

Recommendation No. 1	That the council's partners should, if possible, use the council's Proactis system to advertise procurement opportunities and if this is not possible give a commitment to share information about local suppliers.			
Executive's Response	<i>The recommendation is accepted. Providing Proactis access to the council's partners provides clear benefits for local suppliers to access a 'one stop shop' of council and partner's tender opportunities; the Council, however, will need to review the functionality and security of Proactis to ensure that in providing access to other partners it would not compromise confidentiality of tender processes being managed by the Council.</i>			
Action	Owner	By When	Target/Success criteria	Progress
To review any issues and risks in providing Proactis access to partners and mitigate where possible.	Head of Commercial Services	August 12	Full review of providing access to partners is undertaken including full issues and risk register.	On Hold - The Council remains committed to this objective but is currently reviewing other potential solutions that may provide greater ease of use for both internal officers and external users. This includes the option of collaborating with other authorities by joining the South West regional portal. This is decision is on hold as SW authorities are currently considering their future solution and will decide in Jan 13 if to remain with the current portal or retender.
Subject to above – identify clear cost structure and training programme to enable partners to fully utilise Proactis	Head of Commercial Services and Hoople training	August 12	A clear cost structure and training programme is established	See above
If access is not possible	Head of Commercial	August 12	Information is freely available and shared	See above

options explored to share information about local suppliers with partners	Services		with partners.	
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Recommendation No. 2	That parish councils might find it helpful to draw on the database of suppliers held on the Proactis system and that arrangements to share data with them should continue to be explored.			
Executive's Response	<i>The recommendation is accepted. The Council's database of suppliers is a list of organisations that have either expressed an interest to bid for council business or may be a current supplier. The council will establish arrangements to share data; however it should be noted that whilst the council can share this data it would be done so on the clear understanding that it is without approval or endorsement of any specific organisation by the authority</i>			
Action	Owner	By When	Target/Success criteria	Progress
To explore ways in which the council's database of suppliers on Proactis could be shared with parish councils.	Head of Commercial Services Parish Liaison and Rural Services Officer	Sept 12	Database of suppliers is fully accessible by partner organisations.	Complete - A listing of organisations listed on the Proactis system is issued to the Parish Liaison and Rural Services Officer for distribution on a quarterly basis.

Recommendation No. 3	That the role of Contract Monitoring Officers (CMO) set out in the Constitution requires review and clarification to ensure that there is a clear understanding of the role the CMO is expected to fulfil across directorates			
Executive's Response	<i>The recommendation is accepted. The Council will review the role of CMO and ensure clarification of the role and responsibilities is communicated to all stakeholders.</i>			
Action	Owner	By When	Target/Success criteria	Progress
Review CMO role and communicate to all stakeholders.	Head of Commercial Services	August 2012	Review of role is undertaken and communication to all stakeholders.	On Hold , CMO review is on hold due to a project to implement a new contract management toolkit

				<p>across the council. This will have a direct impact on the role of the CMO under the constitution and any changes will be made via the Audit and Governance Committee.</p> <p>A Training event is scheduled for 29th Jan 13.</p>
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Recommendation No. 4	That lists showing the contracts let and who is responsible for monitoring them should be maintained by each directorate and held in a central location available to the relevant director for inspection, with a formal review of the lists say every six months.			
Executive's Response	<i>The recommendation is accepted. The council's Contract Register is currently updated annually and available for review/inspection at any time via the Council website. It is intended that Commercial Services (with support from Hoople Procurement) will provide monthly updates to Contract Monitoring Officers to increase visibility of contracts ending in the next 9months or less to improve future procurement planning. It is anticipated that this will provide a more dynamic process than a 6 monthly review.</i>			
Action	Owner	By When	Target/Success criteria	Progress
To issue monthly updates of contracts registers to the council's CMO on a monthly basis to provide greater visibility of contracts and support greater	Head of Commercial Services (with support from Hoople Procurement)	August 2012	Contracts registers are provided monthly.	Implemented – monthly updates are sent to contract leads. This has significantly improved to the council's procurement pipeline visibility and planning

