

EAST RENFREWSHIRE COUNCIL

REPORT TO CABINET

7 October 2021

Report by Chief Procurement Officer

ANNUAL PROCUREMENT REPORT – 2020/21 AND
PROCUREMENT STRATEGY 2019 – 2022 UPDATE

PURPOSE OF REPORT

1. The purpose of this report is to seek approval of the Annual Procurement Report 2020/21 and to provide an update on the implementation of the Procurement Strategy 2019 - 2022.

RECOMMENDATIONS

2. Cabinet are asked to approve the Annual Procurement Report 2020/21 and note the update on the Procurement Strategy, as detailed in Appendix 1 and 2.

BACKGROUND

3. The Annual Procurement Report is required under Section 18 (2) (a) of the Procurement Reform (Scotland) Act 2014 where it is stated that Councils must publish a summary of their regulated procurements completed during the year covered by the report. This report provides an opportunity for the Council to demonstrate to our stakeholders that our procurement spend is being used to achieve not only best value but also supports the Council vision of being modern and ambitious to create a fairer future with all.

4. The Procurement Reform (Scotland) Act 2014 also requires the Council to develop a Procurement Strategy and review it annually. The Procurement Strategy incorporates 2019-2022 and demonstrates how procurement in East Renfrewshire plays a fundamental role in delivery of the Council's strategic objectives is a key enabling strand for continuous improvement and identifying efficiencies across the Council.

REPORT

5. The Council's Annual Procurement Report 2020/21 is attached as **Appendix 1** and covers all regulated procurements completed during the period 1st April 2020 to 31st March 2021. The Procurement Reform (Scotland) Act 2014 defines regulated procurements as procurement exercises for goods and services with a value of £50,000 or more and for works with a value of £2 million or more.

6. The Annual Procurement Report highlights improvement activities in relation to key procurement capabilities as well as performance in the areas of community

benefits and social responsibility. An indication of proposed regulated procurements to be carried out in the following 2 financial years is also contained within the report.

7. The updated Procurement Strategy 2019-2022 is attached as **Appendix 2** and Section 4 provides an update of progress against our key procurement aims of:

- Improved Leadership and Stakeholder Management
- Compliance with legislative and statutory duties with improved Governance
- Strategic Procurement which identifies opportunities and savings
- Performance Reporting being used to drive performance
- Improved Sustainable Procurement and Community Benefits

8. Key achievement for Corporate Procurement in 2020/21 include:

- Identification and reporting of savings and benefits associated with procurement activity through benefits tracking process
- Leading the project which saw the Council achieve its aim of Real Living Wage accreditation
- Procurement Team successfully completed the SQA Professional Development Award in Project Management
- Procurement “Bitesize” Training delivered across the Council
- A “Community Benefit Wishlist” has been implemented in partnership with Economic Development to encourage local communities to suggest local improvements resulting from Community Benefits incorporated in Council contracts
- Council Standing Orders were updated to amend the Quick Quote threshold for works to support economic recovery post COVID-19

9. The next Annual Procurement Report 2021/22 and update on progress with the Procurement Strategy 2019-22 will be provided to Cabinet in October 2022.

FINANCE AND EFFICIENCY

10. There are no specific financial implications arising from this report.

CONSULTATION

11. No formal consultation was undertaken in the production of the report.

IMPLICATIONS OF THE PROPOSALS

12. There are no staffing, IT, legal, sustainability or other specific implications associated with this report.

CONCLUSIONS

13. This Annual Report 2020/21 and updated Procurement Strategy 2019-22 provides an review of annual activities whilst ensuring the Strategic Direction of Procurement is set to meet the current and future needs of the Council. Publication of the Annual Report and

Strategy also ensure compliance with duties under the Procurement Reform (Scotland) Act 2014.

RECOMMENDATION

14. Cabinet are asked to approve the Annual Procurement Report 2020/21 and note the update on the Procurement Strategy, as detailed in Appendix 1 and 2.

REPORT AUTHOR

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Report date: 7 October 2021

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Annual Procurement Report
1st April 2020 – 31st March 2021

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SECTION 1 - INTRODUCTION

- 1.1 Section 18 of the Procurement Reform (Scotland) Act 2014 (the Act) requires East Renfrewshire Council (the Council) to publish an Annual Procurement Report which monitors the authorities regulated procurement activities against its Procurement Strategy 2019-2022. Regulated procurements are procurement exercises for goods and services with a value of £50,000 or more and for works with a value of £2million or more. A regulated procurement is completed when the award notice is published or where the procurement process otherwise comes to an end.

This report provides an opportunity for the Council to demonstrate to our stakeholders that our procurement spend is being used to achieve not only best value but also the Council vision of being modern and ambitious to create a fairer future with all.

- 1.2 The Annual Procurement Report is a mandatory requirement of the Act and must include
- A summary of the regulated procurements that have been completed during the year covered by the report,
 - A review of whether those procurements complied with the authority's Procurement strategy,
 - The extent that any regulated procurements did not comply, and a statement of how the authority intends to ensure that future regulated procurements do comply,
 - A summary of any community benefit requirements delivered as part of a regulated procurement that were fulfilled during the year covered by the report,
 - A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report,
 - A summary of the regulated procurements the authority expects to commence in the next two financial years,
 - Such other information as the Scottish Ministers may by order specify.

- 1.3 The Annual Procurement Report also details initiatives being developed to further improve the performance of the Procurement Unit in line with the procurement vision for the Council which is:

“To grow the strategic influence of procurement across the Council through respected and professional expertise, fostering positive relationships which ultimately deliver innovative, sustainable and compliant practices which provide best and added value for the organisation.”

- 1.4 East Renfrewshire Council's vision for the future is to be a “modern, ambitious council creating a fairer future with all and our ultimate aim is to make people's lives better”. The Council has 5 Strategic Outcomes where we are working across East Renfrewshire to achieve best Outcomes for:

- Early Years and Vulnerable Young People
- Learning, Life and Work
- Environment and Economy
- Safe, Supportive Communities
- Older People and People with Long-Term Conditions

- 1.5 The Council also has outcomes relating to Customer, Efficiency and People which are captured under the Strategic Outcome “Our Council is forward thinking and high performing”. Procurement has an important role to contribute to the following:

- Customer: Satisfied customers access services that meet their needs
- Efficiency: Our physical, information and financial assets are efficiently managed
- People: We have engaged employees who are motivated to deliver our outcomes

1.6 In order to deliver on these Strategic Outcomes, 5 Capabilities have been identified to provide the necessary skills required. These are:

- Prevention
- Empowering Communities
- Data
- Modernisation
- Digital

1.7 Procurement can play an important role in achieving the Council's Strategic Outcomes and provide key skills contributing to the 5 Capabilities as detailed below:

- **Prevention** – we will collaborate with Services across the Council with a focus on preventing poor outcomes for our residents and providing planned rather than reactive services. We will seek to maximise opportunities for collaboration and using an evidence based approach to designing services.
- **Community Engagement** – we will utilise innovative approaches to engage our communities and to prioritise the allocation of resources. We will explore ways in which contractors, commissioned partners and communities can work in partnership with us to deliver outcomes.
- **Data and Evidence** – we will utilise spend data, market analysis and build positive relationships and networks with key stakeholders to ensure an evidence based approach to strategic procurement and identifying efficiencies
- **Modernising How We Work** – we will focus on modernising our processes to avoid unnecessary approvals, duplication and manual processes. We need to ensure Procurement meets the current and future needs of the Council and greater focus should be placed on Contract and Supplier Management to ensure best value is achieved from our contracts throughout their lifecycle.
- **Digital** – we will harness the potential from the new “Core Systems” and ensure that the full purchase to pay processes throughout the Council are modern, digital and efficient.

