

‘Towards Commercial Excellence’:

Stirling Council’s Commissioning and Procurement Annual Report 2018



Contents

1. Introduction	3
2. Procurement Strategy 2016-17.....	4
3. Key Statistics	5
4. Regulated Procurements in 2017-18	6
5. Procurement & Commercial Improvement Programme (PCIP).....	7
6. Procurement Strategy 2018-21.....	7
7. Community Benefit	8
8. Supported Businesses	9
9. Consultation and Engagement	10
10. Future Regulated Procurements 2018 – 2020.....	10
11. Strategy Ownership & Contact Details	10
12. Appendices.....	11

Appendix 1: Glossary of Terms

Appendix 2: Achievements against 2016/17 Action Plan

Appendix 3: Table 1: List of Regulated Procurements 2017/18

Table 2: List of Regulated Procurements 2017/18 which did not comply with the relevant Procurement Strategy

Appendix 4: List of future Regulated Procurements

Appendix 5: Consultation Responses

1. Introduction

Welcome to “Towards Commercial Excellence: Stirling Council’s Commissioning & Procurement Annual Report 2018”. This is Stirling Council’s first Annual Report and it sets out our performance and achievements in delivering on the objectives set out in “Towards Commercial Excellence: Stirling Council’s Commissioning & Procurement Strategy 2016-17”.

The purpose of this Annual Report is to comply with Stirling Council’s obligations in terms of Section 18 of the Procurement Reform (Scotland) Act 2014 which sets out an obligation on contracting authorities who are legally required to produce a Procurement Strategy in any financial year, to prepare an annual report on its regulated procurement activities as soon as reasonably practicable after the end of that financial year. Therefore, the purpose of this Annual Report is to provide the above information for the 2017/18 financial year from Stirling Council’s perspective.

Stirling Council’s Strategic Commissioning Vision is *“to provide a transformational commissioning and procurement function that can offer commercial, procurement & commissioning best practice as standard and routinely delivers outstanding outcomes for Stirling Council and its citizens.”*

This document is also intended to demonstrate how Stirling Council’s commissioning and procurement activity:-

- delivers our vision;
- delivers value for money;
- contributes to the achievement of the Council’s broader aims and objectives; and
- delivers against the policies and commitments set out in our Procurement Strategy.

It is envisaged that the content of this report will be taken into account, and will inform the high-level analysis carried out, by Scottish Ministers when preparing their Annual Report on Procurement Activity in Scotland.

A Glossary of Terms is provided at Appendix 1 for the purpose of consistency.

2. Procurement Strategy 2016-17

[Towards Commercial Excellence: Stirling Council's Commissioning & Procurement Strategy 2016/17](#) was Stirling Council's first Commissioning & Procurement Strategy in compliance with the requirements of section 15 of the Procurement Reform (Scotland) Act 2014.

The Strategy set out Stirling Council's Strategic Commissioning vision in line with Stirling Council's overarching priorities as well as the following strategic commissioning and procurement objectives:-

1. Ensure that all procurement across Stirling Council is performed in a fair, transparent and cost effective manner, and is fully compliant with all the relevant procurement regulation.
2. Ensure that our procurement processes are in line with recognised best practice in the public sector.
3. Develop staff to generate creative market solutions through a professional, skilled and appropriately resourced procurement function.
4. Ensure that all contracts are proportionately managed during the life cycle of the procurement.
5. Increase our focus on sustainable procurement including the more innovative use of Community Benefits Clauses (CBCs) and targeting supplier's corporate social responsibility policies.
6. Continue to improve and develop access to public sector contracts, particularly for Small and Medium sized enterprises, Co-operatives and Social Enterprises.
7. Strive to deliver the best possible procurement service by maximising efficiency in our processes, our e-procurement capability and our use of collaboration opportunities.
8. Embed the principle of continuous improvement within our procurement methods and processes.

These strategic commissioning and procurement objectives formed the basis of an Action Plan which was set out at Appendix 1 of the Strategy. A further copy of the Action Plan is set out at Appendix 2 showing progress to date together with corresponding areas for continuous improvement.

3. Key Statistics

	Data Source	Financial Year 2016/17	Financial Year 2017/18
Stirling Council Influenceable Spend (gross) (Trade Creditors + Purchase Card spend (net))	Stirling Council Financial Data	£114,292,961	£110,208,151
% of Stirling Council influenceable spend spent via contracts / frameworks held in the Contracts Register	Stirling Council Financial Data	63%	75%* (see Section 4.1 re methodology for calculation)
% of Stirling Council influenceable spend spent with local suppliers	Scottish Government Information Hub	23.24%	18%* (see Section 4.1 re methodology for calculation)
National Average % of influenceable spend spent with local suppliers.	Scottish Government Information Hub	26.66%	*unable to provide this data as all Local Authority data is not available in Spikes yet.
% of Stirling Council influenceable spend spent with SMEs.	Scottish Government Information Hub	67.15%	67.41%
Number of suppliers with contracts worth in excess of £1m.	Scottish Government Information Hub	18	21
% of Stirling Council influenceable spend spent with suppliers in contracts worth in excess of £1m each.	Scottish Government Information Hub	39%	41%
% of Stirling Council total influenceable spend spent via PECOS (EasyBuy)	Stirling Council Financial Reports	19.5%	24%
% of Stirling Council total influenceable spend spent via Purchase Card	Stirling Council Financial Reports	2.5%	0.7%

4. Regulated Procurements in 2017-18

4.1 Regulated Contracts Awarded

This section provides a summary of the Regulated Procurements which have been carried out by Stirling Council in 2016/17. The full data is annexed at Table 1 of Appendix 3. This summary is intended to improve the transparency of our approach to procurement exercises in line with our open and inclusive outlook.

The Table below sets out a summary of the Regulated Procurements awarded within 2016/17:-

% of Stirling Council influenceable spend spent via contracts / frameworks held in the Contracts Register	75%
Total Number of Regulated Contracts Awarded	127

Contracted spend is calculated using a comparison between the Spikes Cavell reporting tool and Stirling Council's Contract Register. The percentage contracted spend for 2016/17 shows a significant increase in comparison to the previous financial year (2015/16 – 63%). This increase is due to a number of factors, such as:-

- Refinement of the Contracts Register to provide improved procurement reporting (such as the inclusion of Framework call-offs);
- Data analysis to identify areas of uncontracted spend;
- Procurement of key contracts / frameworks;
- Strategic Commissioning Team working closely with Service Areas to deliver increased procurement compliance.

Localism is calculated via the Spikes Cavell reporting tool. Spikes Cavell base their data on the Supplier's registered office address, which is often a Firm of Solicitors or Accountants acting on behalf of the Supplier. Therefore, whilst the reporting tool does provide a mechanism for comparison between the performance of Local Authorities across Scotland, the figures are skewed in favour of the main cities, particularly Edinburgh, Glasgow, Aberdeen & Inverness, where the highest concentration of registered office addresses are located. Accordingly, this approach provides a limited view of the impact of Stirling Council's spending in the local area. Therefore, for future reporting the Strategic Commissioning Team will endeavour to devise a methodology to calculate localism which is meaningful for Stirling and its citizens.

4.2 Regulated Contracts – Compliance with Strategy

For each regulated Procurement listed in Table 1 of Appendix 3 there is confirmation of whether or not it complied with [Towards Commercial Excellence: Stirling Council's Commissioning & Procurement Strategy 2016/17](#). Table 2 of Appendix 3 sets out the regulated procurements which have not complied with the Procurement Strategy together with the reason that they did not comply and the action which will be taken to ensure future compliance.