Recommendation No. 5	That six monthly sample audits be undertaken, perhaps as part of the audit programme, to provide an independent, external assessment of the council's major contracts to verify whether or not the council's assessment of the value for money and performance of these contracts is correct, with a report subsequently submitted to the relevant Cabinet Member and the Chairman of the Overview and Scrutiny Committee.			
Executive's Response	<i>The recommendation is accepted. This will form part of audit programme planning.</i>			
Action	Owner	By When	Target/Success criteria	Progress
To review annual audit plan to ensure sufficient coverage of contract audits	Chief Officer: Finance & Commercial Head of Commercial Services	July 2012	To review the existing programme and ensure Value for Money issues are covered.	Implemented – the annual audit plan was reviewed and agreed by the Audit and Governance Committee. Amey contract was audited
To ensure the Audit & Governance Committee is informed of progress	Chief Officer; Finance & Commercial Head of Internal Audit	September 2012	To brief the committee on scope of relevant audits and provide feedback in progress reporting.	Implemented –Progress reports in place.

Recommendation Nos. 6, 12 and 13	<p>(6) That a communication plan be developed to raise awareness of the Proactis system to try to ensure that all businesses who wish to register on the system are registered.</p> <p>(12) That the council consider how to raise business awareness and provide training and support to businesses to help them to equip themselves with the necessary skills to achieve the necessary accreditations that the council's contracts generally require</p> <p>(13) That a plan be produced setting out how help will be provided to develop local capability and capacity to win contracts including encouraging the formation of local consortia or other means</p>
Executive's Response	<i>Also covers 12 & 13 - The recommendation is accepted. The Council will work with the local Chamber of Commerce and other sectors to deliver a programme of training and communication events to 1) increase awareness of the Council's opportunities, 2) the use of the Proactis system, 3) 'how to tender' workshops and 4) support the development of consortia bodies to up-skill potential suppliers so they are better informed to try and win council business.</i>

Action	Owner	By When	Target/Success criteria	Progress
To agree with the Chamber of Commerce a programme of communication events.	Head of Commercial Services	Starting Sept 2012	Programme is agreed and in place	6 – On hold - due to possible change of Proactis (see Rec 1). 12 & 13 - Engagement has already started with the Chamber with particular focus on the Public Realm tender project. A wider programme of engagement events and training is now being developed to be undertaken in 2013.

Recommendation No. 7	That Contract Standing Orders should be amended and it should be mandatory that all procurement must be undertaken via the Proactis system unless a waiver not to do so is approved by the Commercial Services.			
Executive's Response	<p><i>The recommendation is accepted. The Council agrees with the principle of mandatory use of Proactis but would need consider a number of factors:</i></p> <ul style="list-style-type: none"> <i>use of existing frameworks – it is recognised that in some cases the use of established framework provides better value solutions for the Council and therefore would negate the need to advertise.</i> <i>Proportionality - to ensure that the appropriate processes are proportionate to the level of spend / complexity of the give procurement, it is recommended that use of Proactis is applied to tenders with a value above £10,000.</i> <i>that the demands can be managed by the Hoople procurement team and/or a training programme for other users is implemented.</i> 			
Action	Owner	By When	Target/Success criteria	Progress
To review the level of resources within Hoople	Head of Commercial Services (with support	Sept 2012	Review undertaken and actions agreed	Partly implemented - Priority has been given to

Procurement to support this	from Hoople Procurement)			requirements above £50k in line with current CSO demands.
Training programme for other users	Head of Commercial Services (with support from Hoople Procurement)	Sept 2012	A training programme to be agreed and implemented.	On hold – subject to decisions referred to in 1.