SECTION 2 - SUMMARY OF REGULATED PROCUREMENT

- 2.1 Section 18 (2) (a) of the Procurement Reform (Scotland) Act 2014 requires Councils to include a summary of the regulated procurements that have been completed during the year covered by the report.
- 2.2. Regulated procurement refers to any procurement above £50,000 for goods and services, or £2,000,000 for works. A regulated procurement is completed when the award notice is published or where the procurement process otherwise comes to an end.

- 2.3 The number of regulated procurements carried out during the financial year 2020/21 was 36 with a total value of £10,465,374. It should be noted that this figure does not include departmental call offs from existing Framework Agreements which were awarded out with the period of this report.
- 2.4 A listing of all regulated procurements from Financial Year 2020/2021 can be found at **Appendix 1**.

SECTION 3 REVIEW OF REGULATED PROCUREMENT COMPLIANCE

3.1 Procurement Strategy

The Procurement Strategy has set out 5 key procurement aims which will help to deliver operational and strategic procurement outcomes for the Council and are aligned to the Council's capabilities:

Improved Leadership and Stakeholder Management – Through identifying and building relationships with key strategic and tactical stakeholders across the organisation procurement can build an understanding of current and future requirements and add value as part of a category management approach.

Compliance with Legislative and Statutory Duties with Improved Governance - Compliance with our legislative and statutory procurement duties as well as consideration of areas such as living wage, fair and ethically traded goods and services, community health and wellbeing and animal welfare in procurement of food.

Strategic Procurement Which Identifies Opportunities and Savings – To deliver a category management approach to strategic procurement which supports a commercial focus across the organisation and identifies savings and opportunities throughout the full procurement journey.

Performance Reporting Being Used to Drive Performance -To use an evidenced based approach to provide visibility of key performance information which supports informed decision making around the current and future direction of Procurement.

Improved Sustainable Procurement and Community Benefits - Focus on sustainable procurement including innovative use of Community Benefits clauses, economic development and consideration of social responsibilities

- 3.2 In 2020/21 the Council has ensured that all regulated procurements comply with both the Council's Procurement Strategy and all relevant legislation. A summary of work carried out for each of our key procurement aims in 2020/21 is provided below.

Improved Leadership and Stakeholder Management

- A Category based Stakeholder Engagement Plan has been developed and Procurement is now embedding as Business As Usual effective relationships with strategic and tactical stakeholders.
- Procurement Team have undergone Scotland Excel Training on "Managing Effective Stakeholder Relationships", "Negotiation and "Contract and Supplier Management".
- Category Managers have successfully completed the SQA Accredited Personal Development Award in Project Management.

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- New Procurement Intranet pages have been launched which are much more user focused and provide video presentations to highlight the added value provide by Procurement.
- A staff survey was issued to identify the focused areas of procurement where training is required across the Council and a programme of “Procurement Bitesize” online sessions are being delivered with courses on “Introduction to Procurement”, “Quick Quote”, “Managing a Successful Tender Exercise”, “Capturing Added Value from Procurement” and “Strategic Commissioning”

Compliance with Legislative and Statutory Duties with Improved Governance

- The Council has continued to fulfill its obligations in relation to Procurement legislation.
- Standard Operating Procedures (SOPs) have prepared for key procurement processes.
- Council Standing Orders were updated to amend the Quick Quote threshold for works, positively reflecting guidance from the Construction Procurement Handbook 2018 and in line with the Procurement Reform Act (Scotland) 2014.
- Quick Quote guidance has been updated.
- Contract documentation has been updated to reflect new processes in relation to Community Benefits and Living Wage.

Strategic Procurement which Identifies Opportunities and Savings

- Improved Stakeholder Relationships have ensured an improved understanding of the procurement pipeline in order to support the Chief Procurement Officer to manage the capacity of the Service effectively.
- Proposals for the implementation of a corporate approach to Contract and Supplier Management are being prepared for consideration.
- The Chief Procurement Officer and Category Managers are represented on and have attended a number of regional and national procurement forums
- Procurement Team have undertaken training on spend analysis using the Scottish Procurement Information Hub.
- Procurement have undertaken detailed reviews of ICT and Housing Services and identified opportunities for savings.

Performance Reporting being used to Drive Performance

- A new process for the tracking of the benefits from procurement activity has been implemented and a number of savings opportunities have been presented to the Corporate Management Team for implementation.
- A new Online Contracts Register is currently being User Acceptance Tested by Procurement before being implemented and which will be accessed across the Council.
- Category Managers are using spend analysis to create spend information dashboards to support relationships with services. This will continue to be embedded in 2022.

Improved Sustainable Procurement and Community Benefits

- The Council has signed up to the “Grow Local” project which uses the Scottish Procurement Information Hub to provide data relating to the local supply base.
- A new process for the identification and capture of Community Benefits has been approved by CMT for implementation working in partnership with Economic Development.
- Procurement attended the Supplier Development Programme “Meet the Buyer Event” and also participated in “Twitter Takeover” in the absence of the ability for face to face local events due to COVID19.
- A new Council Sustainability policy has been developed and approved.
- Procurement has led work which saw the Council achieve its aim of Real Living Wage accreditation.

- The Council has agreed to sign up to the Charter Against Modern Slavery which requires the Council to undertake a number of actions in this area.
- A “Community Benefit Wishlist” has been implemented to encourage local community to suggest local improvements resulting from the Council contracts.

The Procurement Strategy 2019-2022 identifies a number of actions and expected outcomes aligned to our 5 key procurement aims. The Strategy will be reviewed on an annual basis to drive continuous improvement.

