

ANGUS COUNCIL

POLICY & RESOURCES COMMITTEE – 26 NOVEMBER 2019

PROCUREMENT ANNUAL REPORT 2018/19 AND PROCUREMENT STRATEGY REVIEW 2019/21

REPORT BY IAN LORIMER, DIRECTOR OF FINANCE

ABSTRACT

This report presents the Council's second statutory annual procurement report and review of the Council's Procurement Strategy under the Procurement Reform (Scotland) Act 2014 and recommends both for publication.

1. RECOMMENDATION(S)

It is recommended that the Committee:

- (i) notes the Angus Council Procurement Annual Report 2018/19, an executive summary of which is annexed as **Appendix 1** to this report;
- (ii) approves the review of the Council's procurement strategy, an executive summary of which is annexed as **Appendix 2** to this report; and
- (iii) authorises the Director of Finance to publish same on the Council's website and notify publication to the Scottish Ministers in line with the Council's duties under Section 15 of the Procurement Reform (Scotland) Act 2014.

2. ALIGNMENT TO THE ANGUS LOCAL OUTCOMES IMPROVEMENT PLAN/CORPORATE PLAN

This report contributes to the following local outcome(s) contained within the Angus Local Outcomes Improvement Plan and Locality Plans:

- Local outcome 1 - We have a sustainable economy with good employment opportunities.
- Local Outcome 10 - Our Communities are developed in a sustainable manner

This report also contributes to the following priorities contained in the Angus Council Plan 2019/24:

- We want Angus to be a 'go to' area for businesses
- We want Angus Council to be efficient and effective

3. BACKGROUND

- 3.1 Section 15 of the Procurement Reform (Scotland) Act 2014 (the "2014 Act") requires any public organisation, which has an estimated total value of regulated procurement spend of £5 million or more (excluding VAT) in a financial year, to prepare and publish a procurement strategy and to publish an annual report on its procurement performance against that strategy.
- 3.2 The provisions of the 2014 Act dealing with procurement strategies and annual reporting came into force at the beginning of 2017 and this is Angus Council's second annual procurement report and procurement strategy review under that Act. The Council's first annual report and procurement strategy review were reported and approved by Angus Council at its meeting on 14 June 2018 (Report 191/18 refers).

4. PROCUREMENT ANNUAL REPORT 2018/19

- 4.1 An executive summary of the Procurement Annual Report 2018/19 is annexed to this report as **Appendix 1**. The full draft report (due to its size and required content in line with Scottish Government guidance) is available on the Council's website at this [link](#).
- 4.2 The function of the Council's annual procurement report is to:
- aid stakeholder (citizen and government) visibility of procurement activities
 - be a mechanism for conveying how the Council is meeting legislative procurement requirements;
 - outline how the Council's procurement activity is contributing to the delivery of its broader aims and objectives.; and
 - address all of the commitments contained in the Council's procurement strategy and support the annual review of the strategy.
- 4.3 Some key themes emerged from the procurement annual report:
- The Council's total procurement spend of £106.7M was 1.3% less than in 2017/18.
 - The calculated procurement efficiency generated from the Council's collaborative procurement activity was £1.4M.
 - 37% of our procurement spend is with local suppliers based in Angus. That compares to a Scottish average of 27% and ranks Angus Council the 6th highest performing Council in Scotland in terms of that metric.
 - The Council's Procurement and Commercial Improvement Programme assessment in 2019 shows pleasing improvement (an improvement of 2 grades) but the scale is indicative of continued incremental and not transformational improvement.
 - To provide assurance that all possible savings have already been captured or maximised, benefits tracking and realisation needs to be adopted systematically across all Angus Council procurement. Along with maintenance of local supplier support, this has been identified as the priority for the coming year.
 - The other improvement effort emphasis needs to be on strategic planning of procurement, demand management, challenge of need etc. at the beginning of the process and contract / supplier management post-tendering as that is where the greatest benefit lies.
 - The Tayside shared procurement service is the right place to apply effort to achieve those other structural and strategic improvements.

