



**PERTH &
KINROSS
COUNCIL**

Sustainable Procurement Strategy 2024 to 2029

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Foreword

We are proud to introduce our new Sustainable Procurement Strategy for the period 2024 to 2029. This strategy reflects our dedication to sustainability, economic growth, and the well-being of the people in Perth and Kinross.

In the face of significant challenges, including economic pressures, climate change, and evolving community needs, we recognise the power of procurement as a strategic tool. It is not just about buying goods and services; it is using our buying power to create more positive impacts on the economy, society, and the environment.

Our strategy shifts from a transactional approach to a strategic, data-driven, and value-based one. We aim to maximise the impact of public funds, ensuring that every pound spent contributes to sustainable solutions that address community needs.

Sustainability is at the core of our public procurement efforts. We not only want to deliver efficient and cost-effective services but also, actively address poverty, promote social well-being, boost the local economy, and mitigate climate change.

The success of our Sustainable Procurement Strategy will be dependent upon having the right people, processes, and technology in place to support its implementation. It requires a shift in mindset and behaviour, a commitment to professional development commitment and a focus on collaboration. Above all, we must adhere to our core principles of accountability, equity, legal compliance, strategic importance, sustainability, and value delivery.

By working together, we can use our procurement power to help create a Perth and Kinross where everyone lives life well, free from poverty and inequality.

Councillor Grant Laing
Council Leader

Thomas Glen
Chief Executive

Introduction and Executive Summary

This strategy puts sustainability at the heart of our public procurement. We are committed to using our purchasing power not only to buy what we need to deliver our services, but to provide additional economic, social and environmental benefits to the people of Perth and Kinross.

We are building this approach on a solid foundation of legal compliance and good procurement practice. We recognise however that if we are to make our limited public funds go further, we must shift from a demand-driven, transactional approach to buying, to one that is more strategic, data-driven and value-based. This Sustainable Procurement Strategy has been developed to facilitate that shift in terms of our organisational culture and behaviours; and to set out a high-level blueprint for a new operating model for our public procurement. This strategy applies to all budgets within the Council, regardless of where they sit.

Acknowledging the values of good public procurement governance, we have developed a set of core principles which underpin why, how and what we do across all our procurement activities.

To implement this strategy, we have identified six key aims with a number of core objectives and actions. These are summarised in the Strategic Procurement Plan on a Page ([Appendix A](#)). A more detailed Delivery Plan is in development, and this will be regularly monitored, reviewed and revised as required throughout the lifecycle of this strategy.

Implementation of our Sustainable Procurement Strategy requires more than just an action plan; however, delivering strategic change requires the right people, processes and technology working in the right way, in the right combination.



People

To deliver on this Strategy we must:

- build sufficient professional procurement capacity and capability within the organisation
- ensure that those involved in purchasing and commissioning are trained and supported
- engage with our communities, services and suppliers to understand need and the market's ability to respond
- facilitate collaboration across services and with partners, to deliver better value for money

Process

To deliver on this Strategy we must:

- ensure that our processes are as straightforward, efficient and transparent as they can be, within the parameters of the law
- develop processes which align with our objectives to facilitate data-driven, value-based procurement decisions