Recommendation No. 8	That compliance with the mandatory requirement that all procurement above a threshold of £10,000 must be undertaken via the Proactis system should be monitored and reviewed every quarter for one year and six monthly thereafter.			
Executive's Response	<i>The recommendation is accepted. Subject to the factors in #7 a robust monitoring regime is implemented.</i>			
Action	Owner	By When	Target/Success criteria	Progress
Subject to the factors in #7 a robust monitoring regime is implemented.	Head of Commercial Services (with support from Hoople Procurement)	Dec 12	Monitoring and reporting of use of Proactis is in place.	See No 7. Improved procurement visibility and planning is supporting this compliance. Supported by Audit Programme

Recommendation No. 9	That to support the embedding of the Proactis system across the organisation annual presentations be made to each Directorate Management Team by Commercial Services and two awareness sessions arranged per year for officers directly involved in the use of Proactis.			
Executive's Response	<i>The recommendation is accepted. The council agrees with the proposal and would need to form part of the actions undertaken in response to Recommendation 8.</i>			
Action	Owner	By When	Target/Success criteria	Progress
	Head of Commercial	Dec 12	Programme of events are agree and	On hold – subject to

Implement a programme of annual presentations and awareness sessions.	Services (with support from Hoople Procurement)		being delivered.	decisions referred to in Recommendation 1. A more user friendly solution may reduce training needs across the council.
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Recommendation No. 10	That the council should be alert to any changes to EU procurement rules and benchmark its interpretation of these rules with peer authorities to ensure that any adverse effect on local firms is minimised			
Executive's Response	<i>The recommendation is accepted. The Council's Head of Commercial Services (HoCS) is a member of the National Advisory Group for Local Government (supported by the LGA) which as a consultation forum for new EU Procurement Rules and therefore well placed to have early sight of changes to procurement legislation and minimise any potential impact. In addition, the HoCS is also a member of the WM Procurement Board and WM Strategic Procurement Managers Group so has regular discussions with other authorities to benchmark current practices.</i>			
Action	Owner	By When	Target/Success criteria	Progress
N/A – recommendation will be undertaken under business as usual	Head of Commercial Services	n/a	n/a	n/a

Recommendation No. 11	That the council should review the accreditations required in its contracts for the supply of certain services to ensure that they are proportionate and not unnecessarily onerous			
Executive's Response	<i>The recommendation is accepted. The council agrees with the principles of this recommendation, implementation will need to be considered on a case by case basis as new tender requirements emerge.</i>			
Action	Owner	By When	Target/Success criteria	Progress
Develop a training programme for council procurement stakeholders which will include the principles of applying	Head of Commercial Services (with support from Hoople Procurement)	Sept 12	Training programme in place	Part implemented – support and challenge is provided on a case by case basis. A training programme is being

<p>proportionality to the council's procurement practices</p>				<p>developed. Resourcing has delayed implementation. A new proposed Contract Management regime being explored will also aid compliance with this objective.</p>
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<p>Recommendation No. 12</p>	<p>(6) That a communication plan be developed to raise awareness of the Proactis system to try to ensure that all businesses who wish to register on the system are registered.</p> <p>(12) That the council consider how to raise business awareness and provide training and support to businesses to help them to equip themselves with the necessary skills to achieve the necessary accreditations that the council's contracts generally require</p> <p>(13) That a plan be produced setting out how help will be provided to develop local capability and capacity to win contracts including encouraging the formation of local consortia or other means</p>			
<p>Executive's Response</p>	<p><i>Also covers 6 and 13. The recommendation is accepted. The Council will work with the local Chamber of Commerce and other sectors to deliver a programme of training and communication events to 1) increase awareness of the Council's opportunities, 2) the use of the Proactis system, 3) 'how to tender' workshops and 4) support the development of consortia bodies to up-skill potential suppliers so they are better informed to try and win council business.</i></p>			
<p>Action</p>	<p>Owner</p>	<p>By When</p>	<p>Target/Success criteria</p>	<p>Progress</p>
<p>To agree with the Chamber of Commerce a programme of communication events.</p>	<p>Head of Commercial Services</p>	<p>Starting Sept 2012</p>	<p>Programme is agreed and in place</p>	<p>See 6.</p>