5. PROCUREMENT STRATEGY REVIEW

- 5.1 An executive summary of the reviewed Procurement Strategy 2019/21 is also annexed to this report as **Appendix 2**. The full report (again, due to its size) is available on the Council's website at this [link](#).
- 5.2 The function of the Council's procurement strategy is to:
- underpin the Council's strategic plan, comprised by the Angus Local Outcomes Improvement Plan/Corporate Plan and provide a strategic focus for our procurement activities.
 - set the context in which the Council will work to ensure that procurement delivers value for money and directly contributes to the achievement of its broader aims, objectives and, where relevant, those of our Angus Community Planning Partnership.
 - demonstrate how the Council ensures it has considered the wider social, economic and environmental aims of procurement in a consistent manner as required by the sustainable procurement duty under the 2014 Act.
 - help businesses understand what is important to the Council in the performance and delivery of a contract.
- 5.3 It can provide a particularly important function in a contracting authority such as Angus Council which operates a fully devolved procurement model in terms of bringing the

procurement function together to a common strategic aim. It is important, therefore, for the Council to provide clarity in its procurement strategy about how it intends to carry out its procurement activity. In particular, the procurement strategy should be clear how that activity will contribute to carrying out its functions, how it will deliver value for money and how it will contribute to meeting the general duties in the 2014 Act.

- 5.4 The current approved strategy has 4 key strategic objectives which are aligned to the cross-cutting themes of Angus Local Outcomes Improvement Plan/Corporate Plan, especially that of the “economy”:

1. Procurement Capability Development
2. Maximising Efficiencies through Procurement
3. Development of Collaborative Opportunities
4. Fulfilment of Sustainable Procurement Duties

- 5.5 This review of the Council’s procurement strategy concludes that:

- The key objectives and ambitions set out in previous procurement strategies remain the right ones for Angus Council with one addition this year in respect of combatting modern slavery in our supply chain.
- The Tayside Collaborative shared procurement service project and the P2P Change programme project are making progress and offer good prospect of contributing very significantly to the Council’s procurement strategy
- Having regard to the strategic focus given by both the Council Plan and the Procurement Sounding Board MOG, the focus of improvement actions from this strategy on the following areas offers the best proportionate response to give effect to the review:
 - ❖ Delivery of a whole Council, all-procurement benefits realisation process
 - ❖ Implementing improvements to management of the corporate contracts register
 - ❖ Implementing improvements to sustainable procurement reporting
 - ❖ Adopting the Co-operative Party’s Charter Against Modern Slavery and embedding actions to give effect to the commitments under the Charter
 - ❖ Supporting the Council’s ambition to be an accredited living wage employer by 2020/21

6. PROPOSAL

- 6.1 The Procurement Sounding Board MOG has considered the Procurement Annual Report 2018/19 and the reviewed Procurement Strategy 2019/21. It agrees with the conclusions set out above, whilst emphasising the need to keep the actions in response both focussed and proportionate. The Action Plan annexed to the Procurement Strategy 2019/21 is therefore designed to reflect the Council’s priorities in a proportionate and deliverable way without removing focus in delivery of transformational improvement through the Tayside Collaborative shared procurement service project and the P2P Change programme project. It will be further refined by the Council’s Corporate Procurement Group after approval by this Committee to assure deliverability.

- 6.2 It is therefore proposed that the Committee notes the Angus Council Procurement Annual Report 2018/19 and approves the reviewed Angus Council Procurement Strategy 2019/21. The report and the strategy will be published on the Council’s website and notified to the Scottish Ministers in line with the Council’s duties under Section 15 of the Procurement Reform (Scotland) Act 2014.

7. FINANCIAL IMPLICATIONS

There are no financial implications for the Council arising directly from approval of the recommendations set out in this report.

8. OTHER IMPLICATIONS

Equalities

The proposals set out in this report have been formally assessed for equalities impact and found to contribute positively to both the general equality duty under the Equality Act 2010

and the specific duty under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 to consider the application of award criteria and conditions in relation to public procurement to help it better perform the general equality duty.

Strategic Environmental Assessment (SEA)

On consideration of the Angus Council Procurement Strategy 2019/21, it has been concluded that this strategy is likely to have only positive environmental effect and the statutory “SEA Gateway” will be notified accordingly, as required by the Environmental Assessment (Scotland) Act 2005. This notification will be published by the SEA Gateway on the public register maintained to that end.

Fairer Scotland Duty Assessment

This duty under Part 1 of the Equality Act 2010 came into effect in Scotland on 1st April 2018. It requires the Council to pay due regard to how we can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. Approval of the Angus Procurement Strategy 2019/21 is a strategic decision. It has been assessed to consider what its main impacts are in terms of addressing socio-economic disadvantage and how it could be improved so it reduces or further reduces inequalities of outcome.