Technology

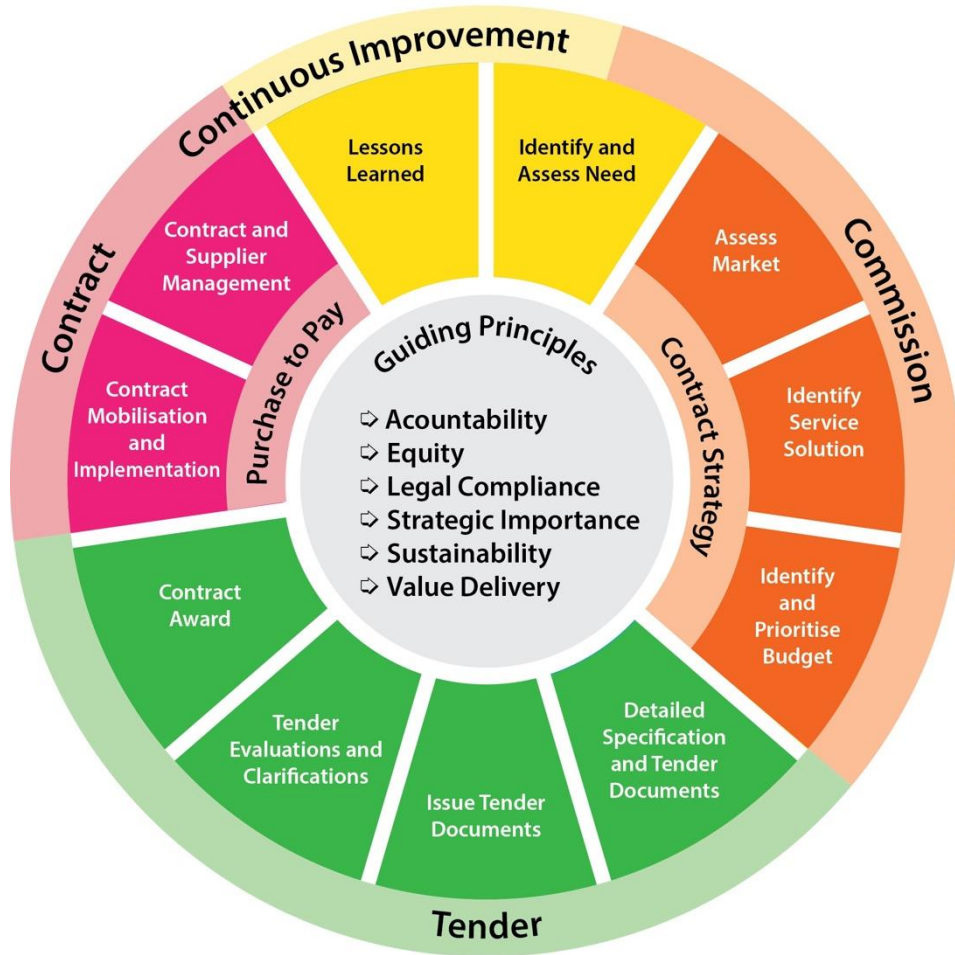
To deliver on this Strategy we must:

- make the best use of digital technologies to automate transactional processes in accordance with our Information and Digital Operating Model
- fully implement e-procurement to ensure consistency and compliance
- use systems and technology to capture and analyse data to produce useful procurement metrics

This Sustainable Procurement Strategy is a key element of a wider transformation project to redesign our public procurement and commissioning function. The purpose of the project is to develop a new organisational operating model for the public procurement function; recognising that it is much more than the process of acquiring goods, work, services and utilities by way of tender and award.

It looks to enhance and improve our efficiency and effectiveness across the whole cycle of procurement activity; from identifying need through to purchase, contract management and review.

Strategic Procurement Cycle



The strategy is focused on optimising the value of our public procurement and designing an organisational operating model that can support that. The Sustainable Procurement Strategy has therefore been developed using a change management model created to support delivery of the transformation project.

Context

In 2022 to 2023, the Council presented its [Corporate Plan](#) and launched a programme of [Transformation and Change](#) in response to the challenges and opportunities facing Perth and Kinross now and in the future.

At a time when there are significant pressures on Council budgets and other resources, need within our communities is becoming increasingly more complex. Rising energy costs, high inflation and a struggling local and national economy, have resulted in a greater number of people living in poverty in Perth and Kinross. Across the country we are witnessing major issues in terms of poor mental health and schools are experiencing first hand, the toll that the pandemic has had on the wellbeing of this generation of pupils. Increased demand and market pressures on services, particularly social care, create a further challenge given the age demographic of our area. The impact of climate change has seen an increasing number of severe weather events locally, and there are a variety of national and global threats to our supply chain which combine to create additional pressure on public resources.

The Scottish public sector spends more than £14.5 billion a year buying goods, works and services, with the 2023 to 2024 spend for Perth and Kinross Council in the region of £390 million. High importance is placed on spending public monies responsibly, in a manner that is transparent and compliant. The legislative framework ([Appendix D](#)) is designed to ensure that our contracting is open and fair, that it delivers best value and affords some protection in terms of safety and quality.

The procurement function is however often defined by the rules and processes that govern it; perceived as overly bureaucratic and a barrier to sourcing local or innovative service solutions. This perception is reinforced by the fact that the professional procurement resource within the Council (like in many other public bodies) is such that resources are directed to the areas of highest risk, leaving little or no capacity to undertake the broader strategic aspects of the procurement role. The primary focus being to ensure regulatory compliance and minimising the risk of legal challenge to the Council as the contracting authority.