Stirling Council's Contract Standing Orders (Section 2) sets out the particular circumstances where a waiver of Contract Standing Orders may be considered for approval by the relevant Senior Officer of the Council in consultation with the Service Manager - Strategic Commissioning. In addition, Section 2 sets out the relevant process to document the waiver. In each instance, this process has been complied with.

5. Procurement & Commercial Improvement Programme (PCIP)

The Procurement & Commercial Improvement Programme (PCIP) is an assessment carried out by Scotland Excel which replaces the previous Procurement Capability Assessment (PCA). In the new PCIP Assessment there is a renewed emphasis on policies and procedures which drive the procurement and commercial performance of the whole organisation and the results they deliver. This approach was rolled out across Scottish Local Authorities in May 2016 and Stirling Council undertook its PCIP assessment in October 2016.

It is important to point out that whilst the PCIP assessment replaces the PCA, the assessment results are not directly comparable due to:-

- New assessment methods;
- Different question sets; and
- A new scoring regime.

Stirling Council achieved a score of 63. It was recognised that Stirling Council has made significant improvements in driving Commercial Excellence and investing in the new approach to Commissioning and Procurement.

It is anticipated that the PCIP Assessment will be repeated in 2018/19.

6. Procurement Strategy 2018-21

Stirling Council has developed "[Towards Commercial Excellence: Stirling Council's Commissioning & Procurement Strategy 2018-2021](#)" in compliance with the requirements of section 15 of the Procurement Reform (Scotland) Act 2014.

The Strategy sets out the procurement and commissioning objectives and actions for Stirling Council during this period. It builds on the vision set out in Stirling Council's Procurement and Commissioning Strategy 2016-2017, and the many positive outcomes that we have achieved so far. It was

informed by relevant and proportionate consultation with stakeholders which was carried out in Autumn 2017. The views of stakeholders are fully set out at Appendix 2 of the Strategy and have been incorporated into the Action Plan set out therein.

Stirling Council's Strategic Commissioning vision remains *"to provide a transformational commissioning and procurement function that can offer commercial, procurement & commissioning best practice as standard and routinely delivers outstanding outcomes for Stirling Council and its citizens"* in line with Stirling Council's overarching priority to *"be a place for everyone to thrive"*.

The Strategy sets out the actions which Stirling Council will take to meet the following commissioning and procurement objectives as set out in the Strategy. The following strategic commissioning objectives are the same as those set out in the previous Strategy as they are still considered to be the most relevant to enable Stirling Council to achieve its Strategic Commissioning Vision:-

1. Ensure that all procurement across Stirling Council is performed in a fair, transparent and cost effective manner, and is fully compliant with all the relevant procurement regulation.
2. Ensure that our procurement processes are in line with recognised best practice in the public sector.
3. Develop staff to generate creative market solutions through a professional, skilled and appropriately resourced procurement function.
4. Ensure that all contracts are proportionately managed during the life cycle of the procurement.
5. Increase our focus on sustainable procurement including the more innovative use of Community Benefits Clauses (CBCs) and targeting supplier's corporate social responsibility policies.
6. Continue to improve and develop access to public sector contracts, particularly for Small and Medium sized enterprises, Co-operatives and Social Enterprises.
7. Strive to deliver the best possible procurement service by maximising efficiency in our processes, our e-procurement capability and our use of collaboration opportunities.
8. Embed the principle of continuous improvement within our procurement methods and processes.

It is envisaged that both the Strategic Objectives and the [Action Plan](#) will be reviewed periodically, and amendments will be made where required.

7. Community Benefit

The sustainable Procurement Duty, which forms part of the Procurement Reform (Scotland) Act 2014, places sustainable and socially responsible purchasing at the heart of the commissioning and procurement process. Community Benefit clauses provide a means of achieving sustainability in public contracts. They may include targeted recruitment and training, social enterprise development, community engagement and development of SME's.

For example, one of Stirling Council's key strategic priorities is to "deliver inclusive economic growth and promote prosperity". In order to achieve this we require to promote a mixed and vibrant economy, supported by an educated, skilled and flexible workforce and improved infrastructure. To achieve this we may look to include the following targeted community benefits:-

- helping businesses to start up, grow and flourish;
- making sure that there are enough jobs;
- ensuring people have the right skills and qualifications.

Whilst there is a statutory obligation to consider community benefits for all procurement processes with a value in excess of £4m in value, the Sustainability Duty often results in the inclusion of community benefit requirements in contracts with lower values. For example, although Stirling Council did not award any contracts in excess of the £4m threshold in 2016/17, to date we have delivered a range of wider benefits in addition to the core purpose of the relevant contract. A summary of the community benefits achieved via each of the Regulated Procurements in 2016/17 is annexed at Appendix 3.

Going forward, as part of Stirling Council's Commissioning & Procurement Strategy 2018-21, community benefits has been identified as an area of work which would benefit from a fully revised approach and it is expected that this will be achieved by Q4 of 2018/19. By revising and developing a Community Benefits Policy, we aim to further embed our commitment to the use of community benefit clauses, as well as streamlining our processes for monitoring, reporting and tracking the delivery of social, economic and environmental value that we have achieved. In addition, through taking a place-based approach we will seek to maximise the impact of community benefit outcomes delivered via our contracts for our communities.

8. Supported Businesses

Stirling Council's Contract Standing Orders (Condition 15) facilitate the restriction of participation in any sub-OJEU Regulated Procurement to Supported Businesses, subject to the applicable conditions contained in the relevant legislation.

Stirling Council does not currently have any Contracts in place with Supported Businesses. However, Stirling Council encourages participation with Supported Businesses and currently purchase from Haven Sign Factory on a spot-purchase basis.

Where a future requirement arises which could readily be fulfilled by a Supported Business, Stirling Council is committed to working with the relevant organisation/s to contract in this way.

9. Consultation and Engagement

In Autumn 2017, the Strategic Commissioning Team carried out consultation with stakeholders including internal colleagues from a variety of service areas, suppliers, peer organisations and other stakeholders. The questions were based on Stirling Council's Procurement & Commissioning Strategy 2016-17 and were designed to inform the development of Stirling Council's Commissioning & Procurement Strategy 2018/21. The responses received are annexed at Appendix 5 together with a response from the Strategic Commissioning Team to each of the comments made by Stakeholders.

The Strategic Commissioning Team will carry out a further consultation exercise annually in the Autumn of each year to gather the views of stakeholders.

In addition to our annual stakeholder consultation, the Strategic Commissioning Team have developed a number of supplier forums. This has been piloted with social care providers, for example the Care Home Providers Forum and Care at Home Providers Forum. This approach will be rolled out during 2018/19 to suppliers of other commodities via a Strategic Supplier Forum with a focus on localism.

10. Future Regulated Procurements 2018 – 2020

Appendix 4 provides a summary of the Regulated Procurements which Stirling Council expects to carry out over the forthcoming 2 financial years in compliance with Section 18(2) of the Procurement Reform (Scotland) Act 2014. Stirling Council is committed to promoting increased engagement and participation in the public procurement process from Suppliers.

11. Strategy Ownership & Contact Details

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12. Appendices

Appendix 1: Glossary of Terms

Term	Definition
Circular Economy	A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life.
Commodity	Classification for all items which the Council procures, to give Stirling Council the ability to accurately describe the primary business activities of their suppliers. The commodity approach presently used by Stirling Council was defined in 2016.
Community Benefit	Community benefits are requirements which deliver wider social or environmental value in addition to the core purpose of the contract.
Community Benefit Clauses	Community benefit clauses are contractual requirements which deliver wider benefits in addition to the core purpose of the contract. These clauses can be used to build a range of economic, social and / or environmental conditions into the delivery of public sector contracts.
Co-operative	An autonomous association of people who have come together voluntarily to meet a common economic, social and/or cultural need and aspirations through a jointly-owned and democratically controlled enterprise.
Cost avoidance	The act of eliminating costs or preventing their occurrence in the first place.
Contract and Supplier Management	Contract & Supplier Management is the management of contracts made with external suppliers. Contract management activities can be divided into three main areas: service delivery management, relationship management and contract administration.
CSM Framework	This is the tool which is used to carry out Contract & Supplier Management.
Regulated Procurement	A procurement with a value in excess of £50,000 which is regulated in terms of the Procurement Reform (Scotland) Act 2014.