It has been concluded that whilst approval of the procurement strategy does not directly address the reduction of inequalities of outcome caused by socio-economic disadvantage, it does however indirectly contribute to removing socio-economic disadvantage and reducing inequality by promoting and endorsing the Council’s policy approaches on:

- Securing community benefits from Angus Council procurement,
- Payment of a living wage, and
- Securing equalities in procurement.

The assessment has therefore been approved on the basis that due regard has been paid by Angus Council as to how it could can reduce inequalities of outcome caused by socio-economic disadvantage, when approving the Council’s Procurement Strategy 2019/21.

9. CONSULTATION

Given the corporate scope of this report, all Angus Council chief officers and the Angus Health and Social Care Partnership chief officer have been consulted in the preparation of this report. Given its strategic context, the Tayside Procurement Consortium Head of Procurement has also been consulted in the preparation of this report.

NOTE: No background papers, as detailed by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to a material extent in preparing the above report.

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List of Appendices:

Appendix 1 – Angus Council Procurement Annual Report 2018/19: Executive Summary

Appendix 2 - Angus Council Procurement Strategy Review 2019/21: Executive Summary

Equalities Impact Assessment

Fairer Scotland Duty Assessment

Appendix 1 – Angus Council Procurement Annual Report 2018/19 - Executive Summary

Procurement Activity



Angus Council's [procurement spend](#) in 2018/19 was **£106.7M** in total and **£102.5M** with "core trade" suppliers. This is reduced by **1.3%** (£1.4M) from last year's total procurement spend. These total spend figures throughout this report include Angus Integrated Joint Board spend on adult care services.

[Contracting activity key facts](#) for 2018/19:

The volumes of activity are very volatile, varying by more than 100% in some years.

	Contracts Awarded	Total Value Awarded	Average Value Awarded
Angus Council	143	£25.0M	£227K

Compliance is generally **good** and exemptions numbers are **low**.

E-Procurement numbers are being sustained at **high** levels (Chart 8 e-transactions)

However, analysis of spend with contracted suppliers on our [contracts register](#) is only at **39%** for 2018/19. This believed to be because the register is not being optimally maintained but action is required to address that.



In 2018/19, Angus Council reported total [procurement savings](#) of **£1.4M**. This was all from collaborative procurement, no procurement savings were reported from local procurement activity.

37% of our procurement spend is with [local suppliers](#). That compares to a Scottish average of **27%**. Ranked **6th** highest in Scotland.



Review of Regulated Procurement

[Objective 1: Procurement Capability Development](#)

[Knowledge & Skills](#) – the council's dedicated procurement teams show good procurement practice, particularly around tendering. However, procurement competency assessment is not embedded in the Council's performance appraisal process as it is for other required competencies. This matter is capable of being addressed by establishment of a Tayside shared procurement service. The capacity of the Procurement & Commissioning team to meet increasing and new demands is now an enduring issue but again this is best addressed by the proposed Tayside shared procurement service.



[Governance](#) – formal governance arrangements are sound and the evidence offers assurance that this ambition is being met.



[Awareness](#) – the Council has effective arrangements for maintaining and disseminating required procurement awareness but with scope for improvement in relation to development needs assessment as for "Knowledge & Skills".

[Continuous Improvement](#) – the Council's PCIP assessment in 2019 shows pleasing improvement but the scale is indicative of continued incremental and not transformational improvement. We need to use the improvement areas identified through the Procurement and Commercial Improvement Programme as drivers for change to our procurement approach offering maximum additional benefit. We need to move to a strategic sourcing approach and adopt consistent contract and supplier management

approaches across all procurement activity. These are matters that should be addressed by establishment of a Tayside shared procurement service.

Objective 2: Maximising Efficiencies through Procurement



Best Value Contracts – the Council undertakes high volumes of contract activity every year. Sound governance is in place with good audit assurance to ensure that contract awards are evaluated to achieve best value. A sustainable solution to this change in paradigm has to be found – the key approach would be to have larger contracts for bigger values with less procurement resource expended on every £ of spend. A collaborative shared service lends itself to that approach.

e-Procurement – The available data gives assurance that the ambition to maximise efficiency through e-purchasing is being met and will improve further through the Council's Change Programme P2P project. Better use of other e-Commerce tools such as PCS Tender offer further improvement opportunity. A specialist collaborative shared service lends itself to that approach.



Management Information - The data set out in this annual report shows that MI from the procurement systems available to the Council is being used to provide core performance indicators and measures. This offers sufficient assurance that this ambition is being met adequately for now.