Public procurement, however, has the potential to deliver so much more.

Rationale

Given the social, economic and environmental challenges that we are facing within our communities, sustainability is not an option or a “buzzword”. It is an absolute necessity.

The [Procurement Reform \(Scotland\) Act 2014](#), places a sustainability duty on the Council, which requires us when we are carrying our regulated procurement, to consider how our procurement process could:

- improve the economic, social environmental wellbeing within our area
- facilitate the involvement of small and medium enterprises, third sector bodies and supported businesses in the process; and
- promote innovation

This approach fits well with the Council’s own Corporate Priorities and aligns with the wider public sector policy objectives set out in the [Public Procurement Strategy for Scotland](#).

This Strategy therefore looks to put sustainability at the heart of our public procurement; using it to help deliver on our wider strategic vision and ambitions for Perth and Kinross, both in terms of our people and place.

By doing so, we hope to send out a clear message to the people of Perth and Kinross, our public partners and the business community, including SMEs and third sector organisations; that we are committed to using our procurement power, not only to deliver efficient and cost-effective services, but also to:

- continue working to address the impact of poverty
- promote and enhance social wellbeing and build resilience within our communities
- help grow our local economy, to create jobs for future generations
- help mitigate the impact of climate change and reduce our own carbon footprint

This approach will require a shift in mindset and behaviour to move our public procurement from the transactional and reactive to a proactive, data driven strategic function. The Strategy also acknowledges the need to ensure that we have the necessary professional procurement capacity and capability in place, together with the processes, tools and technology to create a new organisational operating model which is fit for purpose.

Guiding Principles

Our guiding principles reflect not only good public procurement practice, but our commitment, as a Council, to act always in the best interests of the communities that we serve, with Integrity, Compassion and Ambition.

Accountability

Our procurement is transparent, and we are accountable for our decisions.

We believe that transparency provides assurance to the public that we are acting in their best interest at all times. It allows for proper and effective scrutiny of our decisions and actions; and helps in maintaining high ethical standards, thereby enhancing the reputation of the Council and building public trust and confidence.

Equity

Our procurement processes are fair and equitable.

We believe that open, fair, impartial, and non-discriminatory procurement processes promote equal opportunities for all suppliers. This will help us foster and grow a competitive market which could give us better value for money.

Legal Compliance

We comply with procurement law.

Whilst we are bound to act in accordance with the law, we believe that legal compliance supports effective risk management and builds trust with suppliers and the community. It provides assurance that we are a safe organisation to do business with.

Strategic Importance

We value procurement as an important strategic function.

We recognise that the procurement function is not simply the transactional process of buying things; it has a key role to play in helping the Council deliver on its wider strategic ambition and agreed corporate priorities. Its relationship with the public, suppliers, partners and internal stakeholders makes it well placed to support effective service delivery, business improvement and identify opportunities for change and innovation.

Sustainability

We are putting sustainability at the heart of our public procurement.

We believe that committing to socially responsible procurement is the right thing to do. It not only helps make our public pound go further; it demonstrates our continued commitment to tackling poverty and climate change, growing our local economy and helping to make life better for the people of Perth and Kinross.

Value Delivery

Our public procurement delivers best value.

By focusing on delivering the best possible value, the Council can make more effective use of our limited public funds. We will look to optimise internal and external collaborative procurement opportunities and use our purchasing power to drive change and encourage new ideas.

Strategic Procurement Ambition

In 2022 to 2023, Perth and Kinross presented its [Corporate Plan](#) setting out the strategic vision for Perth and Kinross. This was followed by an ambitious programme for transformational change to ensure that it can deliver on its strategic priorities in these current challenging times.

Recognising the key strategic role that public procurement can play, our Sustainable Procurement Vision is in clear alignment with the vision set out in our Corporate Plan. Our procurement vision is clear – we are looking to use our purchasing power to maximum effect to make life better for the people that we serve.

Procurement Vision

Harnessing procurement to inspire change and drive progress, creating a Perth and Kinross where everyone thrives, free from poverty and inequality.

To turn that vision into reality, our Mission identifies key areas of focus for our public procurement. This will enable us to drive the best possible value from every pound that we spend. Our key high level Aims and Objectives are set in Section 6 of this strategy document.

