

## Case Study | Stirling Council

*"The McClelland Review has challenged many of the Scottish public sector organisations - this is how Stirling rose to the challenge"*

### Summary

Stirling Council has had a strong corporate focus on procurement for some time and has been working with SPS since 2003. The Council's Corporate Procurement team has already contributed some £2.80M of cashable savings and has strong relationships with the service departments where it is respected for its commercial know-how and can do attitude to contracting. SPS were asked to review the Council's progress in the light of the McClelland Review and report to the Council Management Team on how the procurement work undertaken to date with service departments could be developed to deliver even more value in the future.

### Organisation Background

In 2006/7, the Council spent £99.5 million on goods, services and works with 5,980 suppliers. It has also had a highly successful implementation of Purchasing Cards with 6% of its expenditure (46% of all payment transactions) going via this route. Under the direction of Procurement Manager, Don MacMillan, Stirling Council is one of the more advanced in Scotland delivering successful work programmes for service departments. He and his team have also been instrumental in putting in place an excellent training programme which enables council officers at all levels to acquire the commercial skills needed to deliver best value contracts. This includes seconding procurement professionals from his department to work in service departments.

### Business Challenge

The McClelland Review was seen at Stirling as a strong catalyst for driving through improvements already underway and most people believed that it promoted collaborative working which could undoubtedly lead to improved service levels and better value for money. The question, however, was how Stirling was placed in relation to the McClelland recommendations and would the new approach advance or impede the improved procurement development programme.

### The Business Solution

SPS undertook a combination of round table discussions with the Council Management Team and Services and completed a comparative analysis on the expenditure data from the last four financial years.

The discussions were lively with the Management Team and each Service contributing fully to the analysis. "Stirling is always very receptive to new ideas and appreciated that they were ahead of the game on implementing McClelland. The real challenge was from where the next savings were going to be accrued", said Ken Cole, SPS's Projects and Practice Director

### Outcome

SPS are now working with Corporate Procurement and the Council Management Team at Stirling to help them find further sources of cashable savings and help redirect expenditure into other more important areas through innovative procurement strategies and improved collaboration.



*Don MacMillan commented, "the SPS research showed that the Council is well advanced or even ahead in delivering the McClelland recommendations. The work that SPS has been doing in assisting delivery of the next generation of cashable savings has been invaluable and very well received and would take the UK public sector to new heights in terms of cashable savings when fully implemented."*

### Find Out More

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