Cost Savings – The Procurement sounding Board MOG has been clear that the evidencing and realisation of more cash savings, if available, is its top priority in terms of procurement objectives at this time, in light of the Council's current financial challenges. The data indicates ongoing procurement savings opportunities being achieved annually of between £1M and £2M. These are however savings opportunities and, whilst they are valid, they do not always equate to cash revenue savings which can be deducted from budgets. There is scope for improvement - in particular:

- We do not systematically report / capture savings achieved through the bulk of our procurement activity, i.e. "local" category C procurement. That is not to say that procurement savings are not being achieved for that activity; rather that we do not record or report them.
- We have made a start to centralised visibility and co-ordination of forward planning our procurement. We could, if we chose to, build on that in terms of up-front commitment to benefits tracking.

Objective 3: Development of Collaborative Opportunities

Collaboration – there is substantial evidence of participation in a high degree of available collaborative procurement. In terms of spend, however, there is an 80/20% split in favour of non-collaborative procurement. The large majority of procurement spend is still addressed and managed by Angus Council staff applying a devolved procurement model. The Tayside Collaborative shared procurement service project which initiated in June 2019 should, once established, be mandatory for all procurement with only approved exceptions if the benefit identified by the business case is to be realised.



Forward Planning – Angus Council produced a 2-year forward plan with its first annual report and a rolling update is now being published. This ambition is being met. Improvement opportunities exist in terms of how the Council and its partners use this forward planning to maximise collaborative opportunities.



Communication – The evidence indicates that Angus Council corporate procurement has a sound and effective approach to its communications.

Objective 4: Fulfilment of Sustainable Procurement Duties



Sustainable Procurement - Angus Council has a sustainable procurement policy and is delivering well on Local / SME supplier support. However it is not evidencing sustainable procurement delivery so well in other areas. At the same time, this is not the top priority for Council procurement improvement at this time. This objective should be maintained but for delivery in future years.

Community Benefits – Angus Council has a sound process, policy and practice in place to achieve and report on community benefits achieved from its procurement activity. Improvement continues in 2018/19 on the position reported for 2017/18. Collaboration both within the Council and with our Tayside partners is already evident and continues to develop. There is scope for future improvement by:

- Broadening the scope of the procurement projects addressed in its community benefits in procurement policy and practice (subject to addressing any resource implications that may come with that);
- Developing its reporting process to capture all community benefits activity, including that by internal teams such as delivering / participating in “Meet the Buyer” events; and
- Considering the scope / case for specialist resourcing of community benefits management, possibly on a collaborative basis

Local and Other Economic Support - The data indicates that Angus Council continues to “punch above its weight” (in terms of its high placement amongst Scottish Councils’



performance in the proportion of our procurement spend with local suppliers – see above) and exceed its ambitions in terms of the benefit it delivers to the local Angus economy from its procurement activity, particularly as a rural local authority. The Council Plan notes that the Council wishes to continue with this approach as a priority – our strategic priorities include that “we want Angus to be a ‘go to’ area for businesses” with a specific priority that we will “engage

with Angus businesses through a regular programme to understand their needs and develop our services appropriately.” This is therefore recognised as a prioritisation of use of procurement / economic development staff resources.



The data on SMEs indicates that Angus Council's share of spend with SMEs has been close to or ahead of the Scottish Councils' average over the last 5 financial years. This indicates that the Council's practices to maximise the opportunity of access by SMEs to Council contracts are working successfully. In essence, the same approaches as maximise local supply opportunity also support SME access.

Third Sector contracting is low in terms of both value and numbers but this is aligned to emerging Council strategy. Angus Council undertakes limited contracting with supported businesses and has no immediate plans to develop performance in this area.

Conclusions

- The picture overall is acceptable with a key highlight in respect of local supplier support and a number of areas offering improvement opportunity.
- Our key objectives are the right ones for Angus Council. However, they need to be prioritised further within themselves to provide focus for securing benefit now within available resources.
- To provide assurance that all possible savings have already been captured or maximised, benefits tracking and realisation needs to be adopted systematically across all Angus Council procurement. Along with maintenance of local supplier support, this has been identified as the priority for the coming year.
- The other improvement effort emphasis needs to be on strategic planning of procurement, demand management, challenge of need etc. at the beginning of the process and contract / supplier management post-tendering as that is where the greatest benefit lies.
- The Tayside shared procurement service is the right place to apply effort to achieve those other structural and strategic improvements.

