Contract & Supplier Management Policy (CSM)
4.1 The purpose of the CSM Policy is:

- to implement a consistent approach to managing supplier`s across the Council;
- to formalise the process of monitoring and managing a supplier`s performance against the contractual requirements using the Performance Indicators (KPIs);
- to improve relationships between contracted suppliers and the Council;
- to realise additional efficiencies including added value and social issues in procurement (SIP);
- ensure that equalities are promoted through the use of fair and transparent tender requirements;
- ensure that suppliers are aware and support the Council's social improvement initiatives;
- create a standard SIP questionnaire to be included in all tenders;
- maximise outcomes by developing supplier knowledge and understanding of SIP benefits;
- to implement and deliver the Exit Plan of the contract; and
- to implement and deliver the Lessons Learned Plan.

Key Performance Indicators

4.2 The CSM Policy states that the Corporate Procurement Unit (CPU) shall create a scorecard for monitoring and reporting on the KPIs of the contract, which includes SIP benefits. The tender documentation will say whether the scorecard will be done annually, bi-annually or quarterly.

4.3 The KPIs are contained within the CSM Policy. The KPIs would be scored as follows:

- 4 – Exceeding Expectations
- 3 – Meeting Expectations
- 2 – Minor Concerns
- 1 – Major Concerns
- 0 – Not Performing

4.4 The Council would only meet with non-performing suppliers who fail to achieve a minimum score of *3 – Meeting Expectations*. The CPU would ensure actions are taken forward from the contract and supplier management meetings. The CPU would also lead on the contract Exit Strategy and Lessons Learned.

5. People Implications

5.1 The resource requirements to implement the policy will be met from within existing resources.

6. Financial and Procurement Implications

6.1 There are no direct financial implications arising from this report. However, the CSM Policy will ensure that the Council is getting: what is specified in the Council's contracts; additional efficiencies including added value and SIPs; demand management – understanding the external market in a more effective and efficient way and forecasting and influencing demand; learning and knowledge transfer, continual improvement and development of initiatives and innovation. It should therefore be expected that some level of better financial performance will be attained from enacting this policy, though it is not possible to determine this at this stage.

6.2 There are no direct procurement implications other than the implementation of the policy as attached.

7. Risk Analysis

7.1 The report will mitigate the risks as identified in the PCIP including the risks that procurement benefits are not optimised and inability to support delivery of the Council's strategic outcomes.

8. Equalities Impact Assessment (EIA)

8.1 There is no Equalities Impact.

9.   Consultation

9.1   The Strategic Leads approved the Contract & Supplier Management Policy for sending to the Corporate Services Committee.

10.   Strategic Assessment

10.1 The report on the Contract and Supplier Management Policy determines that the CPU is part of a Council that is an *open, accountable and accessible local government* and supports the following*:*

- A Strong local economy and improved employment opportunities;
- Supported individuals, families and carers living independently and with dignity; and
- Efficient and effective frontline services that improve the everyday lives of residents.

Name: Stephen West
Designation: Strategic Lead - Resources
Date: 23th August 2018

Person to Contact:	Annabel Travers, Procurement Manager, annabel.travers@west-dunbarton.gov.uk. 16 Church St, Dumbarton, G82 1QL
Appendices:	Contract and Supplier Management Policy Appendices to the Contract and Supplier Management Policy
Background Papers:	None
Wards Affected:	All Council Wards

Contract and Supplier Management Policy
August 2018

Contents

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1. Introduction

1.1 The implementation of a Contract and Supplier Management (CSM) Policy in West Dunbartonshire Council will implement a consistent approach to driving value from new and existing contracts through increased supplier performance against the contractual requirements; improving supplier relationships through increased effective and efficient engagement and at the same time, supporting the social issues in procurement (SIP) benefits. This CSM Policy brings together various elements of procurement and therefore replaces the Local Procurement Policy, Sustainability Policy and the Supplier Relationship Management Policy and reflects requirements as a result of new legislation.

2. Legal & Policy Context

2.1 The *Procurement Reform (Scotland) Act 2014* establishes legislation about sustainable public procurement to maximise the social, environmental and economic benefits through effective and efficient procurement activity.

2.2 Clause 9, Sustainable procurement duty, states that "*the sustainable procurement duty is "the duty of a contracting authority"* (ie West Dunbartonshire Council) *"and before carrying out a regulated procurement, to consider how in conducting the procurement process it can:*

- *improve the economic, social, and environmental wellbeing of the authority's area,*
- *facilitate the involvement of small and medium enterprises, third sector bodies and supported businesses in the process, and*
- *promote innovation"*

2.3 Clause 9 further states that *"The contracting authority must consider under subsection (1) only matters that are relevant to what is proposed to be procured and, in doing so, consider the extent to which it is proportionate in all the circumstances to take those matters into account."*

3.   Strategic Plan and Service Delivery Plans

3.1   The Strategic Plan 2017/2022 sets out the Council's priorities and vision for the delivery of public services to our communities. Delivery Plans set out how services will contribute effectively to the Council's Strategic Plan 2017 - 2022. The Delivery Plans provide an overview of services, including employees and budgets, outline the performance indicators to measure the Council's success, and consider the relevant risks. The Resources Delivery Plan has the undernoted actions and key performance indicators (KPIs) linked to the CSM Policy:

•   implement actions arising from the Procurement and Commercial Improvement Programme (PCIP) assessment, including: developing supplier relationship management and sustainability including local suppliers and community benefits;

•   percentage of all contracts that have at least one supplier management meeting each year;

•   percentage of procurement spent on local small / medium enterprises); and

•   percentage of all contracts delivering community benefits.