Social Enterprises	A revenue-generating business with primarily social objectives whose surpluses are re-invested for that purpose in the business or in the community, rather than being driven by the need to create profit for shareholders and investors.
Savings	The payment of lower prices for the same goods, services and works than previously.
Supported Business/es	Either the organisation's main aim should be the social and professional integration of disabled or disadvantaged persons, or the contract should be performed within a sheltered employment programme.
Sustainable Procurement	Sustainable procurement as a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.
Whole-life Costing	Whole life costing is a technique which takes into account the total cost of ownership of a product or service over its lifetime, from concept through to disposal including purchase, hire or lease, maintenance, operation, utilities, training and disposal.

Appendix 2: Achievements against 2016/17 Action Plan

No.	Action	Target Date	Progress	Comments on Progress	Areas for Improvement
1.	Update Stirling Council Contract Standing Orders.	November 2016	COMPLETE	CSO's were updated in 2017 and approved by Stirling Council on 24 th May 2017.	CSO's should remain under review annually to ensure appropriateness and accuracy.
1.b	Development of Contract Register	October 2016	COMPLETE	Streamlined model of Register developed June 2016. Data populated by September 2016.	Consistency of applying frameworks and devolved procurement exercises to the Contract Register.
2a.	Implement new procurement standard forms and processes.	September 2016	ONGOING	New forms completed September 2016, rolled out to Team in October 2016. Reviewed December 2017 and updated appropriately.	Procurement standard forms and processes should remain subject to regular review to ensure continuous improvement.
2b.	Develop a Procurement Manual	November 2016	COMPLETE	Procurement Manual developed and implemented.	Procurement Manual should remain subject to regular review to ensure continuous improvement.
3.	Continue to develop and implement our Strategic Training Plan	December 2016	ONGOING	Identified training needs will be picked up via PRD's and will feed in to Service Training Plan.	Service Training Plan should remain subject to regular review to ensure continuous improvement. Development and delivery of Modular Management Training.
3b.	Continue to recruit Modern Apprentices and Graduate Interns	March 2017	ONGOING	Graduate Intern programme completed April 2017 with 1 member	This option to be considered for all suitable vacancies on an ongoing basis.

				of staff employed permanently.	
4.	Develop and Implement new Contract and Supplier Management (CSM) processes	August 2016	PARTIALLY COMPLETED	New CSM framework and associated processes developed. Full paper to be taken to Finance & Economy Committee in Autumn 2018.	Technical solution to support CSM framework still under consideration.
5.	Promote the use of Community Benefits Clauses	Ongoing	PARTIALLY COMPLETED	New CB Tracker agreed September 2016.	Revised approach to Community benefit identified as a priority for 2018/1021 Strategy.
6.	Complete Commercial Excellence Project to improve links to SMEs and the third sector, demystifying the procurement process.	March 2017	COMPLETE	Separate action plan exists for Commercial Excellence. Status Reports made monthly to Transformation Board.	
7a.	Complete the Implementation of P2P Project throughout the Council by March 2017 and facilitate the implementation of Electronic invoicing.	March 2017	COMPLETE	Rollout now complete across Stirling Council. P2P Team supporting business as usual with the exception of final close-out in Adult Social Care due to technical issues with SWIFT interface.	Some process re-engineering required in Q1 /Q2 2018/19 to support change in business systems to increase efficiency, in particular with reference to the SWIFT interface.
7b	In tandem with completion of our P2P Project, start work on the next stage of our e-procurement strategy, developing PCS-Tendering and increasing use of collaborative and framework contracts.	April 2017	PARTIALLY COMPLETED	Use of collaborative and framework agreements increasing throughout 16/17.	Ongoing increase in use of collaborative and framework agreements increasing throughout 18/19.

				PCS-T partially implemented April 2018.	Full roll-out of PCS-T to procurement professionals expected by Q3 2018/19.
7c.	Development of Category Management Strategies	December 2017	ONGOING	Learning Disability and Mental Health Commodity Strategies in place and approved via integration Joint Board.	Development of remainder of Commodity Strategies based on analysis of spend.
8a	Develop a clear route for stakeholders to provide feedback into procurement	March 2017	COMPLETE	Stakeholder consultation carried out in Autumn 2017 and annually thereafter. Outcomes reported in Commissioning & Procurement Strategy.	Further consultation due in Autumn 2018.
8b	Monitor our procurement objectives, actions and KPIs	Monthly	ONGOING	Monthly monitoring by SPS Management Team. Reporting to CMT and Members as required	Reporting of objectives, actions and KPIs via COVALENT.
8c	Work towards the targets set out in the Procurement Action Plan	Quarterly	PARTIALLY COMPLETED	As above.	As above.

Appendix 3: Regulated Procurements in 2016/17

Table 1: 2016/17 Regulated Procurements

Reference	Title	Supplier Name	Contract Value (£)	Award Date	Start Date	End Date	Extensions	Complied with Strategy	Community Benefits
SC1617 - 0048	Grass Cutting 7 Other Vegetation Cutting	William Owen & Sons	£280,000	26/03/2017	03/04/2017	31/03/2020	12 months	Yes	None
SC1617- 0003	Lone Working Solution	Rocksure Systems Ltd	£150,000	06/04/2017	10/04/2017	31/03/2019	12 months	Yes	None
SC1617- 0143	Catering Disposables / Catering Insulated Containers / Catering Sundries	Alliance Disposables Ltd / Nisbets (2 lots)	£120,000	12/04/2017	01/05/2017	31/07/2019	12 months	Yes	None
WV-0007	Paths Network	Central Scotland Green Network Trust	£150,000	19/12/2017	01/01/2018	31/12/2020	None	No	None
VW-0023	Intensive Support Service for Young People	Includem	£675,272	03/10/2017	29/05/2017	28/05/2019			None

SC1617-0043	Education & Office Furniture	Apleona Hsg Limited; Atlas Business Interiors Ltd; Azzurro Ltd; British Thornton ESF Ltd; City Building Contracts LLP (RSBi); Claremont Office Furniture Ltd; Educational & Municipal Equipment Ltd (T/A EME Furniture); Equip4work Ltd T/a Office Furniture Online; Findel Educational Supplies Limited; Furniture @work Ltd; Godfrey-syrett Limited; Gopak Ltd; Gts Central Ltd; Langstane Press Limited; Sharp Business Systems Uk Plc; Sico Europe Ltd; Spaceright Europe Ltd; The Consortium for Purchasing and Distribution Ltd; Wagstaff Bros Ltd (T/A Wagstaff Interiors Group); Wagstaff School Furniture; Yorkshire Purchasing Organisation	£388,000	09/05/2017	09/05/2017	29/02/2020	12 months	Yes	None
SC1617-0179	Local Bus Service - C12	Midland Bluebird Limited	£71,720	11/05/2017	12/06/2017	01/08/2020	none	Yes	Winning tenderer participates in a number of community benefits schemes nationally and provided a commitment to work with the Council on options in relation to this contract.
C&F	Residential Care & Education Services Framework Agreement	House of Falkland Ltd	£76,086	11/05/2017	18/05/2017	ongoing	none	Yes	None

