

Scotland Excel

To: Executive Sub-Committee

On: 21 April 2023

Report by: Chief Executive of Scotland Excel

Tender: Supply, Delivery and Installation of Commercial Catering Equipment

Schedule: 1322

Period: 36 months with an option to extend for up to a further 12 months

1. Introduction and Background

This recommendation is for the award of the second-generation renewal framework for the Supply, Delivery and Installation of Commercial Catering Equipment.

This framework will provide a mechanism for Councils and other participating bodies to procure a range of gas, electric and refrigerated commercial catering equipment. This will include, but is not limited to, blast chillers, combi ovens, fridges, freezers, hot and cold holding equipment, gas ranges, mixers, dishwashers, microwaves and other associated products.

This proposed framework will be for a period of 36 months with an option to extend for up to a further 12 months as advertised in the published tender documents. Subject to approval and completion of a standstill period, the framework is intended to commence on or around June 2023.

This report summarises the outcome of the procurement process for this national framework arrangement and presents recommendations for award.

2. Scope, Participation and Spend

As part of the strategy development, the commercial user intelligence group steering group (CUIG-SG) endorsed the inclusion of five lots as summarised in Table 1.

Lot Number	Description of Soctions	Estimated %age of Overall
	Description of Sections	Spend
1	Prime Cooking Equipment	35%
2	Warewashing Equipment	20%
3	Refrigeration Equipment	20%
4	Heated, Ambient and Refrigerated Display	5%
5	Food Preparation Equipment	20%

Table 1: Lotting Structure

The lot structure remains unchanged from the previous generation.

As detailed in Appendix 1, 31 councils have confirmed their intention to participate in this framework, with all councils included in the advertised contract notice.

The framework was advertised at a total value of £1.5 million per annum, which equates to an estimated spend of £6 million over the maximum 4-year term of the framework. This advertised spend allows for increased participation from councils and associate members not currently utilising the framework. It also takes into account additional spend for councils to facilitate the roll out of universal free school meals across primary 4 - 7 pupils. This has already been introduced for primary 4 and 5 with primary 6 and 7 to follow during the current parliamentary term and the Scottish Government's manifesto pledge to introduce a free breakfast service for all primary school pupils and pilot programmes in selected high schools.

3. Procurement Process

A Prior Information Notice (PIN) was published on 15 July 2022 which resulted in expressions of interest from 31 companies. A number of supplier engagement meetings were held on the basis of Regulation 41 (Preliminary Market Consultation) of the Public Contracts (Scotland) Regulations 2015 to understand the current marketplace, inform the supply base of Scotland Excel's intentions and to generate interest from small and medium-sized enterprises (SMEs)

Thereafter, the Contract Notice was published via the Find A Tender and Public Contracts Scotland (PCS) portal on 18 January 2023, with the tender documentation being immediately available via the Public Contracts Scotland Tender (PCS-T) system. The tender exercise was conducted and concluded in accordance with the law and procedures currently in force.

As a matter of best practice and to ensure that the framework aligned with councils' requirements, a programme of consultation was conducted to understand their service requirements, the technical aspects of these services and their current purchasing practices and the future requirements that could be covered by this framework. This information was used to generate the specifications and selection/award criteria.

Scotland Excel has taken cognisance of the current situation relative to the Coronavirus pandemic. Scotland Excel has carefully monitored the situation throughout the period of the tender exercise and determined it was appropriate to undertake this renewal tender exercise and recommend the establishment of this framework.

The procurement exercise followed an open tender procedure to encourage maximum competition and participation.

The published tender documents anticipated the appointment to the framework of a range of tenderers with relevant and demonstrable experience and capabilities. There was no fixed number of tenderers to be awarded participation and no fixed score ensured success. The most economically advantageous tenderer or tenderers was to be identified once all of the bids had completed the evaluation in accordance with the requirements set down within the tender documents. Awards would be sufficient to meet council requirements.