4.   The Corporate Procurement Strategy

4.1   Procurement is fundamental in supporting the delivery of the Council's strategic priorities. This is set out in the Corporate Procurement Strategy 2017 – 2022.

4.2   This CSM Policy supports the delivery of the procurement strategy and specifically the following procurement objectives:

•   to implement actions arising from the Procurement and Commercial Improvement Programme (PCIP) assessment including contract and supplier management;

•   develop and implement a procurement plan to deliver community benefits through procurement processes;

- to conclude the pilot of Public Contract Scotland – Tender (PCS-T) contract and supplier management module; and

- to review the Supplier Relationship Management Policy, the Local Procurement Policy and the Sustainability Policy (now the CSM Policy).

5. Contract & Supplier Management Policy

5.1 While supporting the objectives of the Corporate Procurement Strategy, this policy aims*:*

- to implement a consistent approach to managing supplier`s across the Council and the HSCP;

- to formalise the process of monitoring and managing a supplier`s performance against the contractual requirements including the Contract Implementation Plan and KPIs;

- to improve relationships between contracted supplier's and the Council / HSCP

- to realise additional efficiencies including added value and social issues (SIP);

- to demand manage, transfer learning and knowledge, continuous improvement and development of initiatives and innovation;

- to implement and deliver the Exit Plan of the contract; and

- to implement and deliver the Lessons Learned Plan.

5.2 Achievement of objectives will be assessed through measurement of performance indicators set out within the procurement strategy and the delivery plans as well as assessment in line with PCIP.   The CSM Policy is successful if:

- the arrangements for service delivery continue to be satisfactory to the supplier, Council and / or HSCP;

- the supplier, Council and / or HSCP understands their obligations under the contract;

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- the Council ensures that equalities are promoted through the use of fair and transparent tender requirements;

- the Council ensures that that suppliers are aware and support the Council's social improvement initiatives;

- the expected business benefits; value for money and efficiencies are being achieved;

- the Council maximise outcomes by developing supplier knowledge and understanding of SIP benefits; and

- the supplier is co-operative and responsive, there are no disputes and no surprises and an objective debate over changes and issues arising can be had.

6.   Roles and Responsibilities

6.1   In addition to the guidance on the intranet when undertaking a [contract and tendering](#), the following steps should be undertaken:

Pre Tender:

The CPU will meet the Service Lead to begin the procurement process which will include timescales, spend, the market, scope, specifications, framework agreements (FAs) versus contracts, collaboration, forms of contract and Selection and Award Criteria. The CPU and the Service Lead should consult with appropriate internal colleagues as well as the market to inform SIP discussions. These officers may be included as part of the evaluation of tenders.

The aim of achieving SIP benefits as part of the Council`s tendering process shall be made clear within the Contract Notice published on Public Contract Scotland. The Contract and supplier management process will be included in the tender documentation to ensure bidders are aware of the KPIs which will apply to the contract, including SIP benefits.

Evaluation of Tenders

The evaluation of tenders received will be assessed in a two stage process:

- Stage 1 – Selection
- Stage 2 – Award

The Selection Criteria is to enable the Council and / or HSCP to assess the technical and professional qualifications, capability, experience, economic and financial standing of all bidders to supply and deliver the Goods / Services / Works. The Council and HSCP also need to ensure, that as an employer, bidders recognise their responsibilities including equality, human rights and health & safety.   The Selection Criteria is therefore focussed on the "bidder".

The Selection Criteria is evaluated as a Pass / Fail criteria and includes Scope, Specification and Terms and Conditions.   Examples of Selection Criteria may include:

- the elimination of single use plastics;
- timber products from sustainable sources;
- promotion of *No Home for Domestic Abuse* initiative; or
- the suppliers using Public Contracts Scotland portal for the advertising of sub-contract opportunities above £10K.

Failure to meet the Council's and HSCP requirements means the tenderer will not progress to Stage 2 – Award.

The purpose of the Award Criteria is to enable the Council and / or HSCP to assess the relative advantages of each tender submission meeting the Selection Criteria. The assessment of bids in accordance with the Award Criteria will be based on a Total Cost of Ownership (purchasing, operating, maintaining and managing including end of life) / Quality ratio to be determined through a Contract

Strategy document. The Award Criteria is therefore focused on "the bid". The Sustainability Procurement Duty Tools and the SIP Questionnaire, contained within Appendix 1, provides SIP benefits that may be included as part of the Award Criteria.

6.2   When the CPU and Service Lead complete the evaluation and subject to the approval of the Tendering Committee, the contract is awarded and the CPU publishes the Award Notice on Public Contract Scotland.

7.   Monitoring and Managing the Suppliers Performance

7.1   The summary detail of the approach to monitoring and managing the suppliers' performance is contained within Appendix 2. The contract risk level will be established at the Contract Strategy stage of the procurement process and can be subject to change throughout the contract lifetime.   An assessment is done by the CPU in consultation with the Contract Owner, interpreting the contractual risk to the Council and placing the risk into one of four quadrants:

Strategic	**Leverage**
High profit impact / high supply risk - options include developing long-term supply relationships, analysing and managing risks regularly and planning for contingencies.	High profit impact / low supply risk – options include substituting goods / services / works or placing high-volume orders.
Bottleneck	**Routine**
Low profit impact / high supply risk – options include over-ordering when the requirement is available (lack of reliable availability is one of the most common reasons that goods / services / works are unreliable).	Low profit impact / low supply risk – options include using standardised goods / services / works, monitoring and / or optimising volume and optimising inventory levels.