SECTION 4 COMMUNITY BENEFITS SUMMARY

- 4.1 Section 18(2) of the Procurement Reform (Scotland) Act 2014 states that it is mandatory for the Annual Procurement Report to include a summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report.
- 4.2 The Council’s sustainable procurement policy covers community benefits and sustainability. By incorporating community benefits clauses and optimising the community benefits process, this will actively encourage suppliers to provide added value and support our internal stakeholders to capture these. This will also support a Community Wealth Building approach. The Council’s commitment to this is demonstrated not only through the policy but also within the Procurement Strategy and Contract Standing Orders.
- 4.3 In 20/21 the East Renfrewshire Council Community Benefits group met quarterly to ensure accountability in the Community Benefits process.
- 4.4 A new and improved process for the identification and capture of Community Benefits was implemented in late 2020. This includes an innovative and interactive Community “wishlist” which will ensure Community Benefits match the aspirations of local communities. Currently 30 wishes have been submitted via the wish list and a total of 9 have been delivered.
- 4.5 Community benefits are sought for applicable contracts where both the value (over £50,000) and duration of the contract merit a benefit being pursued. It is at the contract strategy development stage that community benefits are to be considered and reflected into tender documentation. Procurement now also include a question in the Quick Quote process asking for voluntary Community Benefits.
- 4.6 The approach taken by the Council has been beneficial when developing the Glasgow City Deal Community Benefits Policy. The success of the “wishlist” approach has led to the City Deal working group seeking our assistance to forward this approach. The Council has also been working to ensure that Community Benefits are better aligned to strategic and Scottish Government priorities such as the Local Outcome Improvement Plans, Child Poverty Action Plan and Regional Skills Investment Plan and has participated in the review and joint approach to a regional community benefits menu.
- 4.7 Community Benefits from City Deal and major capital contracts in financial year 2020/21 included 10 new entrant jobs, 11 work experience placements, a range of employability activities including developing Young Workforce support and a combined total of £15,000 donations to community projects.
- 4.8 In addition a summary of Community Benefits that were achieved through the “wishlist” approach in 2020/21 are included in **Appendix 2**.

SECTION 5 FAIR WORK AND LIVING WAGE

Fair Work

East Renfrewshire Council is committed to applying the Fair Work First criteria internally and in publicly funded supply chains. Fair Work First is the Scottish Government's policy for driving good quality and fair work in Scotland. Through this approach, East Renfrewshire Council is asking bidders to describe how they are committed to progressing towards adopting and how they intend to continue embedding the five Fair Work First criteria:

- appropriate channels for effective voice, such as trade union recognition;
- investment in workforce development;
- no inappropriate use of zero hours contracts;
- action to tackle the gender pay gap and create a more diverse and inclusive workplace; and,
- providing fair pay for workers (for example, [payment of the real Living Wage](#)).

In order to ensure the highest standards of service quality in this contract we expect suppliers to commit to progressing towards adopting the five Fair Work First criteria in the delivery of contracts as part of a fair and equitable employment and reward package as a route to progressing towards wider fair work practices.

Living Wage

Whilst there are no legal restrictions on requiring payment of the living wage, suppliers are encouraged to pay the living wage to their employees. The fair working practices question that promotes a healthy, happy and motivated workforce is included in all appropriate contracts.

The Council follows the lead of the Scottish Government by promoting the payment of the Living Wage to persons involved in fulfilling procurement requirements by considering, where relevant and proportionate, when Fair Working Practices should be addressed in contracting opportunities. The Council will comply with the Statutory Guidance on the Selection of Tenderers and Award of Contracts – Addressing Fair Work Practices, including the Living Wage, in Procurement.

East Renfrewshire Council became an accredited Living Wage employer in November 2020 in a project led by the Procurement Team. The Council's Living Wage commitment means that everyone working at East Renfrewshire receive the Living Wage rate and suppliers contracted to deliver services with the Council will be encouraged to pay the real Living Wage through the procurement process.

SECTION 6 SUPPORTED BUSINESS SUMMARY

- 6.1 The Procurement Reform (Scotland) Act 2014 requires organisations to include a summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report.
- 6.2 The Council supports the use of supported businesses and will promote their use where it is appropriate. This can be demonstrated through:
- The adoption of a low value ordering process that encourages the use of supported business for non-regulated requirements.
 - The procurement intranet pages host supported business information to increase awareness across the council.
 - The contract strategy development stage considers supported business and third sector organisations as part of the market research stage.
- 6.3 In 2020/21 The Council awarded a contract for Supply and Installation of Kitchens to City Building (Glasgow) LLP (RSBi) who are a supported business with their work in the areas of integrating disabled or disadvantage people socially and professionally. The Council has previously placed orders with Lady Haig's Poppy Factory and Hansel Alliance, Aspire Community Solutions and Greenhouse Cafe.

SECTION 7 FUTURE REGULATED PROCUREMENT SUMMARY

7.1 The following future Regulated Procurements are currently within the pipeline of projects to be delivered over the next two financial years.

It should be noted that all information is indicative and may be subject to change.

Tender Title / Subject	Estimated Value	Commencement Timescale
Full Fiber Connectivity	£4,700,000	FY 21/22
Cloud backup solution for Office 365 content	£62,584	FY 21/22
Housing Asset Management Solution	£130,832	FY 21/22
Social Care Case Management System	£500,000	FY 21/22
Data and Business Intelligence	TBC	FY 21/22
Energy Bill Validation Services	£120,000	FY 21/22
Aurs Road Works – City Deal	TBC	FY 21/22
Lone Worker Monitoring Service	£120,000	FY21/22
Scrap Metal – Household Waste Recycling Centre Barrhead	Income	FY21/22
Wood, Chipboard & MDF	£78,000	FY21/22
Cardboard Household Waste Recycling Centre Barrhead	Income	FY21/22
Verge Maintenance	£68,000	FY21/22
Youth Out of Hours Service	£200,000	FY21/22
Outdoor Residential & Practice Residential & Study Weekends	£2,300,000	FY21/22
Active Panels/Projectors	£400,000	FY21/22
Call Warden System	TBC	FY21/22
Disperse Alarm Units	TBC	FY21/22

Measured Term Contract - Flooring Works	£350,000	FY21/22
Measured Term Contract - Blacksmiths	£300,000	FY21/22
Workplace Training Calendar	£80,000	FY21/22
Garden Maintenance	£105,000	FY21/22
CO2 monitoring system within schools	£300,000	FY 21/22
Secure Cash Uplift	£50,000	FY 21/22
Neilston Campus	TBC	FY21/22
IT Health Checks for Public Sector Networks	£80,000	FY21/22
Social Care Agency Support	£600,000	FY21/22
Provision of Income Management System	TBC	FY22/23
To Collect & Recycle or Dispose of Household Waste Recycling Centre Residual Waste - Barrhead	£295,000	FY22/23
Roads Resurfacing Framework Agreement	TBC	FY22/23
To collect & Recycle Post- Consumer Waste Cans, Glass & Plastics	£100,000	FY22/23
Provision of the Printing, Packaging and Distribution of Garden Waste Permits	£60,000	FY22/23
Coal Tar Testing	£600,000	FY22/23
Supply and Delivery of Bottled Water, Water Coolers and associated consumables	£138,000	FY22/23
Processing of Co-mingled Organic Green and Organic Food Waste	£2,116,000	FY22/23
Provision of PPE Workwear	£274,000	FY22/23
Winter Maintenance and Gritting	£400,000	FY22/23
Window Cleaning	TBC	FY22/23