Tenderers required to meet the advertised minimum requirements for participation and were able to bid for one, any or all local authority areas for each lot, where applicable.

All suppliers were evaluated against the advertised selection criteria using the Single Procurement Document (SPD), and the stated award criteria of:

- 1. Technical 20%
- 2. Commercial 80%

Within the technical section, tenderers were required to evidence their knowledge and experience by responding to a series of technical areas which are detailed within table 2 below:

Description	Weighting
Fair Work First	3
Customer Service	7
Sustainability	7
Community Benefits	3
Total score	20

Table 2: Technical Criteria

The commercial section of the tender was worth 80 points. Points were awarded in the commercial section based on comparison of all offers received, whilst accounting for the tenderer's response to the commercial award criteria. In all lots, tenders were evaluated on the basis of a 'basket of goods' methodology as set out in the published tender documents. Following a full evaluation of all compliant offers, scoring was completed in accordance with the published tender evaluation methodology, and a score was calculated for each tenderer.

3. Report on Offers Received

The tender document was downloaded by 32 organisations, with 16 tender responses received by the specified closing date and time. A summary of all offers received is provided in Appendix 2.

Based on the criteria and scoring methodology set out in the tender document, a full evaluation of the compliant offers received was completed. Appendix 3 confirms the scoring achieved by each bidder.

4. Recommendations

Based on the evaluation undertaken, and in line with the advertised criteria and weightings summarised above, it is recommended that a multi-supplier framework arrangement is awarded to 8 suppliers across 5 lots as outlined in Appendix 3.

The 8 recommended suppliers offer best value and represent a mix of micro, small, medium and large organisations.

The range of suppliers recommended provides coverage for all awarding framework lots and competitive options for all participating bodies as well as offering a degree of choice and capacity.

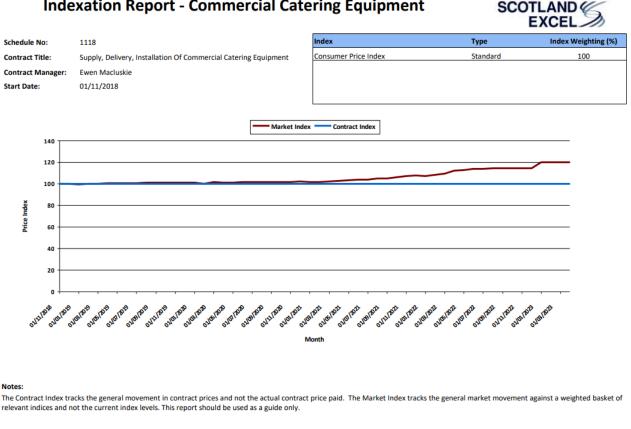
The Executive Sub Committee is accordingly requested to approve the recommendation to award this framework as detailed within Appendix 3 (Scoring and Recommendations).

5. Benefits

Savings

Scotland Excel has conducted a benchmarking exercise comparing current pricing against the pricing submitted within the renewal tender. The result of this benchmarking is listed in Appendix 1. The projected average on cost across all councils is 13.8%, which equates to an estimated total on cost of approximately £130,467 per annum based on current forecast spend levels. Given the market movement forecast of 20% over the period of the current framework as demonstrated in figure 1, the impact through transition to the new framework is more tangible estimate at a saving of 6.2%, or c.£64,288 across all councils. In order to mitigate the risk posed by these price increases, post-tender negotiations (PTN) will be conducted with successful bidders in accordance with law and guidance in order to maximise potential savings and to ensure the renewed framework continues to offer value to our members.

However, this may not be the most accurate reflection of current conditions due to the nature of the framework and the volume of non-core spend (due to the rate of change in technology as new specifications and models are released on a regular basis). This, coupled with a shift in council buying habits post-pandemic, makes maintaining a core product list more challenging.