7.2 Once the assessment of risk has been done, the frequency of the Scorecards will be:

- Strategic: Scorecard undertaken quarterly;

- Bottleneck: Scorecard undertaken quarterly;

- Leverage: Scorecard undertaken bi-annually;

- Routine: Scorecard done annually.

7.3 Contracts that are less than one year; will have a Scorecard undertaken at the end of the contract unless the contract is a Strategic or Bottleneck contract in which case, the Scorecard will be done quarterly or bi-annually. CPU should be advised of any issues or market changes that may have an impact on the contract risk level. The CPU will undertake an annual review to ensure that all suppliers are classified at the correct risk level. If while doing their annual review, the CPU discovers that a supplier has a spend above £50K but no tendered contract in place - a compliance risk and any benefits potentially not fulfilled, then the CPU will put that project on the pipeline of work.

7.4 Where the supplier has two or more contracts with the Council / HSCP, the CPU will discuss with the Contract Owner(s) how they wish to proceed. There will be a degree of flexibility on the contracts the Council / HSCP wish to monitor and manage; such as Licenses where the Council pays an upfront cost but the Council has no influence in the contract performance.

Scorecard - KPIs

7.5 The KPIs will be included in the tender documentation to ensure suppliers are aware of the KPIs and the CSM process prior to submitting a bid. The tender documentation will say whether the Scorecard will be done annually, bi-annually or quarterly. For the Place Category and the Corporate Indirect Category, the Council shall monitor and measure supplier performance using the undernoted KPIs:

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Cost	Quality
- Pricing Stability - Invoice Accuracy - Cost Reduction Initiatives	- Fit for purpose Goods / Services / Works - Returns (for goods only) - Continuous Improvement / Innovation - Change Management
Specification	**Social Issues in Procurement**
- Responsiveness - Complaints - Management Information - Communication - Education / Training - Lead Time / Delivery Time - On time Delivery Against Objectives - Accuracy - Involvement/Ownership	- Employment, Skills and Training - Health and Wellbeing - Security and Crime - Fairly and Ethically Traded - Equality - Fair Work - Environment

For the People Category, the Council and HSCP shall monitor and measure supplier performance using the undernoted KPIs:

Cost	Quality
- Pricing Stability - Invoice Accuracy - Cost Reduction Initiatives - Annual Audited Accounts and Public Liabilities Insurance	- Fit for purpose Services - Returns (for goods only) - Continuous Improvement / Innovation - Change Management
Specification	**Social Issues in Procurement**

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• Views Expressed by Service Users and their Carers	• Employment, Skills and Training
• Feedback from the Supplier's Staff	• Health and Wellbeing
• Responsiveness	• Security and Crime
• Complaints and Serious Incidents Including Adult and Child Protection	• Fairly and Ethically Traded
• Staff absence	• Equality
• Service Delivery Management Information Including Trends	• Fair Work
• Communication	• Environment
• Education / Training / Qualifications	
• Lead Time / Delivery Time	
• On time Delivery Against Outcomes	
• Accuracy	
• Involvement / Ownership of Contract Arrangements	
• Information from Regulatory Bodies Including Care Inspectorate	
• Governance	
• Partnership Working	

7.6 The KPI's are to be scored as follows:

- • 4 – Exceeding Expectations
- • 3 – Meeting Expectations
- • 2 – Minor Concerns
- • 1 – Major Concerns
- • 0 – Not Performing

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<u>Non Performance</u>

7.7 The supplier must achieve a KPI minimum overall score of 3 – Meeting Expectations.   Where the supplier fails to achieve an overall score of 3, then the supplier will attend a CSM meeting with the Contract Owner to discuss the contract performance and agree associated actions.   The Contract Owner may invite CPU to attend this meeting. The CSM meeting shall follow a set Contract & Supplier Management Meeting Agenda contained in Appendix 4.

7.8 Contract Owners can still meet with suppliers to discuss operational issues or the results of the Scorecard. Please see below for the section on Contract Termination.

8.   Contract Implementation Plan

8.1 Implementing a new contract ensures suppliers have all the information they require to plan the migration of users to the contract and the Council / HSCP have all the information they require to use the contract e.g. suppliers contact details, information on the goods / services / works available from the contract and continuity of supply. Contract implementation consists of two distinct phases – Migration - movement of the Council / HSCP to a new contract; and Mobilisation - the point when the Council / HSCP can actually buy from the contract.

8.2 The CPU and the supplier will participate in the mobilisation meeting(s) and the implementation meetings which will be chaired by the Contract Owner. A sample Contract Implementation Plan template has been provided at Appendix 5.

9.   Improving Relationships

9.1 The Council / HSCP and its suppliers must ensure that we:

• maintain the highest possible standard of integrity in all business relationships;

- acquire and / or maintain contractual knowledge;

- achieve appropriate professional standards; are fair, efficient and courteous;

- foster appropriate standards of professional competence amongst those for whom they are responsible;

- comply with the law, guidance on professional practice, appropriate codes of conduct, standing orders, financial regulations and contractual obligations;

- declare any personal interest which may affect or be seen by others to affect impartiality; and

- respect the confidentiality of information received and ensure that information given is honest and clear.