SC1617-0099	Fixed Line Telephony	Vodafone Limited	£288,000	19/05/2017	19/05/2017	31/03/2019	6 months	Yes	None
SC1617-0107	Sheriff Officer & Debt Collection	Alex M Adamson LLP	£240,000	24/05/2017	24/05/2017	31/03/2020	24 months	Yes	None
SC1617-0042	Personal Protective Equipment	Alexandra (MWUK Ltd); Allison & Stiven Ltd; Arco Ltd; Bunzl UK Ltd; Cleaning & Wiping Supplies Ltd; Corston Sinclair Limited; D Gibson Road & Quarry Services Ltd; Donside Group LLP; GTS Central Ltd; Ioma Clothing Company Ltd; JBS Group (James Boylan Safety NI Ltd); Loin Safety; Mckinlay Workwear Supplies (Morna Laird Ltd); Mo & Co (UK) Ltd; Protective Wear Supplies Ltd; Rexel UK Limited; Scott Direct Limited; Stax Trade Centres Plc; The Guthrie Group Ltd; Unico Limited; Willis Safety (WC Willis & Co Ltd)	£547,500	02/06/2017	02/06/2017	28/02/2019	24 months	Yes	None
SC1617-0102	Integrated HR/Payroll System (Hosted)	Midland HR (Midland Software Ltd)	£957,108	14/06/2017	20/06/2016	19/06/2021	60 months	Yes	None
SC1617-0174	Labour for the Installation of PVCu Windows to Council House properties	The McDougall Group	£117,560	07/07/2017	10/07/2017	30/09/2018	none	Yes	None
SC1617-0177	Traffic Count Services / Installation of Inductive Loops	Streetwise Services Ltd / CA Traffic Ltd	£105,890	14/07/2017	17/07/2017	31/05/2019	12 months	Yes	None

CHS/258/17 Falkirk Council	Forth Valley Family Support	Scottish Families Affected by Alcohol and Drugs	£64,000	20/07/2017	01/09/2017	31/08/2018	12 months	Yes	None
SC1617- 0038	Tenant Support Services	TPAS Scotland	£184,914	24/07/2017	01/08/2017	31/07/2020	24 months	Yes	None
SC1617- 0025	Raploch Regeneration Proposal Pre Construction Delivery Agreement Works	Robertson Construction Group Limited	£1,200,000	26/07/2017	04/08/2017	30/04/2018	none	Yes	None
SC1617- 0165	Decoration Allowance Vouchers	PPG Architectural Coatings UK Ltd	£160,000	31/07/2017	01/08/2017	31/07/2019	24 months	Yes	None
SC1617- 0055	Independent Advocacy	Forth Valley Advocacy	£1,500,000	30/08/2017	01/11/2017	31/10/2019	24 months	Yes	Volunteer placements. Work with social enterprises and minority run business. Delivery of Advocacy Awareness and Information sessions.
SC1718- 0035	Consultant for Non-Domestic Rates	Gerald Eve LLP	£50,000	01/09/2017	01/09/2017	31/08/2020	48 months	Yes	None

SC1718-0046	Firewall Appliance Upgrade	Softcat plc	£83,802	27/09/2017	01/10/2017	30/09/2020	none	Yes	None
SC1718-0002	Strathyre Primary School Extension and Refurbishment	Bell Contracts & Co Ltd	£1,689,140	29/09/2017	29/09/2017	08/08/2018	none	Yes	The benefits cover: Local Employment Sourcing Materials Locally Football & Netball Team Kit sponsorship Community Event School Presentation School Pupil Site Visit Tree Planting Scheme
SC1617-0167	Fleet Maintenance Framework (2 Lots)	Russell Group Engineering; Riverside Truck Rental Ltd; MTS Recovery & Repairs Ltd	£1,340,000	03/10/2017	18/10/2017	17/10/2020	12 months	Yes	Employ modern apprentices after 1st year of contract
WV-0023	Intensive Support Service for Young People	Includem	£675,272	03/10/2017	29/05/2017	28/05/2019	none	Yes	None
SC1718-0023	Scottish Cities Alliance Project Consultancy Financial Modeling of Investment Opportunities	Grant Thornton	£69,263	24/10/2017	24/10/2017	23/11/2018	none	Yes	None

SC1617-0166	Wolfcraig Building External Envelope Repairs	Central Building Contractors (Glasgow) Ltd	£353,473	24/10/2017	13/11/2017	02/04/2018	none	Yes	Full apprenticeship school talks site visits community event donations to community.
SC1718-0017	Management & Leadership Programme Pilot	Robertson Training Ltd	£64,800	25/10/2017	06/11/2017	05/03/2018	24 months	Yes	25k being spent locally if winning tender. Explore talks with schools/work experience.
SC1718-0006	Play Area Enhancements at Donaldson Park	Jupiter Play & Leisure	£59,362	30/10/2017	01/11/2017	31/10/2018	none	Yes	None
WV-0010	Functional Family Therapy	Action for Children Services Ltd	£246,000	04/12/2017	04/12/2017	01/12/2020	none	no	None
SC1718-0040	Junction Environmental Improvement Scheme - Wallace Street/Cowane Street	MacLay Civil Engineering	£162,929	12/12/2017	08/01/2018	02/04/2018	1 month	Yes	None
SC1718-0003	Stirling SMART Energy Project (3 Lots)	Laplace Building Solutions North Ltd CRS Electrical Control Engineers IES Ltd	£83,545	12/12/2017	15/12/2017	31/12/2018	none	Yes	None
Falkirk Council	Superimposed Road Markings & Associated Works	Markon Limited; Central Traffic Management; WJ Scotland; DeAngelo Brothers UK Ltd	£696,000	18/12/2017	18/12/2017	17/12/2020	12 months	Yes	None
SC1617-0043	Education & Office Furniture	Azzurro Ltd	£120,000	10/01/2018	10/01/2018	28/02/2020	12 months	Yes	None

SC1718-0015	Hard to Heat Schools: Gartmore, Port of Menteith & Thornhill Primary Schools	Thermsaver Heating and Ventilation Solutions	£87,107	19/01/2018	12/02/2018	13/04/2018	none	Yes	The provider has offered training for the staff at each school on the benefits of the new heating system to ensure that all sustainability benefits are fully maximised.
SC1718-0022	Treatment & Disposal of Recyclable and Residual Waste	Avondale Environmental Ltd	£956,000	19/01/2018	22/01/2018	20/07/2018	none	Yes	None
SC1718-0020	Painting & Decorating for Public Buildings	Mitie Property Services UK Ltd	£100,000	23/01/2018	29/01/2018	28/01/2020	12 months	Yes	School work experience placements; one apprentice recruited from local area.
SC1718-0073	Refuse Sacks	Cromwell Polythene Ltd	£65,393	23/01/2018	12/02/2018	11/02/2021	12 months	Yes	None
SC1718-0057	Pearl Street Callander - Housing Development	CCG (Scotland) Ltd	£57,540	02/02/2018	01/03/2018	31/08/2018	12 months	Yes	None
SC1718-0044	Hire of Ride-On Grass Cutting Mowers	Fraser C Robb	£56,575	07/02/2018	26/03/2018	26/10/2018	none	Yes	None
SC1718-0101	Energy ICT Solution	SSE Enterprise Energy	£66,390	19/02/2018	06/12/2018	05/12/2019	none	Yes	None