Procurement Mission

To lead sustainable public procurement that empowers our communities, fuels economic growth, sparks innovation, and protects our planet.

We are committed to purposeful procurement, ensuring every public pound spent delivers sustainable solutions to meet the needs of our communities.

Aims and Objectives

Aim 1: Economy and local wealth building

Using our buying power to promote local economic growth, to then create jobs and help tackle poverty within our area.

Rationale

To support the Council to deliver on its Corporate Priorities to tackle poverty and develop a resilient, stronger and greener local economy.

Objective	Activities	Impact
1.1 Increased local spend	<p>Spend and market analysis.</p> <p>Identify local supply chain opportunities.</p> <p>Encourage greater indirect local spend.</p>	<ul style="list-style-type: none"> • Increase in £ spend with local contractors • Increase in the use of local sub-contractors on large contracts
1.2 Help create more local jobs	<p>Prioritise training, development, and apprenticeships opportunities as community benefits.</p>	<ul style="list-style-type: none"> • New apprenticeship, training and development opportunities available to local people
1.3 Enhanced Local Supplier development	<p>Work with Economic Development, Perthshire Chamber of Commerce and Supplier Development Programme (SDP) to shape new and existing local businesses that are relevant to the Council's Contract Delivery Plan.</p> <p>Support local and regional SMEs, third sector and supported businesses to participate in procurement opportunities.</p>	<ul style="list-style-type: none"> • Increase in number of opportunities for local suppliers to bid for contracts • Increased bid opportunities for local and regional SMEs, Third sector and supported businesses

Objective	Activities	Impact
1.4 Fair Work First	<p>Promote Fair Work First policy requirements in our procurement processes.</p> <p>Encourage suppliers to adopt Fair Work First policies.</p>	<ul style="list-style-type: none"> • Increase in contractors paying the Real Living Wage

Aim 2: Protecting our Environment

Supporting a fair transition to net zero and minimising our environmental impact.

Rationale

To support the Council to deliver on its Corporate Priorities to tackle climate change and support sustainable places; and to develop a resilient, stronger greener economy.

Objective	Activities	Impact
2.1 Influence the reduction of carbon emissions	<p>Build environmental sustainability considerations into tender specifications where possible.</p> <p>Ensure any vehicles purchased/leased/hired have low emissions of greenhouse gases and pollutants.</p> <p>Work with supply chain to identify opportunities to reduce scope 3 emissions.</p>	<ul style="list-style-type: none"> • Lower emissions • Opportunities for innovation
2.2 Waste minimisation	<p>Build waste minimisation requirements into specifications.</p> <p>Implementing a circular economy approach in procurement to encourage the use of products that can be reused, repaired, or recycled.</p>	<ul style="list-style-type: none"> • Reduction in new goods purchased • Increase in re-use/repair and repurposing of goods • Increase in use of recyclable materials • Reduction in waste going to landfill • Potential cost savings

Objective	Activities	Impact
2.3 Sustainable sourcing	<p>Procure goods, works and services that minimise environmental damage throughout their lifecycle.</p> <p>Ensure that our sourcing strategies and tender evaluation criteria align with our desired climate change and sustainability outcomes.</p>	<ul style="list-style-type: none"> • Progress towards achievement of Corporate Plan and Public Procurement Strategy for Scotland ambitions
2.4 Energy efficient service solution	<p>Build energy efficiency into specifications where appropriate.</p> <p>Include energy efficiency as a key criterion in tender evaluation where possible and appropriate.</p>	<ul style="list-style-type: none"> • Reduction in energy consumption • Lower operating costs • Reduction in greenhouse emissions

Aim 3: Financial Sustainability

Contributing to the financial robustness of the organisation.

Rationale

To ensure that the Council can continue to meet its obligations and serve our communities effectively, now and in the future, with the financial resources available to it.