10. Exit Plan

10.1 An Exit Plan is necessary to identify possible risks, define potential losses and to ensure continuity of services. An Exit Plan should be reviewed annually or when significant changes occur. An Exit Plan should set forth the Council / HSCP service requirements for the period during which the parties are transitioning out of the contract. These requirements may include:

- an obligation by the supplier to continue performing the contract at the same level of quality for the transition period and to continue to comply with all the obligations in the contract;

- the right to extend the term as necessary to resolve issues before terminating;

- an obligation by the supplier to keep the same supplier team performing services during the transition period; and

- confidentiality on any communications regarding the termination of the relationship.

Data Security and Privacy

10.2 Data privacy and security are critical and the Exit Plan should consider provision for factors such as:

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- providing for the transfer of all data belonging to the Council / HSCP, including any customer information;

- determining an acceptable method by which the supplier will destroy and remove the Council's / HSCP proprietary information;

- how the supplier will destroy and remove this sensitive information from all media, ensuring it is not disclosed to other individuals or organisations; and

- the return of each party's assets.

<u>Knowledge and Documentation Transfer</u>

10.3 The CPU and the Contract Owner will:

- require the supplier to give the Council / HSCP access to everything that the Council / HSCP will need to maintain the service;

- fully document the service description for any additional services of the supplier during the transition period (e.g., training the Council's / HSCP employees or training new supplier personnel);

- instruct the supplier to supply the Council / HSCP with copies of data, procedures, access logs, error logs, documentation and other information that the supplier generates as a part of providing the contract; and

- instruct the supplier that the Council / HSCP, in the contractual terms and conditions, as the right to provide this information to potential successor suppliers.

<u>Costs</u>

10.4 The CPU and the Contract Owner will ensure that the contract will not penalise the Council / HSCP for an early exit, especially if the termination is due to the supplier's failure to perform the contract. In addition, the contract should specify any liquidated damages any continuing services and transition activities; and the return of any pre-paid fees for which services have not been rendered.

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Personnel

10.5 The CPU and the Contract Owner will ensure that the Exit Plan will cover personnel issues, including ensuring that supplier personnel and key resources with relevant knowledge and expertise remain on the project and committed during the transition. They will also define the Exit Strategy team and its roles and the treatment of employees and any obligations to inform or consult under TUPE.

Contract Termination

10.6 The Contract Owner and the CPU will decide whether or not to terminate a contract where the following circumstances occur:

- the contract has changed substantially, which would have required a new procurement exercise to be undertaken;
- the successful supplier should have been excluded from the procurement procedure on mandatory or optional exclusions at the time of contract award; or
- the contract should not have been awarded to the supplier where the Court of Justice of the EU has declared there has been a serious infringement of the Council's / HSCP obligations.

10.7 Regulation 73 of the Public Contracts (Scotland) Regulations 2015 requires termination on such grounds to be included as a contract term and conditions and if such provision is not included it is implied. The first bullet point concerning amended contracts applies to existing contracts as well as those awarded following procurements commenced after 18th April 2016.

10.8 A sample Exit Plan template has been provided at Appendix 6.

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11. Lessons Learned Plan

11.1 Periodic reviews of lessons learned which can be carried forward to inform the future Contract Strategy and contract terms and conditions are known to have a positive impact on team motivation and better quality insights. The CPU in conjunction with the Contract Owner should determine what worked well and areas which could be improved in future procurement exercises. Its evaluation could consider:

- what worked and what didn't work;
- were any innovations implemented and if so, what value-add did they deliver;
- removing the demand - removing avoidable demand, redesigning services around citizens and removing the causes of citizens demand;
- the total of the contract and costs which were not anticipated at the planning stage;
- the total savings achieved on contract value; and
- any impact of the contract on the market.

11.2 A sample Lessons Learned Plan template is set out at Appendix 7.

12. Contact Information

12.1 For more information about the CSM Policy, contact the CPU on:

- Place –the team that looks after the procurement of construction, grounds and environmental works and technical services - 01389 737188;

- Corporate Indirects – the team that looks after the procurement of goods and services which we use internally, such as vehicles, ICT, business consultancy and stationery - 01389 737664; or

- People – the team that looks after procurement of people based services, such as older persons services and homeless services - 01389 737188.

Appendix 1a: Sustainable Procurement Duty Tools

The Sustainable Public Procurement Prioritisation Tool

The prioritisation tool has been designed to aid all procuring organisations across the Scottish public sector. It has been designed to bring a standard, structured approach to the assessment of spend categories.

Sustainability Test

The Sustainability Test is designed to help embed relevant and proportionate sustainability requirements in the development of framework agreements and contracts.

Life Cycle Impact Mapping

Life cycle impact mapping is a simple and effective way of assessing the sustainable risks and opportunities in the procurement process. The Council may use this approach to identify the social, economic and environmental impact of individual procurements and the opportunities within the process to drive good working practices.

Flexible Framework Assessment Tool

The assessment tool will help the Council assess their current level of performance and the actions required to improve.

Appendix 1b: Social Issue in Procurement Questionnaire

Contract opportunities will specify from the outset, the minimum number of points required to receive maximum marks during social issue response evaluation (see Table 1).