SC1718-0016	Scaffolding Services	Scaffold Contracts Limited	£1,200,000	22/02/2018	01/04/2018	31/03/2021	12 months	Yes	Employ local Labour Training and development of skills within community
SC1718-0021	Milk (Supply & Delivery)	Muller UK & Ireland	£269,546	23/02/2018	01/03/2018	28/02/2021	12 months	Yes	None
SC1718-0009	Design, Construction & Installation of a Pontoon at Old Harbour, Shore Road	Gareloch Support Services (Plant Ltd)	£270,237	26/02/2018	26/02/2018	25/05/2018	none	Yes	Community enhancement - resources provided for community facilities and initiatives. Sponsorship of local organisations.
WV-0017	E-Learning Management System – Subscription Renewal	Learning Pool	£76,480	20/03/2018	21/03/2018	20/03/2020	none	no	None
SC1617-0044	Support Services for Public Sector Innovation Hub and Tartan Centre	Turner & Townsend	£665,840	29/03/2018	02/04/2018	31/08/2018	none	Yes	None
WV-0014	Transport Scheduling (DRT) Online Booking System	Trapeze Group (UK) Ltd	£59,288	29/03/2018	29/03/2018	17/03/2020	none	no	None
SC1718-0086	Tyres for Vehicle & Plant	McConnechy's Tyre Service	£312,000	01/04/2018	01/04/2018	31/10/2021	none	Yes	None

SC1718-0108	Hire of 32T Hook Lift Vehicle	Riverside Truck Rental Ltd	£82,680	11/04/2018	01/05/2018	30/04/2019	12 months	Yes	None
C&F	Residential Short Term Placement Service for Young People with Complex Health Needs as a result of Disability	Action for Children	£149,256	01/04/2017	01/04/2017	31/03/2018	none	Yes	None
SC1617-0164	Demolition of Wellgreen Care Home and St Margaret's Primary School	Central Demolitions Ltd	£83,105	04/05/2017	30/05/2017	30/07/2017	none	Yes	None
SC1617-0136	NCP Wellgreen Car Park Improvements	GVA Grimley Ltd	£281,115	15/02/2017	29/05/2017	14/07/2017	none	Yes	None
SC1617-0181	Flood Alleviation Scheme Ground Penetrating Rader (GPR) and Radio Frequency (RF) Survey	Malcolm Hughes and Land	£98,045	09/06/2017	24/06/2017	05/08/2017	none	Yes	None
SC1617-0189	Roof Works and External Works at Allan's Primary School and Cowie Primary School	Corstorphine Roofing and Building Ltd	£225,487	09/06/2017	03/07/2017	18/08/2017	none	Yes	School talk with local school to discuss health and safety on construction sites
SC1617-0187	Refurbishment of St Mary's PS, Bannockburn PS & Braehead PS	Bell Decorating Group Ltd	£156,845	14/06/2017	03/07/2017	18/08/2017	none	Yes	None

SC1617-0192	Heating Upgrade and Associated Works at Fintry Primary School and Fintry Nursery	LPS Contracts Ltd	£73,659	20/06/2017	03/07/2017	18/08/2017	none	Yes	None
SC1617-0123	Old Harbour Repair – Shore Road	George Leslie Ltd	£96,059	07/07/2017	17/07/2017	22/09/2017	none	Yes	None
SC1617-0156	Play Area Enhancements at Moray Park	Landcare Solutions	£96,751.32	05/08/2017	05/08/2017	01/12/2017	none	Yes	Landcare Solutions will donate £300 worth of plants or trees and plant them free of charge / engage with schoolchildren to plant trees and approach employability agencies within Stirlingshire to offer the opportunity of work experience on this project.
SC1617-0139	Flood Alleviation GI Stirling (2 Lots)	Causeway Geotech Ltd	£199,855	28/08/2017	28/08/2017	06/10/2017	none	Yes	None
SC1617-0175	Concrete Roof Decks Specialist Coating	Braedale Roofing Ltd	£56,170	18/09/2017	18/09/2017	27/10/2017	none	Yes	None
SC1617-0044	Support Services for Public Sector Innovation Hub and Tartan Centre	Turner & Townsend	£288,500	26/09/2017	26/09/2017	30/03/2018	none	Yes	None

SC1617-0169	SMART Litter Bin Programme	ESE World Ltd	£94,290	16/11/2017	01/12/2017	31/03/2018	none	Yes	Minimising carbon footprint by allowing emptying of bins only when required.
SC1718-0006	Outdoor Play Equipment and Artificial Surfaces 0215.	Russell Leisure Ltd	£59,362.30	08/12/2017	08/12/2017	31/03/2018	None	Yes	None
ED&R	Provision of Advice Services on welfare.	ACE Cornton	£29,710 per year	01/04/2018	01/04/2018	31/03/2019	none	Yes	None
SC1617-0114	Refurbishment of Allan Centre, Bridge of Allan	Corstorphine Roofing and Building Ltd	£132,735	20/02/2017	31/03/2017	31/03/2017	none	Yes	None
	Scottish Local Government Elections 2017: Electronic Counting	CGI IT UK Ltd	£67,306	18/11/2016	31/05/2017	31/05/2017	none	Yes	None
SC1617-0081	Supply & Delivery of Timber Kits for Riverside Housing Development	CCG (Scotland) Ltd	£73,985	08/11/2016	31/05/2017	21/06/2017	none	Yes	None

Table 2: Regulated Procurements which did not comply with [Towards Commercial Excellence: Stirling Council's Commissioning & Procurement Strategy 2016/17.](#)

Reference	Title	Supplier Name	Contract Value (£)	Award Date	Start Date	End Date	Reason	Future Action
WV-0007	CSGNT	CSGNT	£150,000.00	19/12/2017	01/01/2018	31/12/2020	Non-Competitive Action.	Continue as required.
WV-0010	Functional Family Therapy	Action for Children	£246,000.00	04/12/2017	04/12/2017	04/12/2020	Pilot of Innovative approach to service delivery.	Procure if required.
WV-0014	Transport Scheduling (DRT) Online Booking System	Trapeze Group (UK) Ltd	£59,288	29/03/2018	29/03/2018	17/03/2020	Best value.	Procure if required.
WV-0017	E-Learning Management System – Subscription Renewal	Learning Pool	£76,480	20/03/2018	21/03/2018	20/03/2020	Best value.	Procure if required.
WV-0023	Intensive Support Service for Young People	Includem	£675,272	03/10/2017	29/05/2017	28/05/2019	Pilot of Innovative approach to service delivery.	Procure if required.

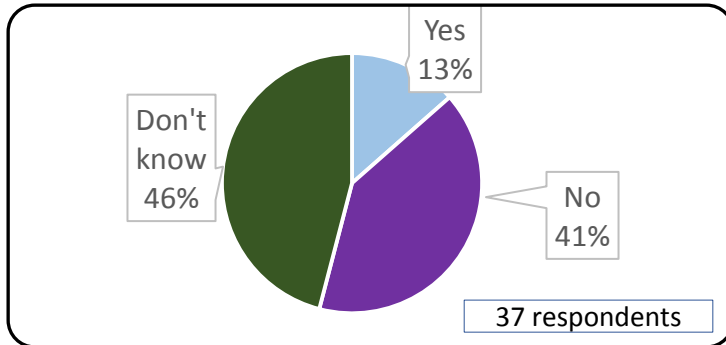
Appendix 4: Future Contract Opportunities