Objective	Activities	Impact
3.1 Improve the quality of spend data	<p>Introduce operational policy of “No PO/No Pay”.</p> <p>Implement consistent approach to data input.</p> <p>Ensuring centralised oversight of contract spend.</p>	<ul style="list-style-type: none"> • Better oversight and control • Demonstrable compliance • Drive more value from contracts • Support informed decision-making

Objective	Activities	Impact
3.2 Increase opportunities for commercial savings	<p>Review specifications.</p> <p>Review current contract terms</p> <p>Commodity Sourcing Strategies.</p> <p>Ensure use of whole life cycle costing.</p>	<ul style="list-style-type: none"> • Cost reduction • Market leverage
3.3 Value for money	<p>Challenge operational costs.</p> <p>Optimise frameworks through use of mini competition where appropriate.</p> <p>Reduce varieties of universal items and bulk buy where appropriate.</p> <p>Pursue opportunities for collaborative contracting.</p>	<ul style="list-style-type: none"> • Economic use of resources • Reduced costs • Better value/economies of scale • Opportunities to increase community benefits
3.4 Align spend with need	<p>Proactive procurement planning.</p>	<ul style="list-style-type: none"> • Resource optimisation • Risk mitigation

Aim 4: Good Governance

Upholding strong procurement governance to ensure public trust.

Rationale

Ensures that our procurement processes are open, fair and transparent; and that as public body, we are held to account. It provides assurance to the people of Perth and Kinross of our integrity in the use of public funds.

Objective	Activities	Impact
4.1 Strategic Alignment	<p>Ensure procurement policies and contracting strategies support delivery of the Council’s strategic outcomes and corporate priorities.</p> <p>Develop an operating model to implement Sustainable Procurement Strategy.</p>	<ul style="list-style-type: none"> • Spend can be targeted where it is needed most • Community benefits can be prioritised and optimised to deliver greater social value • Identify opportunities for savings and efficiencies
4.2 Efficient and effective processes	<p>Further streamline and automate transactional processes, where possible.</p>	<ul style="list-style-type: none"> • Procurement processes are less complex and time-consuming. • Audit trail for compliance
4.3 Data-driven decision-making	<p>Develop and use procurement analytics.</p> <p>Build and analyse data in relation to supplier performance and market dynamics.</p>	<ul style="list-style-type: none"> • Better informed purchasing decisions • Better informed purchasing strategies
4.4 Robust risk management	<p>Maintain strong and effective internal controls.</p> <p>Further enhance procurement risk mitigation measures.</p>	<ul style="list-style-type: none"> • Accuracy and integrity of purchasing processes • Future proofing supply chain risk
4.5 Regulatory compliance	<p>Develop sustainable procurement and compliance training offer.</p> <p>Develop further guidance and toolkits.</p> <p>Ensure core Governance documents are updated and revised as required.</p>	<ul style="list-style-type: none"> • Minimise risk of legal challenge • Promotes transparency and accountability • Builds and maintains public trust

Aim 5: Sustainable service design and delivery

Helping the Council design and deliver effective services solutions that better meet the needs of our community.

Rationale

Ensure that we can procure the goods, works and services, at a competitive price, to meet the needs of our communities now; and foster innovation to design the service solutions for the future, to enable them to live life well, free from poverty and inequalities.

Objective	Activities	Impact
5.1 Strategic Sourcing	<p>Capture data to develop a comprehensive understanding of Council's needs and the market.</p> <p>Develop Category Management approach where appropriate.</p> <p>Identify collaborative procurement initiatives to leverage combined purchasing power and expertise.</p> <p>Support the Health and Social Care Partnership to implement its Strategic Commissioning Plan.</p>	<ul style="list-style-type: none"> • More competitive pricing • Better align spend with need • Risk Mitigation • Build community resilience • Supports us to deliver services to our communities, efficiently and effectively • Helps children and young people achieve their full potential • Helps ensure that our most vulnerable people are protected and cared for • Helps promote physical and mental wellbeing within our communities
5.2 Social Value	<p>Integrate social, economic, and environmental considerations into procurement decisions.</p>	<ul style="list-style-type: none"> • Cost efficiency and effectiveness

Objective	Activities	Impact
	<p>Engage proactively with suppliers to deliver Community Benefits.</p> <p>Ensure robust Contract Management.</p>	<ul style="list-style-type: none"> • Deliver community benefits that are aligned with local projects and community needs • Improved community engagement and resilience • Help tackle poverty • Help tackle climate change and support sustainable places • Help build a more resilient, stronger and greener economy
<p>5.3 Effective demand management</p>	<p>Analyse spending data to identify opportunities for cost savings and efficiency improvement.</p> <p>Implement category management to optimise the procurement processes.</p> <p>Encourage responsible consumption and reduce waste through education and policy.</p>	<ul style="list-style-type: none"> • Reducing over-supply • Financial and operational efficiencies • More effective expectation management
<p>5.4 Foster innovation</p>	<p>Create an environment that encourages suppliers to propose innovative solutions.</p> <p>Explore new technologies and practices that can enhance procurement processes.</p> <p>Identify opportunities to partner with local businesses and startups to pilot new ideas and approaches.</p>	<ul style="list-style-type: none"> • Community engagement • Risk mitigation • Improved supply chain resilience • Opportunities to create additional social value • Help promote local economic growth