Occupational Health	TBC	FY 22/23
Energy Performance Certificates	£100,000	FY22/23
Eastwood Leisure Centre	TBC	FY22/23
Roughcasting	TBC	FY22/23
Roofing Works	TBC	FY22/23
Gutter Cleaner	TBC	FY22/23
House Clearance	TBC	FY22/23
Deep Cleaning	TBC	FY22/23
Decoration and Plastering	TBC	FY22/23
Timber Fencing	TBC	FY22/23
Damp and Rot Works	TBC	FY22/23
Ventilation Improvement Works	TBC	FY22/23
Rain Water and Drainage	TBC	FY22/23
Void Maintenance and Repair	TBC	FY22/23
Windows and Doors Installation	TBC	FY22/23
Close Entry and Door Systems	TBC	FY22/23
Trades Materials	TBC	FY22/23
Skip Hire	TBC	FY22/23
Care and Repair Services	TBC	FY22/23
Furnishing for Homeless Accommodation	TBC	FY22/23
Tenants Contents Insurance	TBC	FY22/23
Lift Maintenance	TBC	FY22/23
Fire Alarms Maintenance	TBC	FY22/23

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Fire Sprinkler Systems	TBC	FY22/23
Fire Fighting Equipment	TBC	FY22/23
New Build Housing	TBC	FY22/23
Banking Services	TBC	FY22/23
Insurance Service	TBC	FY22/23
Telephony Services	TBC	FY22/23
Corporate Taxis	TBC	FY22/23
Condition Surveys	TBC	FY22/23
CCTV Services	TBC	FY22/23
Lift Installation at Linn Park	TBC	FY22/23
Barrhead Office Upgrade	£900,000	FY22/23
Bicycles for Schools	£50,000	FY22/23
Education – Supply, Repair and Maintenance of White Goods	TBC	FY22/23

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Appendix 1

Project Title	Project Reference	Type	Contract Award Date	Contract End Date	Contract Value (Not Including Extension)	Supplier Name
Managed Print Services	MC 19 20 30	Services	01/04/2020	31/03/2025	£1,211,381.12	Xerox Ltd
EFinancials Read Only Licence	DB 19 20 038	Services	01/04/2020	31/03/2027	£140,000	Advanced Business Software and Solutions Limited
Control, Management and Testing of Legionella	CE 19 20 053	Services	01/04/2020	01/02/2022	£391,556.63	WQS Ltd
Sports Pitch Maintenance Materials & Weed Control	CE 19 20 055	Goods	01/06/2020	31/05/2023	£129,000.00	Rigby Taylor Ltd
Read Only Licence for HR & Payroll System - Resourcelink	DB 19 20 059	Services	01/04/2020	31/03/2027	£134,000.00	Zellis UK Limited
Occupational Health Services	DB 19 20 061	Services	01/04/2020	31/03/2023	£201,900.00	People Asset Management Ltd
Secure cash uplift & change facility	MC 19 20 066	Services	18/05/2020	17/05/2023	£73,362.00	Security Plus Limited
Winter LED Festive Lighting	CE 19 20 068	Services	01/07/2020	25/10/2020	£79,594.00	Lite Ltd
Consultant to Deliver Business Gateway Services	CE 19 20 075	Services	07/04/2020	06/04/2022	£218,932.48	CJM Project Financial Management Ltd
Plumbing Work Measured Term Contract 2020-2024	CE 19 20 083	Services	01/06/2020	01/06/2022	£222,300.00	GKL Plumbing and heating Limited

Waste Management - Greenhags Transfer Station & Household Waste Recycling Centre	DB 20 21 001	Services	01/06/2020	31/03/2021	£1,072,687.50	Lowmac Alloys Ltd
Transport of Children with Assisted Supported Needs and/or Other Medical Conditions	MC 20 21 002	Services	01/08/2020	Various	£377,640.00	Midi Cab and Eastwood Mearns Taxis
Masterplanning & Engineering Support for Land Disposal Barrhead South	DB 20 21 005	Services	28/04/2020	28/04/2023	£115,250.00	Ironside Farrar Limited
Mobile Voice & Data	DB 20 21 006	Services	28/09/2020	27/09/2022	£274,000.00	Vodafone
HR & Payroll – Ongoing Support & Maintenance	DB 20 21 007	Services	01/04/2020	31/05/2021	£155,000.00	Zellis UK
Vehicle Body Repairs	CE 20 21 010	Services	18/01/2021	17/01/2024	£144,000.00	Bustec, Ferrymill Motors and Gordon Cooley Coachbuilders Ltd
Agile Digital Platform	DB 20 21 014	Services	16/09/2020	15/09/2023	£86,163.00	ESRI
Peer Research in Addiction Services	CE 20 21 015	Services	12/10/2020	31/03/2022	£58,231.60	Figure 8 Consultancy
Outdoor Exercise Equipment	MC 20 21 018	Goods	15/01/2021	12/03/2021	£55,000.00	Scotplay Ltd
Active Panels	DB 20 21 020	Goods	05/10/2020	31/10/2020	£111,908.28	SSUK Ltd

Beat the Street Community Initiative	DB 20 21 025	Services	30/09/2020	29/09/2021	£130,000.00	Intelligent Health
Collect & Recycle or Dispose of Household Waste Recycling Centre Residual Waste - Barrhead	MC 20 21 026	Services	01/01/2021	31/12/2021	£295,000.00	Enva Scotland Ltd
Supply of Kitchen Units	DB 20 21 027	Goods	02/11/2020	02/11/2025	£500,000.00	City Build LLP/RSBi
Post Consumer Waste Cans, Glass & Plastics	MC 20 21 028	Services	01/11/2020	31/10/2021	£100,000.00	Lowmac Alloys Ltd
Gladstone Leisure Management System	DB 20 21 029	Services	07/12/2020	06/12/2025	£435,653.72	Softcat Limited
Youth Counselling Services	DB 20 21 032	Services	01/11/2020	31/10/2022	£260,000.00	RAMH
Library Management System	DB 20 21 033	Services	01/01/2021	31/12/2026	£177,236.72	Softcat Limited
Energy Performance Certificates and Surveys	DB 20 21 034	Services	19/10/2020	31/12/2020	£50,000	Warm Works LLP
COVID-19 Transport Response Measures	MC 20 21 038	Services	16/11/2020	15/05/2021	£80,000.00	AECOM Ltd
Purchase of Servers	DB 20 21 041	Services	07/12/2020	06/12/2025	£147,498.88	Insight
Eastwood Leisure - Project Manager and Multi Disciplinary Design Team	DB 20 21 042	Services	04/12/2020	03/12/2023	£2,500,000.00	Turner & Townsend Consulting Limited
Disposal of Roadworks Materials	MC 20 21 045	Goods	15/02/2021	14/02/2023	£110,000.00	J&M Murdoch & Sons
Marketing Banners To Support Economic Recovery For Local Business	CE 20 21 046	Goods	25/02/2021	24/09/2021	£80,000.00	Field & Lawn Ltd
Better Points Initiative	DB 20 21 062	Services	01/03/2021	28/02/2022	£140,000.00	Ansons Consulting

Clearswift Gateways and Portal Based Encryption	DB 20 21 063	Services	05/03/2021	30/04/2022	£87,553.00	Softcat Limited
Barrhead South Transport Appraisal	DB 20 21 068	Services	11/01/2021	30/07/2021	£120,525.00	AECOM Ltd