Context

Strategic Context - This statutory procurement strategy review sits in the context of the Angus Council Plan 2019-2024 which sets out our strategic priorities:-

1. Angus is a go to place for business
2. We want to maximise inclusion and reduce inequalities
3. We want our communities to be strong, resilient and led by citizens
4. We want Angus Council to be efficient and effective

The Procurement Sounding Board Member Officer Group's took a view on the Council's priorities for its procurement strategy in the coming year and these have been reflected in the action planning on this review.

Financial Context - The Council's Medium Term Budget Strategy projections to 2022/23 indicate that there continue to be ongoing significant General Fund revenue financial shortfalls to be addressed: £14.3M on 2020/21, £11.2M in 2021/22 and £9.5M in 2022/23 (3 Year total £35.0M).

Tayside Context – Angus, Dundee City and Perth & Kinross Councils with Tayside Contracts have embarked on delivery of a full shared procurement service for the Tayside councils. The delivery project commenced in June 2019 with the appointment of a Strategic Programme Manager to the project by Scotland Excel (engaged by the Tayside procurement partners to support delivery of the project). The project is expected to last 2 years.

The **Annual Procurement Report 2018/19** accompanies publication of this procurement strategy review. It identified a number of strengths but also areas where early improvement is required. These improvement areas are reflected in the actions from the review.

Strategy Objectives & Actions

The 4 Key Objective identified in previous procurement strategies remain:-

- 1. Maximising Efficiencies through Procurement**
- 2. Procurement Capability Development**
- 3. Development of Collaborative Opportunities**
- 4. Fulfilment of Sustainable Procurement Duties**

A number of ambitions are set out against each objective and, in turn, actions are identified, for the period of this strategy to achieve the required improvement.

Key Objective	1. Maximising Efficiencies through Procurement
Ambitions	1.1 Best Value Contracts 1.2 Cost Savings
Actions	The main ambition for this objective of the strategy (and overall) is to develop and implement a whole council system to track the realisation of benefits by way in particular of efficiency / cashable savings achieved from all of our procurement activity. Systematic reporting / capture of savings (and other benefits) achieved through our local category C procurement (as well as our collaborative procurement as currently) is the key required improvement area for the period of this strategy and has to be committed to as a Council if it is to be successful
Ambition Actions	1.3 e-Procurement. The Council's Change Programme project (EC003-03) for the review of its Purchase-to-Pay (P2P) transactional arrangements will take the efficiency benefits offered by maximising e-Purchasing. It started in 2018/19 and is due to complete in 2020.

Ambition Actions	<p>1.4 Management Information</p> <p>The Annual report shows good use of a range of management information on procurement. The one area of concern is the Council's corporate contracts register.</p> <p>Getting the contracts register operating correctly as a functional tool is a fairly fundamental requirement of effective procurement MI. Actions are therefore set out in the Annex 1 – Angus Council Procurement Strategy 2019/21 - Improvement Plan to address this requirement.</p>
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Key Objective	2. Procurement Capability Development
Ambition Actions	<p>2.1 Knowledge & Skills</p> <p>If procurement capability is to be developed with particular reference to strategic and commercial approaches, a whole Council approach is needed to delivering appropriate training to relevant procurement staff where required. Identifying and setting up the procurement team is an essential part of the Tayside Collaborative shared procurement service project so this outcome here is best addressed as part of that project.</p>
Ambitions Actions	<p>2.2 Governance</p> <p>The evidence from the Annual procurement report 2018/19 offers assurance that this ambition is being met. Action will continue to ensure that this ambition continues to be met.</p>
Ambition Actions	<p>2.3 Awareness.</p> <p>In broad terms this ambition is being met but with scope for improvement in relation to development needs assessment as for Ambition 2.1. The outcome here is best addressed for later years as part of the Tayside Collaborative shared procurement service project.</p>
Ambition Actions	<p>2.4 Continuous Improvement</p> <p>The Council's PCIP assessment of band F5 in 2019 does show continuous improvement (an increase of 2 bands since 2017) but is disappointing in absolute terms and is below average amongst Scottish local authorities. Resolution requires adoption of a comprehensive improvement plan and commitment of the resource to achieve it. Previous attempts to apply that approach have failed because the Council has been unable to commit that resource. A new approach is required. The outcome here is best addressed for later years as part of the Tayside Collaborative shared procurement service project.</p>