Aim 6: Strategic Partnership

Working with services to help optimise the value of their procurement.

Rationale

To drive the greatest value from our purchasing power, procurement must be valued as key strategic function. By partnering with business areas procurement can enhance effective internal collaboration, strategic thinking and value creation, benefiting both the Council and the communities that we serve.

Objective	Activities	Impact
6.1 Strategic procurement planning	<p>Work with services to gain comprehensive understanding of their procurement needs.</p> <p>Help services shift from reactive transactional procurement to a more proactive value-based activity.</p> <p>Support the Health and Social Care Partnership to implement their Strategic Commissioning Plan and address any potential areas for market failure.</p>	<ul style="list-style-type: none"> • Effective and efficient delivery of services • Better informed decision-making • Helps children and young people achieve their full potential • Helps ensure that our most vulnerable people are protected and cared for • Helps promote physical and mental wellbeing within our communities
6.2 Cross-service collaboration	<p>Identify opportunities for joint procurement.</p> <p>Actively engage all services, including schools, in strategic procurement planning.</p> <p>Develop appropriate governance operating model to implement “one Council” approach to procurement spend.</p>	<ul style="list-style-type: none"> • Cost optimisation • Value for money • Embeds procurement as a valuable strategic function

Objective	Activities	Impact
6.3 Innovation and value creation	<p>Support services to develop contract strategies and specifications which provide additional social, environmental and economic value in line with our Corporate Plan.</p> <p>Develop better understanding of market dynamics to assess risk.</p> <p>Encourage suppliers to develop innovative solutions to mitigate against the risk of market failure.</p>	<ul style="list-style-type: none"> • Helps build a more resilient, stronger, greener economy • Helps tackle climate change and support sustainable places • Encourages closer working with and within our communities • Builds good supplier relationships

Reporting Progress

Progress in respect of implementation of this Sustainable Procurement Strategy will be reported publicly in the form of an Annual Report to the Council’s Finance and Resources Committee.

The Strategy will be allowed to embed but the content will be reviewed on an annual basis as part of the assurance process for the Annual Governance Statement to ensure that it remains fit for purposes.

Appendix A: Sustainable Procurement Plan on a Page

Vision : Harnessing procurement to inspire change and drive progress, creating a Perth and Kinross where everyone thrives, free from poverty and inequality.

Mission: To lead sustainable public procurement that empowers our communities, fuels local economic growth, sparks innovation, and protects our planet. We are committed to purposeful procurement, ensuring every public pound spent delivers sustainable solutions for the needs of our communities.

Core Principles (the values and behaviours that guide our public procurement)

- **Legal Compliance:** We comply with procurement law and regulations
- **Equity:** Our processes are open, fair, impartial and non-discriminatory
- **Accountability:** Our procurement is transparent and are accountable for our decisions
- **Sustainability:** We are committed to procuring in a way that is socially responsible
- **Value Delivery:** We use procurement to deliver the best possible value for our community
- **Strategic Importance:** We value procurement as a key strategic function

Strategic Procurement Aims

- **Economy and Local Wealth Building:** Using our procurement to promote local economic growth and help tackle poverty within our area
- **Protecting our Environment:** Supporting a fair transition to net zero and minimising our environmental impact
- **Financial Sustainability:** Contributing to the financial robustness of the organisation
- **Good Governance:** Upholding strong procurement governance to ensure public trust
- **Sustainable Service Design and Delivery:** Helping the Council design and deliver essential services for our communities
- **Strategic Partnership:** Working with services to help optimise the value of their procurement