Appendix 2

Community Benefit	Wish List Item	Requested by	Delivered by	Status
Labourer recruited via Work East Ren	No	Work East Ren	CCG	Complete
Donation of £4000	No	Include Me 2 Club	CCG	Complete
Programme of virtual employer workshops	Yes	Barrhead High School	CCG	Complete
Recruitment of gas trainee from East Renfrewshire	No	N/A	City Technical Services	Complete
Supplied and planted 45 native trees at The Orry in Eaglesham and another 45 trees in Eastwood Park	No	Department	Ayrshire Tree Surgeons	Complete
Work experience placement for a care experienced young person	Yes	Family Firm team	TCS Response	Complete
Work experience placement for employability client	No	Work East Ren	TCS Response	Complete
Donation of 8 outdoor table and chairs	No	Bonnyton House	TCS Response	Complete
Donation of materials for environmental garden	Yes	Arthurlie Family Centre	CCG	Complete
Donation of PPE and equipment for pupils	Yes	Arthurlie Family Centre	Lion Safety	Complete
Donation of trolleys to help transport food items	Yes	Dunterlie Food Share	Taylor Wimpey	Complete
Employer input to the curriculum	Yes	St Lukes High School	AECOM Ltd	Complete
Feasibility work sports pitch	Yes	St Lukes High School	Hamilton Asphalt	Complete
12 week university placement for Barrhead resident	No	Student	Stantec	Planned
Support for Youth Enterprise Hub at Rouken Glen	Yes	Young Enterprise Scotland	Pro Cast	Planned
Support for Youth Enterprise Hub at Rouken Glen	Yes	Young Enterprise Scotland	Valley Group	Planned
Staff mentoring support	Yes	Include Me 2 Club	Grant Thornton	Planned
Donation of staff time and resources	Yes	Include Me 2 Club	Valley Group	Planned
Work experience	Yes	Williamwood High School	Faskin Group	Planned
Donation towards Friends of Huntly Park project	Yes	Friends of Huntly Park	Faskin Group	Planned

3 month student placement and volunteer time towards Neilston regeneration project	No	Department	Currie and Brown/ BDP Architects	Underway
Recruitment of trainee installer from East Renfrewshire area	No	Work East Ren	Dynniq	Planned
Recruitment of apprentice plumber from East Renfrewshire area	No	Work East Ren	GKL Plumbing	Underway

PROCUREMENT STRATEGY

2019 - 2022

Updated September 2021

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SECTION 1 INTRODUCTION

Section 15 of the Procurement Reform (Scotland) Act 2014 requires any public organisation, which has an estimated total value of regulated procurement spend of £5 million or more (excluding VAT) in a financial year, to prepare and publish a Procurement Strategy.

This Procurement Strategy sets out the vision, objectives and actions which will govern procurement activities for East Renfrewshire Council for the period 2019-2022.

The Council's key procurement objectives reflect both national and local policies and our aim is to build on our procurement model and Category Management approach to deliver strategic procurement outcomes for the Council by focusing improvement on five key procurement aims:

- Improved Leadership and Stakeholder Management
- Compliance with legislative and statutory duties with improved Governance
- Strategic Procurement which identifies opportunities and savings
- Performance Reporting being used to drive performance
- Improved Sustainable Procurement and Community Benefits

This strategy will ensure Procurement supports our Services to deliver efficiently and effectively, adding value and professional expertise whilst ensuring compliance with procurement legislation.

Throughout the period of this strategy we will review and report upon our performance through our Annual Procurement Report.

SECTION 2 PROCUREMENT VISION

Our Vision for Procurement in East Renfrewshire is:

“To grow the strategic influence of procurement across the Council through respected and professional expertise, fostering positive relationships which ultimately deliver innovative, sustainable and compliant practices which provide best and added value for the organisation.”

SECTION 3 STRATEGY RATIONALE AND CONTEXT

East Renfrewshire Council's vision for the future is to be a “modern, ambitious council creating a fairer future with all and our ultimate aim is to make people's lives better”. The Council has 5 Strategic Outcomes where we are working across East Renfrewshire to achieve best Outcomes for:

- Early Years and Vulnerable Young People
- Learning, Life and Work
- Environment and Economy
- Safe, Supportive Communities
- Older People and People with Long-Term Conditions

The Council also has outcomes relating to Customer, Efficiency and People which are captured under the Strategic Outcome “Our Council is forward thinking and high performing”. Procurement has an important role to contribute to the following:

- Customer: Satisfied customers access services that meet their needs
- Efficiency: Our physical, information and financial assets are efficiently managed
- People: We have engaged employees who are motivated to deliver our outcomes

In order to deliver on these Strategic Outcomes, 5 Capabilities have been identified to provide the necessary skills required. These are:

- Prevention
- Empowering Communities
- Data
- Modernisation
- Digital

Procurement can play an important role in supporting services to deliver against the Council’s Strategic Outcomes and provide key skills contributing to the 5 Capabilities as detailed below:

Prevention – we will collaborate with Services across the Council with a focus on preventing poor outcomes for our residents and providing planned rather than reactive services. We will seek to maximise opportunities for collaboration and using an evidence based approach to designing services.

Community Engagement – we will utilise innovative approaches to engage our communities and to prioritise the allocation of resources. We will explore ways in which contractors, commissioned partners and communities can work in partnership with us to deliver outcomes.

Data and Evidence – we will utilise spend data, market analysis and build positive relationships and networks with key stakeholders to ensure an evidence based approach to strategic procurement and identifying efficiencies.

Modernising How We Work – we will focus on modernising our processes to avoid unnecessary approvals, duplication and manual processes. We need to ensure Procurement meets the current and future needs of the Council and greater focus will be placed on Contract and Supplier Management to ensure best value is achieved from our contracts throughout their lifecycle.

Digital – we will harness the potential from the new “Core Systems” and ensure that the full purchase to pay processes throughout the Council are modern, digital and efficient.

The Council’s previous Procurement Strategy 2017/18 was closely aligned with the Council vision and requirements of the Scottish Government. This delivered a number of achievements, including:

- Completion of a Procurement Review which included in-depth interviews with senior stakeholders across the Council to set the direction for the procurement improvement programme.
- Participation on national and regional strategic working groups including those hosted by Scotland Excel, the Scottish Government and City Deal
- Amendments to Contract Standing Orders and Contract Terms and Conditions to support improved procurement practices across the Council

- An annual review of spend and use of Public Contract Scotland portals including PCS-Tender to analyse contract data
- Extensive involvement in specification development for procurement module within the new finance and procurement system and work underway to develop an online central contract register
- Development of the Contract Strategy document to include sustainable considerations and capturing and reporting of Community Benefits through City Deal

SECTION 4 - STRATEGIC AIMS AND OBJECTIVES

The Procurement Strategy 2019-2022 has the following aims

- Improved Leadership and Stakeholder Management
- Compliance with legislative and statutory duties with improved Governance
- Strategic Procurement which identifies opportunities and savings
- Performance Reporting being used to drive performance
- Improved Sustainable Procurement and Community Benefits

The following section details the aims, actions and expected outcomes from this focussed approach:

Improved Leadership and Stakeholder Management
<p>Aim: Through identifying and building relationships with key strategic and tactical stakeholders across the organisation procurement can build an understanding of current and future requirements and add value as part of a category management approach.</p>
<p>Actions</p> <ul style="list-style-type: none"> • Develop and deliver an on-going stakeholder engagement plan for Procurement incorporating key internal strategic and tactical stakeholders • Implement training and development opportunities for Procurement in line with our benchmark against the national Procurement Development Framework • Develop and maintain user friendly, plain English guidance for use by purchasing departments • Deliver a revised Procurement intranet page presenting key information, templates and communication in a user-friendly way • Develop and deliver a focused programme of procurement training across the Council
<p>Impact</p> <ul style="list-style-type: none"> • A full understanding of the procurement requirements of services which will facilitate improved project management and provide an opportunities to focus on demand management and contract and supplier management. • A Procurement team with the skills and capability required to meet the current and future needs of the Council. • Improved communications and flow of information between Procurement and Council Services

Progress Update September 2021

- A category based Stakeholder Engagement Plan has been developed and Procurement is now embedding as business as usual, effective relationships with strategic and tactical stakeholders.
- Procurement team have undergone Scotland Excel Training on “Managing Effective Stakeholder Relationships”, “Negotiation and “Contract and Supplier Management.
- Category Managers have successfully completed the SQA Accredited Personal Development Award in Project Management.
- New Procurement Intranet pages have been launched which are much more user focused and provide video presentations to highlight the added value provided by Procurement.
- A staff survey was issued to identify the focused areas of procurement where training is required across the Council and a programme of “Procurement Bitesize” online sessions are being delivered with courses on “Introduction to Procurement”, “Quick Quote”, “Managing a Successful Tender Exercise”, “Capturing Added Value from Procurement” and “Strategic Commissioning”.

Compliance with Legislative and Statutory Duties with Improved Governance

Aim: Compliance with our legislative and statutory procurement duties as well as consideration of areas such as living wage, fair and ethically traded goods and services, community health and wellbeing and animal welfare in procurement of food.

Actions

- Fulfilment of the statutory obligations imposed by the Procurement Reform (Scotland) Act 2014, the Public Contract (Scotland) Regulations 2015 and the Procurement (Scotland) Regulations 2016.
- Ensuring Contract Standing Orders, Council policies and guidance reflect the legislative requirements
- Maintaining procurement template documents in line with legislative changes and best practice
- Introduce Standard Operating Procedures for key processes and systems used by the Procurement team.

Impact

- Procurement processes and documentation in place to meet legislative requirements and reviewed regularly to meet requirements of changing environment
- Compliance with statutory and regulatory requirements and reduction in the risk of legal challenge.
- Consistent and streamlined approach to procurement processes and systems.

September 2021 Update

- The Council has continued to fulfill its obligations in relation to Procurement legislation.
- Standard Operating Procedures (SOPs) have prepared for key procurement processes.
- Council Standing Orders were updated to amend the Quick Quote threshold for works, positively reflecting guidance from the Construction Procurement Handbook 2018 and in line with the Procurement Reform Act (Scotland) 2014.
- Quick Quote guidance has been updated.
- Contract documentation has been updated to reflect new processes in relation to Community Benefits and Living Wage.

Strategic Procurement which Identifies Opportunities and Savings

Aim: To deliver a category management approach to strategic procurement which supports a commercial focus across the organisation and identifies savings and opportunities throughout the full procurement journey.
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Actions

- | |
|---|
| <ul style="list-style-type: none"> • Develop and implement a workload planning tool to manage capacity and resource requirements of Procurement and use this to monitor and review category alignment for the procurement team. • Develop a strategy for the future direction of Contract and Supplier Management across the Council. • Develop a strategy for the future direction of Procurement to meet the future needs of the Council. • Category Managers increasing their commodity knowledge through building relationships and taking advantage of collaboration and networking opportunities. • Council representation on key local, regional and national working groups including those hosted by Scotland Excel and Scottish Government. • Increasing use of spend data analysis, market awareness and benchmarking to design innovative and competitive tenders. • Use of spend analysis to identify opportunities for savings and efficiencies through procurement. |
|---|

Impact

- | |
|--|
| <ul style="list-style-type: none"> • Procurement team will have the capacity to meet the needs and requirements of services through effective workload planning • An evidence based understanding of the future strategic direction of Procurement and the Councils approach to Contract and Supplier Management. • Procurement will have the tools, knowledge and skills required to support innovative procurement solutions and provide added value to Services. |
|--|

September 2021 Update

- | |
|---|
| <ul style="list-style-type: none"> • Improved Stakeholder Relationships have ensured an improved understanding of the procurement pipeline in order to support the Chief Procurement Officer to manage the capacity of the Service effectively. • Proposals for the implementation of a corporate approach to Contract and Supplier Management are being prepared for consideration. • The Chief Procurement Officer and Category Managers are represented on and have attended a number of regional and national procurement forums. • Procurement Team have undertaken training on spend analysis using the Scottish Procurement Information Hub. • Procurement have undertaken detailed reviews of ICT and Housing Services and identified opportunities for savings. |
|---|

Performance Reporting Being Used to Drive Performance
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Aim: To use an evidenced based approach to provide visibility of key performance information which supports informed decision making around the current and future direction of Procurement.

Actions

- Develop and agree approach to capturing and reporting the value achieved through Procurement in the form of a “Savings Principles” approach focusing on the identification, measuring and reporting of savings and benefits
- Development and Implementation of an online central contracts register which can be used across the Council
- Preparation of the Annual Procurement Report and strategy update.
- Production of reports and dashboards to support relationships with Services leading to an increased focus on Demand Management
- Monitoring of contract activity including performance, issues and risks
- Collate management information to demonstrate procurement performance

Impact

- A robust process for savings capture and a full organisational awareness of the value provided by Procurement.
- Digital tools in place to support ease of access and interrogation of contract information, spend data and market analysis.
- Increased awareness across Services of spend information and how to use this to inform and understanding of demand management and decision making.

September 2021 Update

- A new process for the tracking of the benefits from procurement activity has been implemented and a number of savings opportunities have been presented to the Corporate Management Team for implementation.
- A new Online Contracts Register is currently being user acceptance tested by Procurement before being implemented and which will be accessed across the Council.
- Category Managers are using spend analysis to create spend information dashboards to support relationships with services. This will continue to be embedded in 2022.

Improved Sustainable Procurement and Community Benefits

Aim: Focus on sustainable procurement including innovative use of Community Benefits clauses, economic development and consideration of social responsibilities

Actions

- To participate in Scottish Government “Grow Local” project which focusses on supporting local business
- Development of evaluation methods and improved capturing of community benefits in individual contracts.
- Increased use of community benefits clauses and reporting on the benefits realised
- Ensuring that all regulated procurement activity considers relevant social, economic and environmental issues and seeks to maximise opportunities for the benefit of our Council area.
- Improved collaboration across Services to focus on Community Benefits.
- Supporting local business, SMEs and supported businesses through working with Economic Development partners and making processes streamlined, clear and accessible.
- Applying Fair Working Practices to appropriate procurements, encouraging the adoption of the living wage and subsequent monitoring throughout the contract period.
- Promotion of Health and Safety legislation compliance by contractors and sub-contractors.
- Promoting the highest standards of animal welfare and encouraging the procurement of fair, ethical and environmental friendly goods and services.