Indexation Report - Commercial Catering Equipment

Produced by Scotland Excel - 03/04/2023

Figure 1: 1118 Indexation Report - Commercial Catering Equipment

A targeted approach will be implemented during contract management. This will include regular core product list reviews involving suppliers and councils to ensure a realistic gauge of contract performance is achieved.

It should be noted that future buying patterns in councils may change in light of changes to catering services and the roll out of universal free school meals and potential introduction of free breakfast service.

Price Stability

The framework secures 12 months fixed pricing across all lots. Thereafter, all requests for price increases will be evaluated according to the Terms and Conditions of the framework and require to be supported by documentary evidence.

Rebate

A rebate of 0.5% payable to Scotland Excel will be applied to framework spend above £75,000 (excluding the initial £75,000) and will be calculated based upon

all framework spend with the supplier reported through management information returns.

Sustainability

Within the technical section of the tender, Scotland Excel included a sustainability related method statement, which included questions on the following:

- End of Life
- Waste reduction & Environmental Considerations
- Transportation
- Stock Holding
- Supply Chain

Responses received as part of the tender exercise are summarised, below:

One supplier has introduced various initiatives to reduce greenhouse gas emissions. This included eliminating idling in their vehicles. They measure and monitor vehicle fuel use & idling using a tracking software which issues alerts on speeding and idling. From September 2022 to January 2023, the technology resulted in 347kg of CO2e savings.

One supplier ensures each of the manufacturers they work with are monitored to ensure they subscribe to ethical trading principles and processes. Any paper and wooden products supplied are also Forest Stewardship Council (FSC) Certified. The supplier ensures each of the brands provide them with traceability, records of provenance and quality control.

Further responses included an in-house, back-to-base repair workshop where the supplier manages to fix over 75% of customer returns, which they sell through their clearance centre, or on online platforms, such as eBay, leading to over a thousand products being given a second life. All products which they are unable to repair are recycled by their waste partner supported by their Zero to Waste policy.

Scotland Excel will continue to monitor any changes in legislation that may affect the framework during its lifetime and will work with successful suppliers and councils to implement these.

Community Benefits

Scotland Excel is committed to maximising community benefits delivery for its members. Suppliers were asked to commit to the delivery of community benefit initiatives, against pre-agreed spend thresholds outlined within the community benefits method statement. These aim to be reflective of the National Indicators outlined within the Scottish Government's National Performance framework, and their underlying vision and goals.

Councils will accrue 'community benefit points' based on their level of spend with a supplier. These 'points' correlate to a negotiable benefit that the council can elect to receive at any given point throughout the lifetime of the framework. Of the eight recommended suppliers, seven have committed to delivering these benefits. Airedale Catering Equipment Limited have not committed to the 'community benefits points' based approach however they have committed to supporting community events as required to support Scotland Excel members. Scotland Excel will continue to engage with all appointed suppliers to drive maximum adoption and delivery of community benefits where appropriate.

Within the published tender documents, suppliers were given a list of indicative community benefits that could be agreed with councils. Examples of these are:

- Employability workshop or events in schools, college or community groups
- Sponsorship of local sports teams and community events
- Donations of products and vouchers
- Recruitment of apprentices and full-time employees

Scotland Excel will monitor delivery of these commitments during the lifetime of the framework, and this will also be reported through ongoing contract management returns. Results reported on community benefits will be disseminated to councils on a 6 monthly basis.

Fair Work First including the Real Living Wage

Scotland Excel and its members are committed to the delivery of high-quality public services and recognise that this is dependent on a workforce that is well-rewarded, well-motivated, well-led, has access to appropriate opportunities for training and skills development, are diverse and is engaged in decision making.