A range of social issue classifications has been created, each with a pre-set points value (see Table 2).

Suppliers will then have the flexibility to offer a mix of social issues that suits their organisational size and operational capacity and the supplier's responses will be carried forward in to the Contract and Supplier Management process (see Table 3).

Social issue commitments must be delivered or initiated within 12 months of contract award and will be monitored, throughout the lifetime of the contract, on Management Information templates developed by the Corporate Procurement Unit.

Table 1: Total estimated contract value and associated points allocation

Total estimated contract value including extensions	Social Issue points required to achieve maximum marks during evaluation
£50,000 - £99,999	5
£100,000 - £149,999	10
£150,000 - £199,999	15
£200,000 - £249,999	20
£250,000 - £299,999	25
£300,000 - £349,999	30
£350,000 - £399,999	35
£400,000 - £449,999	40
£450,000 - £499,999	45
£500,000 and above	50

Table 2: Social Issue classification and associated points value

Social Issue Classification	Description	Social Issue Points per commitment
Employment, Skills and Training	Recruit member of staff from within the West Dunbartonshire geographical area.	25
	Offer a new registered apprenticeship to a resident of the West Dunbartonshire geographical area.	10
	Deliver quarterly workshops, covering career skills, mock interviews etc., within a school or community learning environment.	10

	Facilitate quarterly work experience opportunities covering a range of work based skills.	5
	Use of West Dunbartonshire based organisations for sub-contracting opportunities.	20
	Any other measurable and committed support for local small and medium sized enterprises as part of this contract.	Minimum of 5
	Any other measurable and committed support for local Third Sector organisation(s) as part of this contract.	Minimum of 5
	Any other measurable and committed support for local Supported Businesses as part of this contract.	Minimum of 5
	Any other measurable and committed support for local Community Benefits as part of this contract.	Minimum of 5
Health and Wellbeing	Donation of goods to local food-share scheme.	5
	Donation of money to the Community Fund to provide support for victims of domestic abuse.	5
	Sponsoring a charity that promotes physical or mental health or wellbeing.	5
Communities	Donations of materials to support a local community project.	5
	Donation of labour to support a local community project.	5
	Providing volunteers to support a local community project.	5
	Donation of money to the Community Fund to provide support for victims of domestic abuse.	5
	Sponsorship of a local sports team.	5
Security and Crime	Deliver quarterly mentoring sessions to West Dunbartonshire residents to remove barriers to work of those most likely to reoffend.	5
Fairly and Ethically Traded	Any measurable and committed support for fair and ethically traded Goods / Services / Works as part of this contract.	Minimum of 5
Equality	Any measurable and committed support to the equality agenda as part of this contract.	Minimum of 5
Fair Work	Any measurable and committed support to	Minimum of 5

	the fair work practices for workers (including any agency or sub-contractor workers) engaged in the delivery of this contract.	
Environment	Supporting environmental regeneration, such as re-development of old quarry or brown belt areas.	10
	Supporting environmental educational projects in schools such as tree or woodland planting or educational packs.	10
	Community operated transport which helps reduce CO2 emissions or carbon footprint.	10
	Supporting the reduction of non-recyclable materials throughout the West Dunbartonshire area.	10
	Supplying free litter bins for public spaces where plastic bottles can be recycled.	10
	Uplifting the same amount of plastic from the Council as you have delivered and recycle the plastic in a sustainable way.	5

Table 3: Social Issue Committed

Social Issue Classification	Description	Quantity	Social Issue Points per commitment	Total Social Issue Points (Quantity x Social Issue Points per commitment)

Total Points				

Appendix 2: Summary of Monitoring and Managing the Suppliers' Performance

The Corporate Procurement Unit (CPU)

The table below outlines the roles and responsibilities of the CPU:

Role and Responsibilities	Detail
CPU communicates to all existing suppliers about the CSM Policy.	The CPU with support from the contract owners, will actively encourage suppliers to contact CPU where the suppliers can share their experience of CSM including engagement; the process; management information; trends; etc.
Ensure all parties (suppliers, Contract Owners & internal stakeholders) recognise and understand their contractual roles and responsibilities.	The CPU will support the Council's Contract Owners, internal stakeholders and suppliers.
Provide a formalised system of monitoring for managing a contract.	The CPU will ensure that all processes and documentation used will be consistent, transparent and easy to understand.
The CPU will facilitate training of the Contract Owners and the internal stakeholders who don't have experience of PCS-T.	For newly set-up contracts (and for existing contracts with greater than 2 years until expiry and where the contract has the CSM Policy KPI's built in), the CPU will set up training with the Contract Owners and the internal stakeholders.
For newly set-up contracts (and for existing contracts with greater than 2 years until expiry and where the contract has the CSM Policy KPIs built	The Scorecards will be issued to the Contract Owner and the internal stakeholders via PCS-T to review at the start of the process.

in), the CPU shall create a Scorecard.	
Issue Scorecards on a Quarterly, Bi-Annual or an Annual basis.	The Scorecards will be issued first of all to the supplier(s) and the supplier(s) will respond to the Scorecard via PCS-T. Then, the Scorecards will be issued to the Contract Owner and internal stakeholders via PCS-T. The Contract Owners and relevant internal stakeholders will have 1 month to complete the Scorecard.
Collect feedback and share with the supplier.	Feedback will be communicated to the supplier via the messaging portal on PCS-T within 14 days. The supplier will have 14 days to make comment or query the Scorecard scores / comments.
Attend the contract and supplier management meetings where appropriate.	Log action status on a monthly basis. Escalate where necessary.