Key Objectives

- Increased local spend/Local supplier development/Fair Work First
- Waste minimisation/Carbon reduction/Sustainable sourcing/Energy-efficient solutions
- Reduced off-contract spend/Increased commercial savings/Value for money
- Strategic alignment/Effective processes/Data driven decision-making/Risk Management
- Strategic sourcing/Social value optimisation/Demand Management/Foster innovation
- Improved decision-making/Strategic impact/Better supplier relationships/Efficiencies

Benefits/Impacts

- Increased business for local suppliers, leading to job creation and a reduction in poverty
- Reduced carbon footprint and promotion of sustainable practices across supply chain
- New, efficient solutions leading to improved public services for our communities
- More effective use of public funds, ensuring long-term financial sustainability for the Council

Appendix B: Definitions

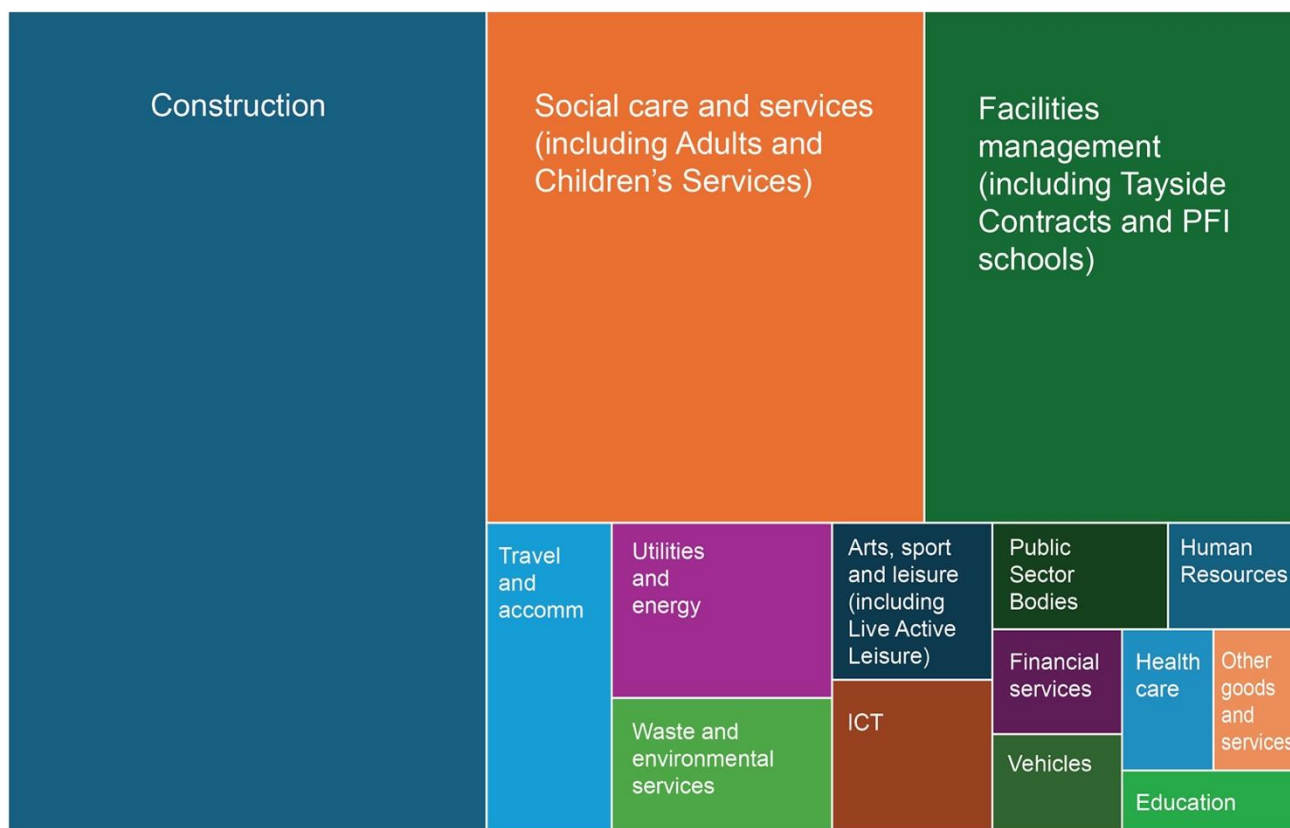
Term	Description
Category	A collection of commodities or services sourced from the same or similar supply base, which meet a similar consumer need, or which are inter-related or substitutable.
Category Management	Systematic approach to the development of category specific sourcing strategies and plans based on analysis of demand and supply in major spend categories.
Commissioning	The strategic process of assessing needs and planning to make optimal use of available resources to meet those needs. It is a subset of the wider strategic procurement cycle which focuses on the identification and assessment of need, service design and ensuring effective delivery with a focus on outcomes and quality.
Commissioning (Health and Social Care)	To plan, develop and deliver services, by engaging with stakeholders, the individuals we support and their Carers, taking into account the characteristics and needs of both geographical communities and communities of interest.
Community Wealth Building	A practical place-based approach to economic development; taking action across 5 pillars (Inclusive ownership, Workforce, Spending, Land and property and Finance) that seeks to redirect wealth back into local economies; making the economy work better for people, places and planet.
Contract Management	The purpose of Contract and Supplier Management is to work closely with suppliers and internal customers to minimise the total cost of ownership and maximise supply chain efficiencies throughout the life of the contract.
Fair Work First	Employment practices that support wellbeing, e.g. training and development, equality of opportunity.