Within the technical section of the tender, bidders were assessed on their approach to fair work practices and payment of the Real Living Wage to their workforce. Of the eight recommended bidders, seven pay the Real Living Wage, with one supplier being accredited, as detailed in Appendix 4 - List of Recommended Suppliers with Living Wage Status. The supplier who does not currently pay the Real Living Wage - Nisbets PLC - pay the National Living Wage, or higher, to all colleagues regardless of age or Apprenticeship status. They are working towards paying the Real Living Wage, but at an average of £10.50 per hour, they have stated they cannot commit to the 2-year target that the question requests.

Scotland Excel will continue to monitor Fair Work First practices, including encouraging further uptake by suppliers committing to paying staff the Real Living Wage, during contract and supplier management activity.

6. Contract Mobilisation and Management

As part of the mobilisation process, the appointed suppliers will be offered a contract mobilisation meeting to outline the operation of the framework, including roles and responsibilities, management information and community benefit commitments. Suppliers and participating members will both be issued with a mobilisation pack containing all required details to utilise the framework.

In accordance with Scotland Excel's established contract and supplier management programme, in terms of risk and spend as detailed in Appendix 5, this framework is classified as class D. As such, it will require annual supplier meetings and surveys, and annual user group reviews as appropriate. In order to keep core product lists relevant and up-to-date there will be more regular engagement with suppliers carried out in the first year of the contract. Continued compliance will then be assessed on an ongoing basis.

Meetings and engagement undertaken with suppliers will adhere to all applicable health and safety guidelines.

7. Summary

This second-generation framework for the Supply, Delivery and Installation of Commercial Catering Equipment continues to maximise collaboration, promote added value and deliver best value. A range of benefits can be reported in relation price stability, sustainability and community benefits.

The Executive Sub Committee is requested to approve the recommendation to award this framework agreement as detailed in Appendix 3 (Scoring and Recommendations).

Appendix 1 – Participation, Spend and Savings Summary 1322 Supply, Delivery and Installation of Commercial Catering Equipment