Contract Owners & Internal Stakeholders

The table below outlines the roles and responsibilities of the Contract Owners & internal stakeholders:

Role and Responsibilities	Detail
Understand the objectives and outcomes set out in the contract and the link to price.	All contract objectives and outcomes are within the Contract Strategy and contract documentation sent to you. For further information, contact the CPU.
Understand the key terms and conditions of the contract.	All contract terms and conditions are within the contract documentation sent to you. For further information, contact the CPU.
Do adhere to budgetary control and Financial Regulations.	Monitor the contract budget and follow the Financial Regulations at all times. If you are concerned about the contract budget, contact the CPU a minimum of 1 month before the contract budget has been exceeded.
Ensure you attend the training set-up by the CPU if you don't have experience of PCS-T.	The CPU will notify you to set up training. The Scottish Government will provide you with a registration email to access PCS-T for the first time.
Ensure you review the Scorecard sent by the CPU via PCS-T at the start of the process.	To do this, log in to the PCS-T and review the Scorecard and if applicable, make comments and then return to CPU. Guidance can be sought from Appendix 3 - Scorecard Guidance.
Ensure that you complete the Scorecard within 1 month of it coming to you via PCS-T.	To do this, log in to the PCS-T and make evaluators comments on the Scorecard and then click on "Save" and then the Scorecard is completed. Guidance can be sought from

	Appendix 3 - Scorecard Guidance.
Make time if, the CPU wish to meet with you to discuss your Scorecard.	The CPU will contact you to set up this meeting. Ensure you come prepared with the details of how you scored the KPIs and items to focus on at the contract and supplier management meeting if applicable.
Chair the contract and supplier management meetings with suppliers who are not meeting expectations (less than 75%) to resolve any issues.	Ensure you come prepared with how you scored the KPIs, points you wish to make and be prepared to put actions in place that should resolve any supplier or Council / HSCP issues.
Keep on top of the actions that are taken forward following the contract and supplier management meetings.	Send action status to the CPU on a monthly basis.
Notify the CPU of any contractual issues or concerns.	You can do this by contacting the CPU.

Suppliers

The table below outlines the roles and responsibilities of the suppliers:

Role and Responsibilities	Detail
Ensure contact details are up to date on your organisations PCS-T profile.	Do this, log in to the PCS-T and update your Registration Data. Guidance can be sought from here.
Ensure that all required management information including Social Issues in Procurement benefits are submitted on time to the	Refer to the management information clause within the relevant contract to identify the required information and frequency.

CPU: procurement@west-dunbarton.gov.uk.	
Ensure that your KPIs are achieved and your Scorecard is submitted to the CPU via PCS-T.	Do this, log in to the PCS-T and update you're your Scorecard. Guidance can be sought from here.
Ensure your payment details are up to date.	You can do this by emailing any changes to the CPU on procurement@west-dunbarton.gov.uk.
Attend the contract and supplier management meetings if your organisation is not performing and meeting expectations.	The Council will notify your organisation if this is required.
Keep on top of the actions that are taken forward following the contract and supplier management meetings.	Send action status to the Contract Owner on a monthly basis.
Notify the CPU of any contractual issues or concerns.	You can do this by emailing the CPU on procurement@west-dunbarton.gov.uk.

Appendix 3: Evaluator Scorecard Guidance

How to complete a Scorecard

1. To log onto Public Contract Scotland Tender (PCS-T) please click on the link below:

    https://www.publictendersscotland.publiccontractsscotland.gov.uk/esop/pts-host/public/pts/web/login.html

2. All Evaluators have a Username and Password set up, this would have been emailed to you by "Auto Bravo Solutions".

3. If you have forgotten your username please click HERE
    If you have forgotten your password please click HERE

4. If you have forgotten both your username and password you will need to recover your username first using the link above. If you have any other issues logging on please contact procurement@west-dunbarton.gov.uk.

5. Once logged on, Click on Supplier Performance - Contract Scorecards - In Progress Scorecards as detailed on the screenshot below:

6. The next page lists the Scorecards you are required to complete, click on the applicable Scorecard.

7.   You will now see the Key Performance Indicators that require a score and comment and the other named Evaluators that are required to take part in completing the Scorecard. If you required additional Evaluators to be added to the Scorecard or if there are Evaluators missing please contact procurement@west-dunbarton.gov.uk.

8.   The Scorecard will also show previous scores.

9.   To add a score and comment to each KPI, click on the edit button next to the KPI you wish to score:

Form displaying My Suggested Scores and Comments

KPI	Target Value	Reference Value	Target Score	Current Score	My Suggested Score	My Evaluation Comment	
Returns		2 - Minor Concerns	75	0			Edit
Innovation / Improvements		3 - Meeting Expectations	75	0			Edit

10. For each KPI, Evaluators are required to input a score and a comment.

1.1 - Returns

Suggested Score	[dropdown] ▼
	---
	4 - Exceeding Expectations
✱ Comment	3 - Meeting Expectations
	2 - Minor Concerns
	1 - Major Concerns
Attachment	0 - Not Performing

Save   Save & Next   ✕ Cancel

11. It is mandatory that all Evaluators input sufficient comments to support their scoring. The system also allows Evaluators to attach any evidence such as emails or letters to support their comments.