Impact

- Compliance with all elements of the sustainable procurement duty so that Council contracts deliver benefits not only for the Council but also for local business, SME’s, supported businesses, suppliers and their workforce.
- Measurable and demonstrable social, economic and environmental benefits to East Renfrewshire communities from the effect of sustainable procurement activity.
- Improved opportunities for SMEs, Third Sector Bodies or Supported Businesses to take advantage of business opportunities within the Council area.

September 2021 Update

- The Council has signed up to the “Grow Local” project which uses the Scottish Procurement Information Hub to provide data relating to the local supply base
- A new process for the identification and capture of Community Benefits has been approved by CMT for implementation working in partnership with Economic Development.
- Procurement attended the Supplier Development Programme “Meet the Buyer Event” and also participated in “Twitter Takeover” in the absence of the ability for face to face local events due to COVID19.
- A new Council Sustainability policy has been developed and approved.
- Procurement has led work which saw the Council achieve its aim of Real Living Wage accreditation.
- The Council has agreed to sign up to the Charter Against Modern Slavery which requires the Council to undertake a number of actions in this area.
- A “Community Benefit Wishlist” has been implemented to encourage local community to suggest local improvements resulting from the Council contracts.

SECTION 5 FINANCE

The procurement of goods, works and services in the Council is varied and ranges from low value low risk purchases to high value and complex procurements for the construction of infrastructure and buildings. In 2020/21 the Council spend on procured goods and services by Directorate is detailed in the table below.

Directorate Description	Total Spend 2020/21
HSCP	£43,249,684
Environment	£41,955,412
Education	£19,451,773
Corporate / Chief Executives	£8,122,491

It is the role of Procurement to support activities which encourage and provide opportunities for businesses located in the East Renfrewshire Council area and particularly Small to Medium Enterprises (SME's). Work in this area has included a Twitter Takeover, Annual Meet the Buyer and local supplier engagement activities to support bidders to get Tender and Quick Quote ready. Data from the Scottish Procurement Information Hub shows in 2020/21 Council spend was £15.6m with businesses who are located in East Renfrewshire which is an increase of £4.1m from 2019/20. Data also shows that 52% of East Renfrewshire Council spend was with SME's and local spend has increased from 9.6% in 2019/20 to 12% in 2020/21. This Strategy will see a continued focus on improvement in this area.

The Council has implemented a number of new "Core Systems" which will provide significant benefits to Procurement, with the ability to provide a greater level of interrogation and analysis of spend data. These systems will also allow us to improve our internal processes and reporting as well as allow to work with Services to exploit opportunities for innovative approaches and greater efficiencies in service deliver. Procurement have been extensively involved in the specification of the procurement elements of new systems and it is vital that their full functionality is harnessed to allow more detailed reporting of performance of this Strategy going forward.

SECTION 6 IMPLEMENTATION, MONITORING AND REPORTING

This Procurement Strategy 2019-2022 introduces a new vision for Procurement which is articulated in our 5 procurement aims detailed in Section 4.

Duties under The Procurement Reform (Scotland) Act 2014 require the Council to develop and review the Procurement Strategy annually. In addition to this mandatory Procurement Strategy and to meet regulatory requirements, the Council must now also prepare and publish an Annual Procurement Report disclosing how its procurement activity has complied with its published procurement strategy.

The Procurement Reform Act (Scotland 2014) lists the minimum requirements that an Annual Procurement Report should contain and advises that the report must include:

- A summary of the regulated procurements for the financial year and of the regulated procurements the authority expects to commence in the next two financial years;
- A review of whether procurements have complied with the contracting authority's procurement strategy;
- A summary of any community benefit requirements imposed as part of a regulated procurement and any steps taken to facilitate the involvement of supported businesses in regulated procurement

Procurement will next publish the Council's Annual Report for 2021/22 in October 2022 and this will also include a revised and updated version of the Procurement Strategy.

In addition to these internal procedures for the monitoring, reviewing and reporting on the Procurement Strategy, Procurement has benefited from external assessment through the Procurement and Commercial Improvement Programme (PCIP). The result from the most recent assessment undertaken in December 2018 was an improved score of 66% and a number of areas for improvement identified have been incorporated into the actions and 5 key aims identified in this Strategy. Successful implementation of the Procurement Strategy will put East Renfrewshire Council in a strong position for further improvement in the next round of PCIP assessments.

SECTION 7 PROCEDURES, POLICIES & PROCUREMENT TOOLS

The Council operates against a backdrop of policies and procedures to aid the delivery of Council activity in compliance with legislation and with local and national policies. The Council relies on the following Procedures, Policies and Procurement Tools to support its procurement activities:

Procedures

As a contracting authority, East Renfrewshire Council must make arrangements to ensure the proper conduct of business, including conformance to standards of good governance and accountability with regard to procurement.

To ensure Procurement Strategy key objectives are delivered effectively, there remains a continuing need to recognise the requirement for and execution of an appropriate Council governance framework.

The presence of this framework will enable key objectives to be achieved through a decision making process which ensures appropriate approvals are in place.

In adhering to this governance framework, the Council ensures that its regulated procurements are carried out in compliance with its duty to treat relevant economic operators equally and without discrimination and that these procurements will be undertaken in compliance with its duty to act in a transparent and proportionate manner.

In maintaining this governance framework, the Council will ensure that a continuing focus remains in relation to updating, and appropriately applying the following procedural governance documents;

Contract Standing Orders

The Council's Standing Orders Relating to Contracts set out how contracts for all goods, services and works will be made by the Council.

The purpose of these Standing Orders is to ensure that contracts are appropriate for their purpose, provide the right balance between price and quality, and are procured in an open way that demonstrates probity and compliance with the Council's policies.

The Standing Orders are applied having regard always to equal treatment, non-discrimination, proportionality and transparency. All Council employees must treat tenderers equally and without discrimination and act in a transparent and proportionate manner at all times.

The Standing Orders also set out the Council's obligations in ensuring that the suppliers and service providers it contracts with comply with all statutory requirements in respect of ensuring equal opportunity in employment under the provisions of the Equality Act 2010 and with all current Health and Safety legislation and approved Codes of Practice, as may be applicable to the contract. Promotion of this compliance is in line with the requirements of the Procurement Reform (Scotland Act) 2014.

East Renfrewshire Council Standing Orders Relating to Contracts

<http://intranet.erc.insider/search?q=contract+standing+orders&returnarticleid=1&articleaction=newsearch>

Financial Regulations

The Council's Financial Regulations set out the framework for managing the Council's financial affairs. They seek to ensure that the Council conducts its affairs in a way that complies with legislation, accepted accounting procedures and professional good practice.

The Council's Financial Regulations apply to every employee of the Council or anyone acting on its behalf. All employees have a responsibility to provide for the security of assets under their control, and for ensuring that the use of these resources is legal, properly authorised, and provides Best Value.