Member Name	Participation in Contract	Participation Entry Date	Estimated Annual Spend (£)	Source of Spend Data	Indexation (%)	% Estimated Forecast Savings	Estimated Annual Savings (£)	Basis of Savings Calculation
Aberdeen City Council	Yes	01 June 2023	£10,906	Scotland Excel Management Information	20.0%	-13.8%	-£1,505	Benchmark Current Contract
Aberdeenshire Council	Yes	01 June 2023	£1,071	Scotland Excel Management Information	20.0%	-13.8%	-£148	Benchmark Current Contract
Angus Council	Yes	01 June 2023	£65,618	Scotland Excel Management Information	20.0%	-13.8%	-£9,055	Benchmark Current Contract
Argyll & Bute Council	Yes	01 June 2023	£4,905	Scotland Excel Management Information	20.0%	-13.8%	-£677	Benchmark Current Contract
City of Edinburgh Council	Yes	01 June 2023	£257,072	Scotland Excel Management Information	20.0%	-13.8%	-£35,476	Benchmark Current Contract
Clackmannanshire Council	Yes	01 June 2023	£O	Scotland Excel Management Information	20.0%	-13.8%	£O	Benchmark Current Contract
Comhairle nan Eilean Siar	Yes	01 June 2023	£O	Scotland Excel Management Information	20.0%	-13.8%	£O	Benchmark Current Contract
Dumfries & Gallow ay Council	Yes	01 June 2023	£6,695	Scotland Excel Management Information	20.0%	-13.8%	-£924	Benchmark Current Contract
Dundee City Council	Yes	01 June 2023	£6,137	Scotland Excel Management Information	20.0%	-13.8%	-£847	Benchmark Current Contract
East Ayrshire Council	Yes	01 June 2023	£O	Scotland Excel Management Information	20.0%	-13.8%	£O	Benchmark Current Contract
East Dunbartonshire Council	Yes	01 June 2023	£1,054	Scotland Excel Management Information	20.0%	-13.8%	-£145	Benchmark Current Contract
East Lothian Council	Yes	01 June 2023	£8,395	Scotland Excel Management Information	20.0%	-13.8%	-£1,159	Benchmark Current Contract
East Renfrewshire Council	Yes	01 June 2023	£11,280	Scotland Excel Management Information	20.0%	-13.8%	-£1,557	Benchmark Current Contract
Falkirk Council	Yes	01 June 2023	£1,007	Scotland Excel Management Information	20.0%	-13.8%	-£139	Benchmark Current Contract
Fife Council	Yes	01 June 2023	£O	Scotland Excel Management Information	20.0%	-13.8%	£O	Benchmark Current Contract
Glasgow City Council	Yes	01 June 2023	£O	Scotland Excel Management Information	20.0%	-13.8%	£O	Benchmark Current Contract
Highland Council	Yes	01 June 2023	£48,509	Scotland Excel Management Information	20.0%	-13.8%	-£6,694	Benchmark Current Contract
- Inverclyde Council	Yes	01 June 2023	£150	Scotland Excel Management Information	20.0%	-13.8%	-£21	Benchmark Current Contract
Midlothian Council	Yes	01 June 2023	£51,995	Scotland Excel Management Information	20.0%	-13.8%	-£7,175	Benchmark Current Contract
Moray Council	Yes	01 June 2023	£191	Scotland Excel Management Information	20.0%	-13.8%	-£26	Benchmark Current Contract
North Ayrshire Council	Yes	01 June 2023	£55,081	Scotland Excel Management Information	20.0%	-13.8%	-£7,601	Benchmark Current Contract
North Lanarkshire Council	Yes	01 June 2023	£181,039	Scotland Excel Management Information	20.0%	-13.8%	-£24,983	Benchmark Current Contract
Orkney Islands Council	Yes	01 June 2023	£O	Scotland Excel Management Information	20.0%	-13.8%	£O	Benchmark Current Contract
Perth & Kinross Council	Yes	01 June 2023	£7,516	Scotland Excel Management Information	20.0%	-13.8%	-£1,037	Benchmark Current Contract
Renfrewshire Council	Yes	01 June 2023	£25,704	Scotland Excel Management Information	20.0%	-13.8%	-£3,547	Benchmark Current Contract
Scottish Borders Council	Yes	01 June 2023	£1,748	Scotland Excel Management Information	20.0%	-13.8%	-£241	Benchmark Current Contract
Shetland Islands Council	Yes	01 June 2023	£O	Scotland Excel Management Information	20.0%	-13.8%	£O	Benchmark Current Contract
South Ayrshire Council	Yes	01 June 2023	£O	Scotland Excel Management Information	20.0%	-13.8%	£O	Benchmark Current Contract
South Lanarkshire Council	Yes	01 June 2023	£172,453	Scotland Excel Management Information	20.0%	-13.8%	-£23,798	Benchmark Current Contract
Stirling Council	No	01 June 2023	£O	Scotland Excel Management Information	20.0%	-13.8%	£O	Benchmark Current Contract
West Dunbartonshire Council	Yes	01 June 2023	£O	Scotland Excel Management Information	20.0%	-13.8%	£O	Benchmark Current Contract
West Lothian Council	Yes	01 June 2023	£15,259	Scotland Excel Management Information	20.0%	-13.8%	-£2,106	Benchmark Current Contract
Tayside Contracts	Yes	01 June 2023	£11,628	Scotland Excel Management Information	20.0%	-13.8%	-£1,605	Benchmark Current Contract
Totals			£945,412	_		-13.8%	-£130,467	
Associate Members	Yes	01 June 2023	£28,618	Scotland Excel Management Information	20.0%	-13.8%	-£3,949	Benchmark Current Contract
Totals			£974,030	_		-13.8%	-£134,416	

Indexation – This column confirms the difference when the relevant market indices are compared with the relevant Contract indices derived from framework specific cost drivers.

Appendix 2 – List of Tenderers with SME Status

Appendix 2 details: all organisations who submitted a valid offer as part of the tender process, their SME status, location and the lots for which they have bid.