12. Please note that this system is fully auditable by the Scottish Government; please ensure your comments are sufficient and professional at all times as the Scorecards will be shared with suppliers. Once a comment is saved we are unable to delete any comments.

13. Once you have inserted a comment and a score, click on save and next to move onto the next KPI.

14. One you have completed all KPI`s click on Save and the Scorecard is complete.

Appendix 4: CSM Meeting Agenda

Contract & Supplier Management Meeting Agenda

Supplier:	
Contract:	
Contract Start & End Date:	
Contract Risk Level:	
Time & Date:	
Location:	
Attendees:	

Ref	Agenda Item	Owner
1.	Introduction & apologies	CPU
2.	Review and agreement of previous minutes & actions	CPU
3.	Scorecard Review • Cost • Quality • Service • Social Issus in Procurement - Employment, Skills and Training, Health and Wellbeing, Security and Crime, Fairly and Ethically Traded, Equality, Fair Work and Environment • Issues for escalation • Agreed resolution actions	Contract Owner / Supplier
4.	Continuous Improvement • Scorecard Trends • Potential Improvements - new developments / products / Value add • Demand Management • End user affecting issues (e.g. product issues, recalls) • Impact of newly emerging legislation • WDC Council as a customer	All
5.	Financial Monitoring • Purchase to Pay • Invoices/Billing Cycles & Issues • Supplier guarantees (references/escrow etc.)	All

6.	Council / Service Area Scorecard Review • Current Performance & issues impacting service delivery / supplier business • Payment • Issues for escalation • Agreed resolution actions	Supplier / Contract Owner
7.	Contract Exit Strategy	CPU
8.	AOB	All
-	Date & time of next meeting	

Appendix 5: Sample Contract Implementation Plan

<table>
<tr><td colspan="12" align="center">Contract Implementation Plan</td></tr>
<tr><td colspan="2">Contract Reference:</td><td colspan="4"></td><td colspan="2">Contract Name:</td><td colspan="4"></td></tr>
<tr><td colspan="2">Contract Start Date:</td><td colspan="4"></td><td colspan="2">Contract End Date:</td><td colspan="4"></td></tr>
<tr><td colspan="2">Supplier / Contractor Name:</td><td colspan="4"></td><td colspan="2">Supplier / Contractor Account Manager:</td><td colspan="4"></td></tr>
<tr><td colspan="2">Contract Owner:</td><td colspan="4"></td><td colspan="2">CPU Lead:</td><td colspan="4"></td></tr>
<tr>
<th rowspan="2">#</th>
<th rowspan="2">Task</th>
<th rowspan="2">Expected Output</th>
<th rowspan="2">Action By (Date)</th>
<th colspan="4">Responsible, Accountable, Consulted & Informed Persons</th>
<th rowspan="2">Dependencies / Interfaces & Management Strategy & Owner</th>
<th rowspan="2">Risks, Impact & Management Strategy & Owner</th>
<th rowspan="2">Status (Not Yet Started/ Pending / Achieved)</th>
</tr>
<tr><th>R</th><th>A</th><th>C</th><th>I</th></tr>
<tr>
<td>1</td>
<td>Update the Contracts Database to reflect recent award and the benefits secured.</td>
<td></td><td></td><td></td><td></td><td></td><td></td>
<td>The dependency / interface is/are…..The management strategy is…</td>
<td>The risk is…this means that…the impact of this would be….The management strategy for this is…</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Validate required disclosures for supplier / contractors / provider key staff.</td>
<td></td><td></td><td></td><td></td><td></td><td></td>
<td>The dependency / interface is/are…..The management strategy is…</td>
<td>The risk is…this means that…the impact of this would be….The management strategy for this is…</td>
<td></td>
</tr>
</table>

3	Add supplier / contractor / provider to the finance system.							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
4	Carry out contract mobilisation meeting to agree arrangements and activities for commencing the contract including Social Issues in Procurement benefits.							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
5	Communicate the new contract arrangements to impacted Council / HSCP staff.							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
6	Arrange supplier / contractor / provider access - to data / information / systems / site.							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The	

								The dependency / interface is/are…..The management strategy is…	management strategy for this is…	
7	Arrange data migration from incumbent supplier / contractor / provider system's to new supplier / contractor / provider system's.							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
8	Ensure staff are aware of the TUPE implications from the incumbent supplier / contractor / provider to the new supplier / contractor / provider.							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
9	Agree the contract exit plan & ensure roles, responsibilities and timescales are communicated and understood. Set up associated triggers.							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
10	Set up alerts to secure evidence of							The dependency / interface	The risk is…this means	

	indemnity renewal.							is/are…..The management strategy is…	that…the impact of this would be….The management strategy for this is…	
11	Conduct "tendering" Lessons Learnt exercise.							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
12	Other communications related tasks….							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
13	Other process change related tasks….							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this	

								is…	
14	Other materials and documents related tasks…							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
15	Other training and roles related tasks….							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
16	Other technology related tasks….							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
17	Other contingency planning related tasks….							The dependency / interface is/are…..The management	The risk is…this means that…the impact of this	