Key Objective	3. Development of Collaborative Opportunities
Ambition Actions	<p>3.1 Collaboration</p> <p>There is good evidence of Angus Council participation in a high degree of available collaborative procurement. However, in terms of spend, Angus Council's collaborative and non-collaborative spend for 2018/9 is split 20/80% in favour of non-collaborative, local activity. The business case for the Tayside Collaborative shared procurement service project is founded upon benefits accruing from increased collaboration. Improved collaboration is a very high priority for the project. The outcome here is best addressed for later years as part of the project.</p>
Ambition Actions	<p>3.2 Forward Planning</p> <p>This ambition is being achieved. Angus Council produced a 2-year forward plan with its first annual report. It continues to be used to both</p>

	inform and advise the supply community as early as possible of forthcoming Council contracting opportunities and to identify future collaboration opportunities. Improvement opportunities do exist in terms of how the Council and its partners use this forward planning to maximise collaborative opportunities. This improvement is best addressed as part of the Tayside Collaborative shared procurement service project. This is a high priority for the project.
Ambition Actions	3.3 Communication The evidence set out in the Annual procurement report 2018/19 indicates that Angus Council corporate procurement has a sound approach to communications and that this ambition is broadly being met (although there is always scope for continuous improvement). No specific improvement actions are proposed at this time.

Key Objective	4. Fulfilment of Sustainable Procurement Duties
Ambition Actions	4.1 Sustainable Procurement. The evidence is that: <ol style="list-style-type: none"> 1. The Council has a sound policy and governance base to support achievement of this ambition. 2. However, at the same time, it has to be recognised that the Council needs to improve at reporting achievement of its compliance with the sustainable procurement duty. The Improvement Plan attached to this strategy as Annex 1 proposes that, during the life of this strategy, we will pull together baseline information on the Council's sustainable procurement performance and identify any problem areas for specific action.
Ambitions Actions	4.2 & 4.4 Community Benefits Angus Council has a sound process in place to achieve and report on community benefits achieved from its procurement activity. Improvement continues in 2018/19 on the position reported for 2017/18. Collaboration both within the Council and with our Tayside partners is already evident and continues to develop. Future improvement is best addressed as part of the Tayside Collaborative shared procurement service project. This is a high priority for the project.
Ambition Actions	4.3 Local and Other Economic Support The data for performance on this measure indicates that Angus Council continues to "punch above its weight" and exceeds its ambitions in terms of the benefit it delivers to the local Angus economy from its procurement activity, particularly as a rural local authority. The Council Plan notes that this continues to be a priority. Performance on contracting with SMEs is also good. Whilst the data indicates that the Third Sector has limited involvement in Angus Council contracting, this accords with the Council's emerging strategy that resourcing of third sector bodies is (and should be) predominantly by way of grant funding. The Council makes limited use of Scottish Procurement's "Commodities Reserved for Supported Businesses" (Contract Reference – SP-18-11). In that light, monitoring will continue and no specific improvement actions are required for the duration of this strategy.
Ambition Actions	4.5 Ethical Procurement – Action against Modern Slavery From this year, it is proposed that Angus Council adopts the Co-operative Party Charter Against Modern Slavery . It is in line with the Council's stance on ethical procurement as part of its sustainable procurement policy to take proportionate action to ensure that human exploitation has no place in Angus Council supply chains. The commitments undertaken by the Council in signing up to the Charter has been reviewed by the Council's Corporate Procurement Group who have not identified any undue impact from its implementation.

	Most of the actions can be subsumed into annual performance reporting arrangements, so mitigating the impact on Services. Actions are therefore set out in the Annex 1 Improvement Plan to implement the Charter commitments into Council procurement activity in a proportionate way.
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Conclusions

This review of the Council's procurement strategy concludes that:

- The key objectives and ambitions set out in previous procurement strategies remain the right ones for Angus Council with one addition this year in respect of combatting modern slavery in our supply chain.
- The Tayside Collaborative shared procurement service project and the P2P project are making progress and offer good prospect of contributing very significantly to the Council's procurement strategy
- Having regard to the strategic focus given by both the Council Plan and the Procurement Sounding Board MOG, the focus of improvement actions from this strategy on the following areas offers the best proportionate response to give effect to the review:
 - ❖ Delivery of a whole Council, all-procurement benefits realisation process
 - ❖ Implementing improvements to management of the corporate contracts register
 - ❖ Implementing improvements to sustainable procurement reporting
 - ❖ Adopting the Co-operative Party's Charter Against Modern Slavery and embedding actions to give effect to the commitments under the Charter