Contract Ref:	Contract Title	Estimated Contract End Date:	Estimated Contract Value:	New/Extended/Re-Let:
ICT	BACS Submission Software	28/05/2018	£7,287	Re-Let
SC/ALL/0758/300511/60(84)	Banking Services	29/05/2018	£232,741	Re-Let
SC/ALL/0911/010614/36(48)	Hire of Self-Drive Vehicles; Plant; and Equipment	31/05/2018	£9,000,000	Re-Let
Scotland Excel 14-13	Treatment & Disposal of Recyclable and Residual Waste	31/05/2018	£4,007,885	Re-Let
Scotland Excel 14-13	Treatment & Disposal of Recyclable and Residual Waste	31/05/2018	£126,280	Re-Let
SC1617-0073	Treatment of Mixed Container Waste	31/05/2018	£292,000	Re-Let
WV-0003	SCOTS Programme 2017/18	04/06/2018	£30,000	Re-Let
SC/ASU/0879/280313/12	SAN Upgrade / Replacement	09/06/2018	£139,904	Re-Let
Scotland Excel 20-13	Road Salt For Winter Maintenance	30/06/2018	£610,000	Re-Let
CCE	Addictions and associated support services for Children and Young People	30/06/2018	£740,903	Re-let
SC/ASU/0922/190603/36(48)	Water Quality Management	06/07/2018	£750,000	Re-Let
SC/RTO/0780/010711/60(84)	Vehicle Tracking System	07/07/2018	£110,720	Re-Let
SC1718-0022	Treatment & Disposal of Recyclable and Residual Waste	20/07/2018	£956,000	Re-Let
SC/HOU/0872/010913/36(60)	Housing - Kitchen Units, Sanitary Ware, & Gas Central Heating Boilers	31/08/2018	£2,291,212	Re-Let
Scotland Excel 10-12	Treatment of Organic Waste	31/08/2018	£1,144,400	Re-Let
SC/HOU/0892/011113/24	Gas Fired Heating - Installation	31/08/2018	£435,250	Re-Let

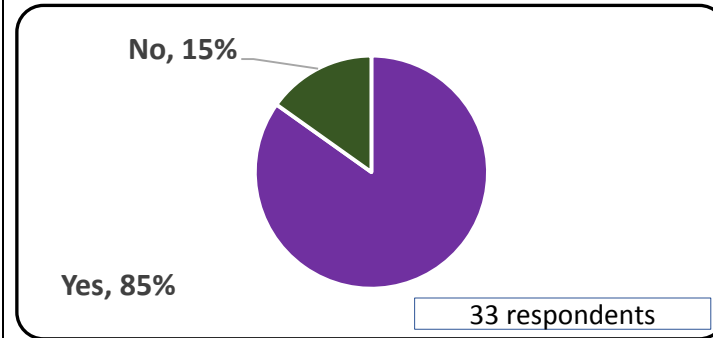
SC/HOE/0998/01101 5/36	Housing - uPVC Windows	30/09/2018	£644,282	Re-Let
Scotland Excel 01-14	Washroom Facilities	30/09/2018	£55,145	Re-Let
SC1718-0044	Hire of Ride-On Grass Cutting Mowers	26/10/2018	£56,575	Re-Let
SC/HOE/1019/01121 5/35	Traffic Signal Maintenance and ancillary Support Services	31/10/2018	£89,838	Re-Let
SC1617-0105	Confectionery, Snacks, Sweets, Cakes & Biscuits and Impulse Ice Cream - ESPO Framework 899_16	30/11/2018	£20,000	Re-Let
Scotland Excel 0614	Telecare & Telehealth Technologies	31/12/2018	£100,000	Re-Let
CCE	Children's Mental Health Befriending Service	31/12/2018	£35,000	Re-Let
CCE	Family Support Service	31/12/2018	£123,989	Re-Let
CCE	Day opportunities for disabled young people.	31/12/2018	£321,750	Re-Let
CCE	Independent Advocacy Services for Young People	31/12/2018	£46,456	Re-Let
SC1617-0060	Electrical Term Contract	31/01/2019	£1,400,000	Re-Let
SC/ENV/0947/30031 5/48	Local Bus Service - Callander - Killin	30/03/2019	£288,000	Re-Let
SC1718-0054	Local Bus Service Pilots	30/03/2019	£34,968	Re-Let
SC/GOV/0899/10011 4/36(60)	Council Tax Bills	31/03/2019	£51,605	Re-Let
SC/HOU/0943/01011 5/36(48)	Housing - Maintenance Contracts	31/03/2019	£1,158,109	Re-Let
SC/GOV/0895/01041 4/36(60)	Housing & Roads Maintenance Materials	31/03/2019	£17,820,645	Re-Let
08-14	Security Services	31/03/2019	£600,000	Re-Let
SC/HOU/0893/01041 4/36(60)	Young Homeless People - Support Service	31/03/2019	£2,001,572	Re-Let
NEW	Short break respite for disabled young people	31/03/2019	£250,000	Collaborative contract.

Appendix 5: Consultation Response

Q1 Are there any other major strategic issues which the strategy has not considered?



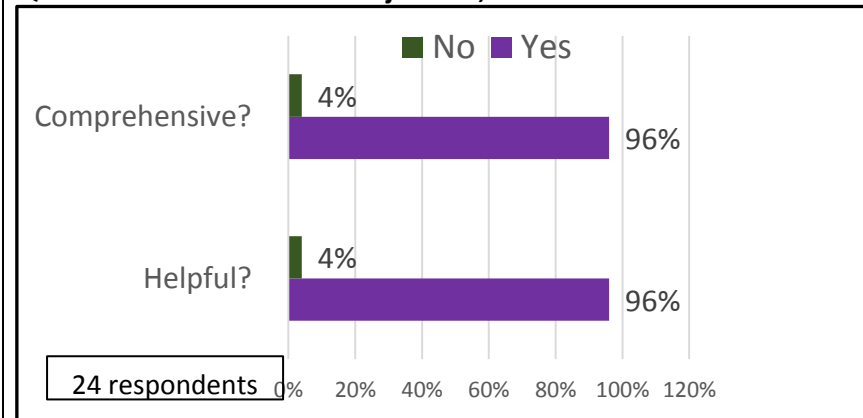
Q2 Does this vision represent what you believe is necessary to transform procurement in Stirling?



Q3 Are there any specific issues which relate to the way in which the council carries out procurement which you would like to see covered by the new strategy?

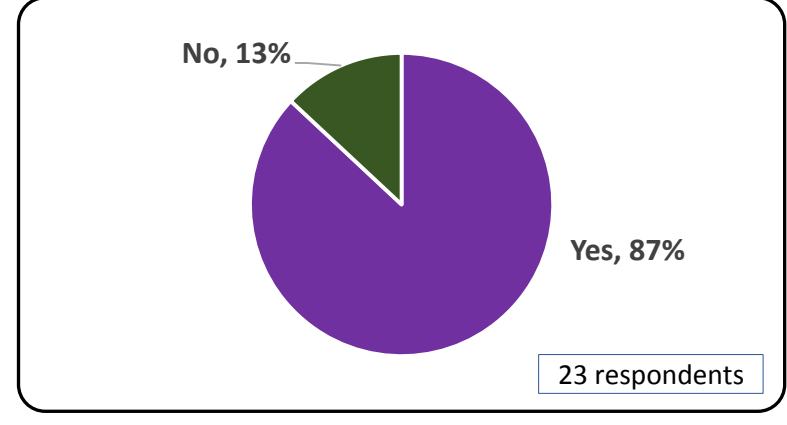
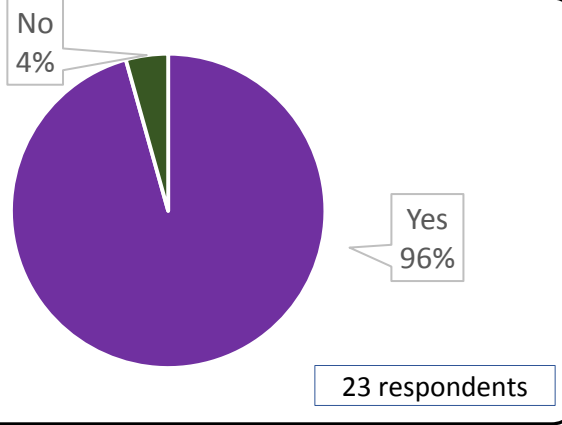
NO DATA