Term	Description
Life Cycle Costing	How much money will be spent on an asset over the duration of its life.
Principles of Procurement	<p>Included within The Public Contracts (Scotland) Regulations 2015 for those undertaking a procurement to “treat economic operators equally and without discrimination and act in a transparent and proportionate manner”.</p> <p>As a minimum the underlying processes must:</p> <ul style="list-style-type: none"> • be relevant and proportionate to the contract; • treat bidders equally and without discrimination; this means treating bidders who are in the same situation in the same way, and bidders who are in different situations, differently; and • be carried out in a transparent manner.
Social Value	Social, economic and environmental benefits additional to the main commercial purpose of a contract.
Strategic Procurement Function	The business management function that ensures identification, sourcing, access and management of the external resources that an organisation needs or may need to fulfil its strategic objectives.
Sustainable Procurement Duty	Outlined in Procurement Reform (Scotland) Act 2014, it aligns with our purpose to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.
Whole Life Costing	The costs of acquiring goods or services (including consultancy, design and construction costs, and equipment), the costs of operating it and the costs of maintaining it over its whole life through to its disposal – that is, the total ownership costs. These costs include internal resources and overheads.

Appendix C: Spend Profile 2023/24

In 2023/24 the Council’s spend with third parties was approximately £390m. The chart and table on this page show the Council’s top categories of spend which make up approximately 98% of total spend. The remaining 2% is distributed across 15 further categories, each making up less than 1% of total spend.

Perth and Kinross Council Spend by Category



Category	Spend (£)	% of total spend
Construction	141,222,616	36.22
Social care and services (including Adults and Children’s Services)	80,182,538	20.57
Facilities management (including Tayside Contracts and PFI schools)	68,850,470	17.66
Travel and accommodation (including PSVs, schools transport and homelessness services)	14,071,219	3.61

Category	Spend (£)	% of total spend
Utilities and energy	13,792,604	3.54
Waste and environmental services	10,894,428	2.79
Arts, sport and leisure (including Live Active Leisure)	8,985,854	2.30
ICT	8,957,706	2.30
Public Sector Bodies	6,703,678	1.72
Human Resources	5,029,451	1.29
Financial services	4,851,898	1.24
Vehicles	4,715,195	1.21
Healthcare	4,636,132	1.19
Other goods and services (including Culture PK)	4,395,325	1.13
Education (including special schools, further education, educational equipment)	4,177,848	1.07

Appendix D: Legal Framework

- [Public Contracts \(Scotland\) Regulations 2015](#)
- [The Procurement \(Scotland\) Regulations 2016 \(legislation.gov.uk\)](#)

Appendix E: Policies and Toolkits

- [Public Procurement Strategy for Scotland](#)
- [Sustainable Procurement Toolkit](#)
- [Corporate Plan Vision and Priorities - Perth & Kinross Council \(pkc.gov.uk\)](#)
- [Perth and Kinross IJB Strategic Commissioning Plan 2020 to 2025](#)
- [Corporate Asset Management Framework 2023](#)
- [Climate Change Action Plan](#)

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You can also send us a text message on 07824 498145.

All Council Services can offer a telephone translation facility.

BSL users can contact us via Contact Scotland BSL, the online British Sign Language video relay interpreting service. Find out more on the Contact Scotland BSL website <https://contactscotland-bsl.org>