Supplier's Name	SME Status	Location	Lots Tendered	Lots awarded
AFE Group Limited T/A Williams				
Refrigeration	Medium	Norfolk	3	N/A
Airedale Catering Equipment Limited	Medium	Bradford	1, 2, 3, 4 & 5	3
Bunzl UK Limited trading as Lockhart				
Catering Equipment	Large	Reading	1, 2, 3, 4 & 5	1,2 & 5
CLR Service and Sales Ltd	Small	Aberdeen	1, 2, 3, 4 & 5	N/A
E & R Moffat Limited	Medium	Bonnybridge	1&4	4
AFE Group Limited T/A Falcon Foodservice				
Equipment	Medium	Stirling	1&4	N/A
Fast Fixx Catering Engineers Limited	Small	Glasgow	1, 2 & 3	N/A
ITW Limited t/a Hobart UK Equipment	Large	Peterborough	1, 2 & 5	N/A
Instock Ltd	Medium	Aberdeen	1, 2, 3, 4 & 5	1, 2, 3, 4 & 5
ITW Limited trading as Foster Refrigerator	Large	Norfolk	3	N/A
		West		
JLA Limited	Large	Yorkshire	1, 2, 3 & 5	N/A
Lovat's Catering Engineering Services				
Limited T/A Lovat's Group	Small	Kirkcaldy	1, 2, 3, 4 & 5	1&2
Meiko UK Limited	Medium	Berkshire	2	N/A
Merchant City Refrigeration (Scotland) Ltd.	Micro	Glasgow	3	3
Nisbets PLC	Large	Bristol	1, 2, 3, 4 & 5	3&4
Stephens Catering Equipment Company				
Limited	Medium	Ballymena	1, 2, 3, 4 & 5	1

Appendix 3 - Scoring and Recommendations

Appendix 3 shows the final score each tenderer received for each lot.

Lot 1 - Prime Cooking Equipment						
Supplier	Total Score	Award: Yes/No				
Instock Ltd	97.00	Yes				
Bunzl UK Limited trading as Lockhart Catering Equipment	81.06	Yes				
Stephens Catering Equipment Company Limited	80.01	Yes				
Lovat's Catering Engineering Services Limited T/A Lovat's Group	78.02	Yes				
Airedale Catering Equipment Limited	73.91	No				
JLA Limited	73.11	No				
CLR Service and Sales Ltd	69.76	No				
Fast Fixx Catering Engineers Limited	64.74	No				
Nisbets PLC	62.95	No				
AFE Group Limited T/A Falcon Foodservice Equipment	59.75	No				
ITW Limited t/a Hobart UK Equipment	57.35	No				
E & R Moffat Limited	49.90	No				

Lot 2 - Warewashing Equipment						
Supplier	Total Score	Award: Yes/No				
Instock Ltd	97.00	Yes				
Lovat's Catering Engineering Services Limited T/A Lovat's Group	77.64	Yes				
Bunzl UK Limited trading as Lockhart Catering Equipment	77.22	Yes				
JLA Limited	69.68	No				
Stephens Catering Equipment Company Limited	69.05	No				
Airedale Catering Equipment Limited	62.48	No				
Fast Fixx Catering Engineers Limited	60.68	No				
CLR Service and Sales Ltd	58.16	No				
Meiko UK Limited	56.50	No				
ITW Limited t/a Hobart UK Equipment	48.74	No				
Nisbets PLC	43.82	No				