Q4 Is this statement of objectives, actions and outcomes:-



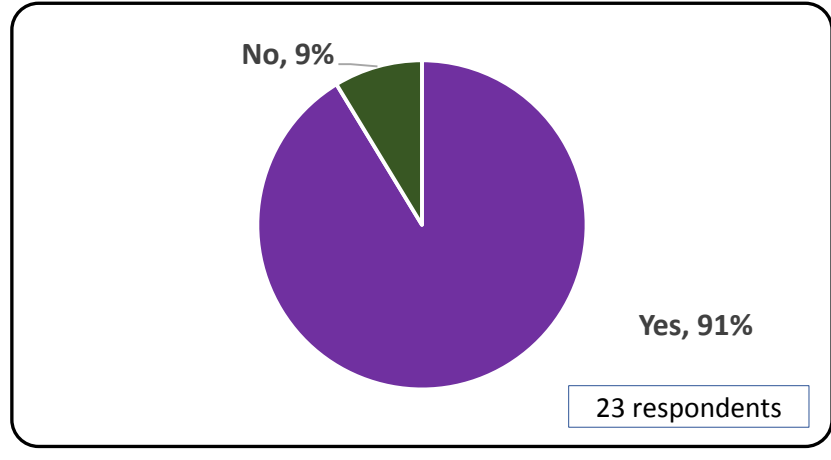
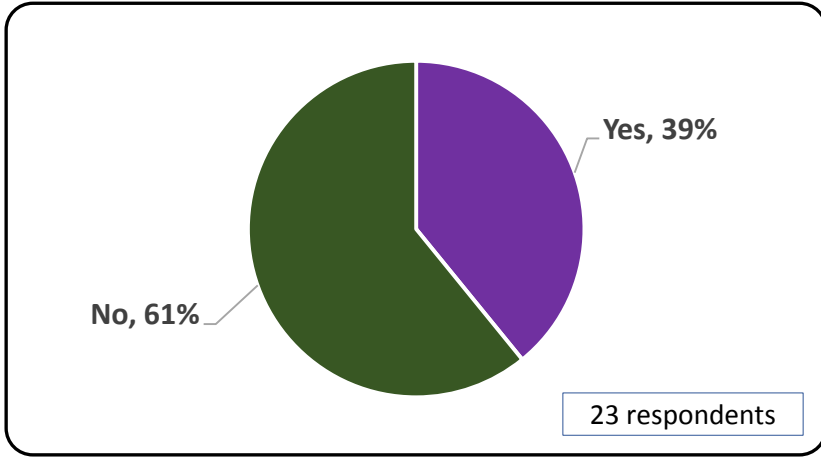
Q5 Do you believe we have identified the actions required to deliver the outcomes?

Q6 Do you consider this analysis helpful and informative?



Q7 Should we include any more performance measures?

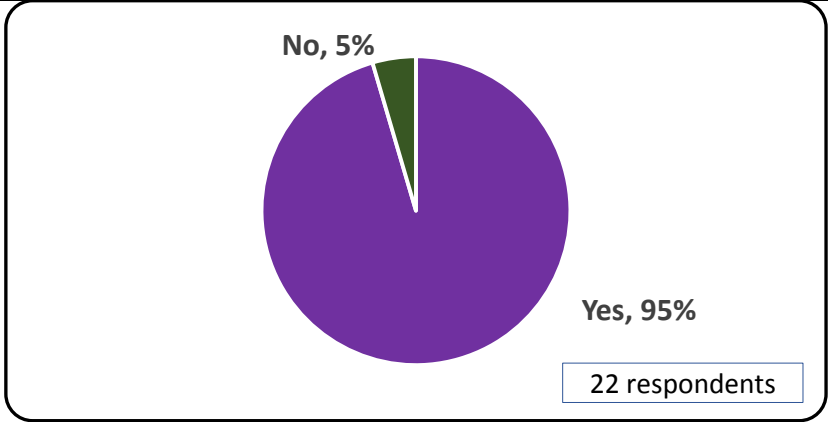
Q8 Do you find this listing useful?



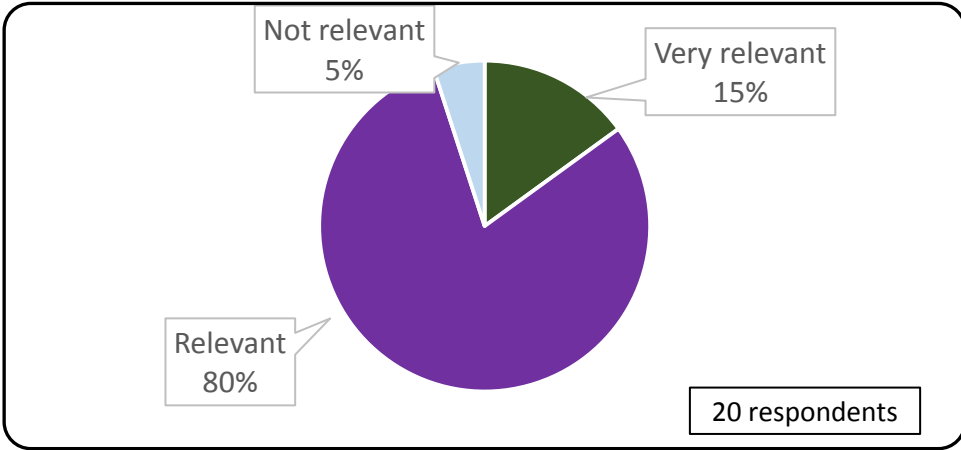
Q9 Areas where further detail should be added?

Q10 Was the inclusion of the Action Plan helpful?

NO DATA



Q11 How relevant is the Action Plan to your service area?



Q12 Further comments

NO DATA

The specific comments which we received in respect of each question and our responses are as follows:-

No.	Consultation Question No.	You said.....	We replied....
1	1	With reduced budgets annually we sometimes cannot get value for money with the suppliers we are contracted to buy from.	It is important to compare like with like. It may seem that a unit cost for an item is cheaper at face value. However, when whole-life costs are taken into account, this is not necessarily the case. Whole-life costing is taken into account during the procurement process to ensure that the cost to Stirling Council is fully transparent and delivers Best Value.
2	1	Full range of sustainability issues, not just Community Benefit clauses.	All procurement activity is subject to a legislative Sustainability Duty which takes into account the full range of sustainability issues. Community benefit clauses are only one way which can harness sustainability benefits through the procurement process.
3	1	Although there are some similarities within the council services there are specifics that aren't accounted for. Easybuy is time consuming to use and often items aren't listed.	This is a strategic document which covers all services. Specific service area detail can be resolved at an operational level. EasyBuy (PECOS) is Stirling Council's default purchasing system and works best utilising catalogues. However, functionality allows for purchase of non-catalogue (i.e non-listed) items.
4	2	Would it be possible to include a statement with regards to flexibility when schools require to go outwith the procurement framework? We are a highly specialised setting and at times require equipment which requires specialised suppliers.	Stirling Council is subject to the public sector procurement legislation which sets out specific legal obligations in relation to what is required to be obtained via a procurement process. Stirling Council's Contract Standing Orders allow for purchase of specialised items and, in the first instance, you should discuss the matter with the Commodity Manager for your Service Area to determine the appropriate route to market.