East Renfrewshire Council Financial Regulations

<http://intranet.erc.insider/CHttpHandler.ashx?id=11444&p=0>

Scheme of Delegation

The Scheme of Delegation is intended to facilitate the effective undertaking of Council business by clearly setting out the nature and extent of the powers delegated to officers by the Council, in order to ensure an efficient running of day to day operations and to allow the Council to carry out its functions and achieve its Strategic Objectives.

The Council's approach to delegation has been influenced by its commitment to facilitate participation in the decision making process and to delegate to Chief Officers. The result is that the Council has reserved very few powers to itself and has agreed extensive delegations to officers.

Policies

The Council has clear Strategic Objectives set out within the Outcome Delivery Plan and a strong focus on monitoring and reporting performance. The Strategic Objectives are supported by each Service through their individual Service and Improvement Plans.

To further ensure that the Council's regulated procurements contribute to the carrying out of its functions and the achievement of its purposes, this Procurement Strategy, in line with its Key Objectives, will be delivered in accordance with the Outcome Delivery Plan, the individual Service and Improvement Plans and a set of national and local policies and strategies. These are embedded within existing procurement processes.

Sustainable Procurement Policy

The Council's approach to sustainable procurement is rooted within the procurement process to promote a commitment to sustainability and achievement of Best Value for the Council. In an ongoing effort to embed sustainability issues in procurement exercises, three strands of sustainability are explored at the contract strategy stage; environmental, social and economic factors along with a consideration on how the Council can facilitate the involvement of SMEs, third sector bodies and supported businesses in procurement exercises, as well as a promotion of innovation in the design and delivery of services. Full details of the Council's approach to Sustainable Procurement are incorporated in our Sustainable Procurement Policy which was approved in 2020.

Community Benefit Requirements – The Council will adhere to all statutory guidance and legislation on the use of Community Benefits, ensuring that all regulated procurements include Community Benefits clauses where relevant. This policy reflects East Renfrewshire Council's approach to sustainable procurement. A new process has been developed to further enhance the identification and capture of Community Benefits which will be supported by a Community "wish list" to identify local priorities. It is intended that it will apply to all contracts for works, goods or services in which the Council has an interest. The environmental opportunities checklist will be completed for all relevant contracts.

Living Wage

Whilst there are no legal restrictions on requiring payment of the living wage, suppliers are encouraged to pay the living wage to their employees. The fair working practices question that promotes a healthy, happy and motivated workforce is included in all appropriate contracts.

The Council follows the lead of the Scottish Government by promoting the payment of the Living Wage to persons involved in fulfilling procurement requirements by considering, where relevant and proportionate, when Fair Working Practices should be addressed in contracting opportunities. The Council will comply with the Statutory Guidance on the Selection of Tenderers and Award of Contracts – Addressing Fair Work Practices, including the Living Wage, in Procurement.

Led by Procurement, the Council became an accredited Living Wage employer in November 2020.

Fair Work First

East Renfrewshire Council is also committed to applying the Fair Work First criteria internally and in publicly funded supply chains. Fair Work First is the Scottish Government's policy for driving good quality and fair work in Scotland. Through this approach, East Renfrewshire Council is asking bidders to describe how they are committed to progressing towards adopting and how they intend to continue embedding the five Fair Work First criteria:

- appropriate channels for effective voice, such as trade union recognition;
- investment in workforce development;
- no inappropriate use of zero hours contracts;
- action to tackle the gender pay gap and create a more diverse and inclusive workplace; and,
- providing fair pay for workers (for example, [payment of the real Living Wage](#)).

In order to ensure the highest standards of service quality in this contract we expect suppliers to commit to progressing towards adopting the five Fair Work First criteria in the delivery of contracts as part of a fair and equitable employment and reward package as a route to progressing towards wider fair work practices.

Modern Slavery

The Council has agreed to sign the Charter Against Modern Slavery which addresses modern slavery in the supply chain. The Council will focus attention on the key areas of Training and Awareness Raising, Tender Documentation, Ensuring Compliance and Reporting.

Health and Safety

The Council ensures that appropriate health and safety requirements are included in the evaluation for all its procurements, in line with all the relevant legislation. Thus ensuring that successful suppliers are fulfilling their legal obligations.

Consulting and Engaging with Stakeholders

The Council continues to consult and engage with those affected by our procurement activities through the development of contract strategies, in advance of the procurement exercise and through our focus on identifying opportunities for collaborative Contract and Supplier Management. Liaison during both the development and feedback stages of projects, ensuring that all opinion and feedback is considered when resulting agreements are implemented and executed, ensures continuous improvement in the delivery of services and allows the Council to understand the impact of our procurement activity. The Council is currently assessing options for a corporate approach to Contract and Supplier Management which will ensure the Council receives value expected from

contractual relationships, mitigate risks of failure and encourage innovation.

Animal Welfare

The Council recognises the requirement to find practical ways to supply healthy, fresh, seasonal, and sustainably grown food which represents Best Value whilst improving the health, wellbeing and education of communities in our area. Through Procurement's collaboration with our internal stakeholders and with Scotland Excel, the Centre of Procurement Expertise for Scotland's local government sector, we will work to put in place affordable contracts which meet the nutritional requirements for food, for all users of our catering services, whilst promoting the highest standards of animal welfare, in accordance with all statutory guidance and legislation. The Council is committed to including requirements that promote animal welfare in all relevant contracts. The Council will work with Scotland Excel to ensure that the contracts the Council are participating in promote the highest standards of animal welfare.

Fairly and ethically traded good and services

For each regulated procurement exercise, at the contract strategy development stage, consideration will be given to the sourcing of goods and services that are ethically traded. In line with the Council's Strategy and where ethically traded goods and services are available, the Council will work with all relevant stakeholders and take a Best Value approach when applying fair and ethically trading principles in procurement activities.

A number of other policies are relevant to or impact on the Council's procurement activities. These include:

- Gifts, hospitality and other inducements
- Conflicts of interest declaration
- Suppliers charter
- Council Health & Safety Policy
- Glasgow City Region City Deal Procurement Strategy
- Glasgow City Region City Deal Sustainable Procurement Policy

Procurement Tools

Key tools that the Council has embedded into the procurement process, which help contribute to compliance with the mandatory requirements under the Procurement Reform (Scotland) Act 2014, are detailed below.

- [Procurement Journey](#)
- [Public Contracts Scotland](#)
- [Public Contracts Scotland – Tender](#)
- [Information Hub](#)

National policies, legislation, and tools relating to the Scottish Government's reform programme which help drive best practice, deliver savings and improve the procurement capability can be found by clicking the following links (this is not an exhaustive list):

- [Scottish Model of Procurement](#)
- [Changes to European Directives](#)
- [Public Procurement Reform Programme](#)
- [Suppliers Charter EU Procurement Thresholds](#)
- Prioritisation toolkit, sustainability toolkit
- Flexible framework
- PCIP

SECTION 8 STRATEGY OWNERSHIP AND CONTACT DETAILS

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