Lot 3 - Refrigeration Equipment						
Supplier	Total Score	Award: Yes/No				
Nisbets PLC	96.75	Yes				
Instock Ltd	95.64	Yes				
Merchant City Refrigeration (Scotland) Ltd.	83.70	Yes				
Airedale Catering Equipment Limited	78.81	Yes				
Bunzl UK Limited trading as Lockhart Catering Equipment	66.39	No				
Lovat's Catering Engineering Services Limited T/A Lovat's Group	61.25	No				
AFE Group Limited T/A Williams Refrigeration	51.44	No				
JLA Limited	50.60	No				
CLR Service and Sales Ltd	48.62	No				
Stephens Catering Equipment Company Limited	46.80	No				
ITW Limited trading as Foster Refrigerator	42.84	No				
Fast Fixx Catering Engineers Limited	42.35	No				

Lot 4 - Heated, Ambient and Refrigerated Display						
Supplier	Total Score	Award: Yes/No				
Instock Ltd	97.00	Yes				
Nisbets PLC	91.76	Yes				
E & R Moffat Limited	90.22	Yes				
Lovat's Catering Engineering Services Limited T/A Lovat's Group	85.41	No				
Airedale Catering Equipment Limited	79.83	No				
Stephens Catering Equipment Company Limited	77.70	No				
AFE Group Limited T/A Falcon Foodservice Equipment	74.05	No				
Bunzl UK Limited trading as Lockhart Catering Equipment	73.22	No				
CLR Service and Sales Ltd	72.22	No				

Lot 5 - Food Preparation Equipment						
Supplier	Total Score	Award: Yes/No				
Instock Ltd	97.00	Yes				
Bunzl UK Limited trading as Lockhart Catering Equipment	78.90	Yes				
Airedale Catering Equipment Limited	66.72	No				
Nisbets PLC	59.07	No				
Lovat's Catering Engineering Services Limited T/A Lovat's Group	50.79	No				
Stephens Catering Equipment Company Limited	44.68	No				
CLR Service and Sales Ltd	42.17	No				
JLA Limited	41.83	No				
ITW Limited t/a Hobart UK Equipment	39.00	No				

Appendix 4 – List of Suppliers with Living Wage Status at Point of Tender

Supplier	Accredited	Currently progressing through Real Living Wage accreditation process	Not accredited Real Living Wage Employer but committed to gaining accreditation over the initial 2 years of framework	Pay Real Living Wage to all employees, but not accredited	Neither accredited nor paying Real Living Wage, but do commit to pay the Real Living Wage to all employees over the initial 2 years of the framework	Neither accredited nor paying Real Living Wage
Airedale Catering Equipment Limited				Yes		
Bunzl UK Limited trading as Lockhart Catering Equipment				Yes		
E & R Moffat Limited				Yes		
Instock Ltd Lovat's Catering Engineering Services Limited T/A Lovat's	Yes			Yes		
Group Merchant City Refrigeration (Scotland) Ltd.				Yes		
Nisbets PLC Stephens Catering Equipment Company Limited				Yes		Yes

Appendix 5 – Segmentation classifications

1322 Supply, Delivery and Installation of Commercial Catering Equipment is classified as class D.

There are five segmentation classifications and these classifications are rated from Class A to Class E. Each classification has contract and supplier management activities associated with it based on pre-determined weighted criteria.

<u>Class A</u>

Due to the unique and bespoke nature of the frameworks that fall within this class, a contract management plan to be developed and agreed with CSG.

<u>Class B</u>

Quarterly supplier contact, six monthly surveys, annual UIG, frequent support to councils, suppliers and external stakeholders requiring high level of procurement expertise, extensive contract monitoring.

<u>Class C</u>

Six monthly supplier contact, six monthly to annual surveys, annual UIG, regular support to councils, suppliers and external stakeholders requiring procurement expertise, high contract monitoring.

<u>Class D</u>

Annual supplier contact, annual surveys, optional annual UIG, ad-hoc support to councils, suppliers and external stakeholders potentially requiring procurement expertise, regular contract monitoring.

<u>Class E</u>

Annual supplier contact (if required), optional annual surveys, no requirement for annual UIG, straightforward ad-hoc support to councils, suppliers and potentially requiring procurement assistance, basic contract monitoring.