5	2	Not sure that best practice in the public sector is about not being able to negotiate the best price balanced by the quality of the resource. We are asked to generate creative market solutions, however have to order resources as per contracted suppliers. I see the need for this when we are talking about buildings and property repairs, however not common resources that can be bought in a competitive market.	<p>Whole-life costing is taken into account during the procurement process to ensure that the cost to Stirling Council is fully transparent and delivers Best Value.</p> <p>Tenders are evaluated on the basis of 'most economically advantageous tender' which balances quality against price. This allows a balances mechanism to evaluate innovative solutions in a fair and transparent manner.</p>
6	2	Overt reference to sustainability to indicate intention up-front.	All procurement activity is subject to a legislative Sustainability Duty which takes into account the full range of sustainability issues.
7	3	Pushing the culture to ensure there is a consistent approach rather than some service areas being able to purchase sporadically through other methods.	Stirling Council's corporate approach to procurement is fully set out in Stirling Council's Contract Standing Orders.
8	3	Ongoing staff development and induction for new managers on systems. Happy to have the new Concerto put in place. This will ensure efficiency and be able to update managers on progress. Early days though. Staff development would be useful to share the new vision and inform when new procedures are put in place. Admin staff also need to be updated.	<p>We are working with Corporate OD to put in place a Modular Management Training Suite which will include a procurement component. It is expected that this will be available to all managers.</p> <p>CONCERTO is a Service-led operational system and any training requirements should be addresses to the appropriate implementation team.</p>
9	3	Strengthen the Sustainable Procurement Duty by giving greater profile and emphasis to issues wider than simple community benefits, such as: the Scottish Model of Procurement, the	All procurement activity is subject to a legislative Sustainability Duty which takes into account the full range of sustainability issues.

		Procurement Hierarchy, Sustainability Test, Whole Life Costing & identification of life cycle impacts, and a shift from products to services, with circular economy outcomes.	
10	3	The use of procurement cards; current trend is to reduce usage but various sources of info suggest other authorities are increasing usage.	Stirling Council's Corporate Purchase Card Policy reflects the Council Management Team's current position in relation to decreasing spend on purchase cards to facilitate transactional transparency facilitated by PECOS (Easybuy). Should this change, the policy will be amended accordingly.
11	3	It should be easy to use and should deliver best value for money so all children benefit.	We would be happy to hear any suggestions you have to make our processes easier to use, subject to ensuring legislative compliance. As far as we are aware our processes are set up to ensure Best Value which provides an exponential benefit to all citizens of Stirling.
12	3	In the Technology area we have issues in relation to rolling contracts for maintenance vs the need to reprocure systems because of cost of migration. We are dealing with this in the technology sourcing strategy but it may be good to highlight this type of contract and our pragmatic way of dealing with it at a more strategic level.	A refreshed Digital Transformation Strategy, including corporate approaches to technology sourcing, would be helpful to ensure strategic alignment and we look forward to being included in the development process.
13	3	A more strategic approach to consultation and better communication / roll out of internal policy changes to Service Areas.	We will take your comment into account in the future.
14	3	I'd like to see shorter timescales for small procurement exercises. Currently some	We are keen to ensure that our processes are as lean as possible. However, there are some instances where prioritisation of workload means that timescales take longer than desired. We would

		procurement exercises for under £50k are taking 10 weeks to procure.	encourage Service Areas to plan ahead and submit requirements at the earliest opportunity. As a corporate function we must also consider aggregation when requests are received and, from time to time, this can have an impact on timescales.
15	3	We did have some teething troubles when changing to the easy buy system. However these have been ironed out and the process appears to be working fine.	We are pleased to hear that you have resolved the teething troubles. If either the EasyBuy Team or your Commodity Manager can provide any further support, please do not hesitate to get in touch.
16	4	Across the board we will be increasingly looking at partnership working across the public sector (thinking of the outcomes of work with the LGDP) - would we want to make that more prominent? Probably means more working through Scotland Excel which is covered above anyway.	Partnership working is a very important part of the procurement process, particularly between procurement staff and service areas, as well as with the supplier base and organisations such as Scotland Excel. Effective partnership working is implicit in all procurement activity.
17	5	However, the actions identified are very general.	We have included an Action Plan to make actions more SMART.
18	5	Actions are very perfunctory, with little detail as to the quality or efficacy of each action.	We will report on our procurement performance annually in our Procurement Annual Report, commencing in Quarter 2 of FY2018/19.
19	5	Formal training to staff who frequently undertake procurement exercises may help promote achievement of these objectives.	As a corporate function, procurement professionals have received all relevant training to undertake their role. Service Area Leads are provided with the relevant training to undertake their role which supports each individual procurement transaction.

			In addition, we are working with Corporate OD to put in place a Modular Management Training Suite which will include a procurement component. It is expected that this will be available to all managers.
20	6	A breakdown of services.	We are not in a position to respond here without further detail. We would welcome hearing from you to discuss further.
21	6	Information linked to wider sustainability, environmental and socio-economic issues.	All procurement activity is subject to a legislative Sustainability Duty which takes into account the full range of sustainability issues.
22	6	Categorisation of suppliers by commodity type / nature of expenditure / service area / compliant & non-complaint suppliers etc. to help inform and provide more meaningful information with regards who is spending money, on what, is it the best use of resources, identify suppliers who should not be used etc. Presentation of information using charts, graphs etc. rather than purely numerical.	We have undertaken to provide further detail in the 2018/21 Strategy in a graphic format. We will provide additional detail in our Annual Procurement Report, commencing in Quarter 2 of FY2018/19.
23	6	Split of procurement exercises - under 50k/ over £50k - Professional fees associated with procurement time spent on projects before and after procurement strategy 2016/2017.	Stirling Council regulates procurement activity in accordance with the prevailing legislation and we actively encourage implementation of frameworks which futureproof against repeat low-value procurement transactions as well as complying with aggregation regulations. Professional fees is a Service-specific matter and, therefore, SCT is not in a position to comment.
24	6	Analysis should be put in context - is this a 'normal' spend profile or are there anomalies due to specific works/projects? Is it comparable	Strategic analysis is carried out within the procurement landscape through accessing national tools, for example, the Scottish Government's Information Hub.

		to other Councils? Are we meeting any local or national KPI's? etc	
25	7	It would be interesting to know how often people are required to access suppliers who are not within the framework. This may mean in the future you might consider including these suppliers.	We do endeavour to gather this data. However, we do not have any locus over whether providers in the supplier base chose to bid for a particular contract. Going forward, we will look to innovate in the methods which we use to contract to ensure maximum flexibility, where appropriate to do so.
26	7	Performance measures are a helpful indicator. Again I don't have enough knowledge to identify which ones would be best.	We will provide additional detail in our Annual Procurement Report, commencing in Quarter 2 of FY2018/19.
27	7	Measures to track the statements under Policy Summaries.	These are tracked at a Corporate level.
28	7	Performance measures regarding compliant & non-compliant suppliers: to ensure any procurement strategy is being adhered to, there should be some sort of measure to help identify, monitor & address compliance (or non-compliance as the case may be).	We will provide additional detail in our Annual Procurement Report, commencing in Quarter 2 of FY2018/19. Currently, service-specific non-compliant spend is reported to the relevant Service Manager, who should address transfer to a compliant position.
29	7	KPI monitoring tool; community benefits implementation advice/tool.	As you will see from our Action Plan above, we plan to refresh our approach to Community Benefits shortly.
30	7	Are we meeting any local or national KPI's?	National Performance Indicators are reported via COVALENT.
31	9	Clearer roles and responsibilities	Roles and responsibilities during the procurement process are fully set out in Stirling Council's Contract Standing Orders.
32	11	Greater detail of wider sustainability, environmental and socio-economic issues.	We will provide additional detail in our Annual Procurement Report, commencing in Quarter 2 of FY2018/19.

33	11	The plan was helpful to show the work that was being undertaken, and the indirect effect of updates to the various action points.	Thank you. We appreciate your comment.