Recommendation No. 13	<p>(6) That a communication plan be developed to raise awareness of the Proactis system to try to ensure that all businesses who wish to register on the system are registered.</p> <p>(12) That the council consider how to raise business awareness and provide training and support to businesses to help them to equip themselves with the necessary skills to achieve the necessary accreditations that the council's contracts generally require</p> <p>(13) That a plan be produced setting out how help will be provided to develop local capability and capacity to win contracts including encouraging the formation of local consortia or other means</p>			
Executive's Response	<p><i>Also covers 6 and 12. The recommendation is accepted. The Council will work with the local Chamber of Commerce and other sectors to deliver a programme of training and communication events to 1) increase awareness of the Council's opportunities, 2) the use of the Proactis system, 3) 'how to tender' workshops and 4) support the development of consortia bodies to up-skill potential suppliers so they are better informed to try and win council business.</i></p>			
Action	Owner	By When	Target/Success criteria	Progress
To agree with the Chamber of Commerce a programme of communication events.	Head of Commercial Services	Starting Sept 2012	Programme is agreed and in place	See 6.

Recommendation No. 14	<p>That arrangements are put in place to measure the amount of work let locally that is sub-contracted locally to ensure a true picture of local spend is captured</p>			
Executive's Response	<p><i>The recommendation is accepted. A number of organisations, (e.g CLES.org.uk) has undertaken detailed analysis of the impact of council procurement spend on the local economy for other authorities. The council will undertake benchmarking analysis to establish the costs of commissioning such this requirement against potential in-house resources.</i></p>			
Action	Owner	By When	Target/Success criteria	Progress
Put in place systems to capture information. Review options on	Head of Commercial Services Head of Corporate	Sept 12	Activity to meet the requirements of this recommendation has been undertaken and implemented.	Partly implemented – a new spend analysis system being implemented

undertaking this recommendation and identify recommended solution	Finance			will provide greater clarity on spend with local suppliers. Mechanisms to capture subcontracted spend are being explored.
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Recommendation No. 15	That if the current model under the Amey Contract is maintained the council should have two councillors on the Amey Wye Valley Board with full voting rights			
Executive's Response	<i>The recommendation is accepted. This is being explored as part of the discussions with Amey about future direction of the arrangement.</i>			
Action	Owner	By When	Target/Success criteria	Progress
To explore the governance arrangements for the joint venture partnership	Director of Places	September 2012	To have sufficient representation on the Amey Wye Valley Board	No longer applicable - Amey contract not being extended.

Recommendation No. 16	The Council reviews the benefits of joint venture companies to see if they are distorting the market and consequently did not represent value for money			
Executive's Response	<i>The recommendation is accepted. The council can undertake a review of joint venture companies as recommended. Any decision to establish a joint venture company is tested at the time of establishment to ensure it is the most appropriate model. Delivery is monitored after an arrangement is put in place.</i>			
Action	Owner	By When	Target/Success criteria	Progress
Review of joint venture companies.	Head of Commercial Services	Nov 2012	Review has been undertaken and reported.	On hold – subject to the recruitment of additional Commercial Services resources.

Recommendation No. 17	The potential for the Council’s buying power to drive down costs be explored			
Executive’s Response	<i>The recommendation is accepted. The council is developing a procurement change programme to maximise its buying power through implementing a Category Management approach to procurement - supported by robust Contract Management and Supplier Relationship Management. This will be underpinned by common systems and processes (includes Proactis) and high quality spend data management information and capacity/capability building of key stakeholders.</i>			
Action	Owner	By When	Target/Success criteria	Progress
Establish high quality spend data management capability	Head of Commercial Services	August 2012	Competitive spend analysis is in place and used by Commercial Services to drive strategy.	Partly implemented – a new spend analysis system is being established and data is currently being analysed.
Develop systems to supply management information	Head of Commercial Services Head of ITC (Hoople)	Sept 2012	Continuous development programme of systems and processes has been implemented	A new Contract Management model is being explored to support compliance with the objective.
Implement Category Management regime	Head of Commercial Services	Sept 2012	Appropriate resources are in place and Cat Mgt regime is being implemented.	The Council attempted to recruit Category managers but was unable to appoint to the posts. However the principles are in place.