							strategy is…	would be….The management strategy for this is…	

Appendix 6: Sample Exit Plan

<table>
<tr><th colspan="9" align="center">Exit Plan</th></tr>
<tr><td>Contract Reference:</td><td></td><td colspan="4"></td><td>Contract Name:</td><td colspan="2"></td></tr>
<tr><td>Contract Start Date:</td><td></td><td colspan="4"></td><td>Contract End Date:</td><td colspan="2"></td></tr>
<tr><td>Supplier / Contractor Name:</td><td></td><td colspan="4"></td><td>Supplier / Contractor Account Manager:</td><td colspan="2"></td></tr>
<tr><td>Contract Owner:</td><td></td><td colspan="4"></td><td>CPU Lead:</td><td colspan="2"></td></tr>
<tr>
<th rowspan="2">#</th>
<th rowspan="2">Description</th>
<th rowspan="2">Task</th>
<th rowspan="2">Action By (Date)</th>
<th colspan="4">Responsible, Accountable, Consulted & Informed Persons</th>
<th rowspan="2">Dependencies / Interfaces & Management Strategy</th>
<th rowspan="2">Risks, Impact & Management Strategy &</th>
<th rowspan="2">Status (Not Yet Started/ Pending / Achieved)</th>
</tr>
<tr><th>R</th><th>A</th><th>C</th><th>I</th></tr>
<tr>
<td>1</td>
<td>Defining the exit-plan team and its roles.</td>
<td></td><td></td><td></td><td></td><td></td><td></td>
<td>The dependency / interface is/are…..The management strategy is…</td>
<td>The risk is…this means that…the impact of this would be….The management strategy for this is…</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>An obligation by the supplier to continue performing the services at the same level of quality for the transition period and to continue to comply with all the obligations in the</td>
<td></td><td></td><td></td><td></td><td></td><td></td>
<td>The dependency / interface is/are…..The management strategy is…</td>
<td>The risk is…this means that…the impact of this would be….The management strategy for this is…</td>
<td></td>
</tr>
</table>

	contract.								
3	Requirements for the provision of parallel services for a certain period, with the right to extend the term as necessary to resolve issues before the final cut-off.							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
4	An obligation by the supplier to keep the same supplier team performing services during the transition period.							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
5	Confidentiality on any comms regarding the termination of the relationship.							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
6	Providing for the transfer of all data belonging to the Council / HSCP including any customer information.							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management	

									strategy for this is…	
7	Determining an acceptable method by which the supplier will destroy and remove the Council / HSCP proprietary information.								The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
8	How the supplier will destroy and remove this sensitive information from all media, ensuring it is not disclosed to other individuals or organisations.								The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
9	The return or transfer back of each party's assets.								The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
10	Require the supplier to give you access to everything the Council / HSCP will need to maintain the service.								The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management	

									The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
										strategy for this is…	
11	Clearly delineate which party owns the work performed by the supplier and which party is responsible for solidifying the transfer of ownership.								The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
12	Fully document the service description for any additional services of the supplier during the transition period (e.g., training your employees or training new supplier personnel).								The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
13	Require the supplier to supply the Council / HSCP with copies of data, procedures, access logs, error logs, documentation and other information that the supplier generates as a part of providing the services. The supplier should also grant the								The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	

	Council / HSCP organisation the right to provide this information to potential successor suppliers.							
14	Will not penalise the Council / HSCP for an early exit, especially if the termination is due to the supplier's failure to perform adequately.					The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
15	Specifies when compensation should be paid and how much, including compensation for any continuing base services and transition activities.					The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
16	Specifies the return of any pre-paid fees for which services have not been rendered.					The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
17	Ensuring that supplier personnel and key resources					The dependency / interface is/are…..The	The risk is…this means that…the	

	with relevant knowledge and expertise remain on the project and committed during the transition.							management strategy is…	impact of this would be….The management strategy for this is…	
18	The treatment of employees and any obligations to inform or consult under TUPE.							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
19	Conduct contract Lessons Learnt exercise.							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	

Appendix 7: Sample Lessons Learned Plan

Lessons Learned Plan							
Contract Reference:				**Contract Name:**			
Contract Start Date:				**Contract End Date:**			
Supplier / Contractor Name:				**Supplier / Contractor Account Manager:**			
Contract Owner:				**CPU Lead:**			

#	Description	Recommendation (What should start? / What should stop? / What should we keep doing? / What's still causing trouble?)	Action By (Date)	Responsible, Accountable, Consulted & Informed Persons				Dependencies / Interfaces & Management Strategy	Risks, Impact & Management Strategy &	Status (Not Yet Started/ Pending / Achieved)
				R	A	C	I			
1	Date for commencement of contract							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
2	Term of contract							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this	

									would be….The management strategy for this is…	
3	Value of requirement								The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
4	Project team								The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
5	Service strategy / forward plan								The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management	

								strategy for this is…	
6	Scope / specification							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
7	Historical spend / income information							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
8	Supply market status							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
9	Demand							The dependency	The risk	

	management							/ interface is/are…..The management strategy is…	is…this means that…the impact of this would be….The management strategy for this is…	
10	Collaboration considerations							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
11	Social issues							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
12	Purchase to pay							The dependency / interface is/are…..The management	The risk is…this means that…the	

							strategy is…	impact of this would be….The management strategy for this is…	
13	Procurement approach							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
14	Terms and conditions / form of contract							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
15	Award criteria							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The	

								management strategy for this is…	
16	Savings							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
17	Contract Management							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	
18	Communications							The dependency / interface is/are…..The management strategy is…	The risk is…this means that…the impact of this would be….The management strategy for this is…	