

Department of Corporate and Community Services

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Date: 23 September 2021

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TO: Councillors T Buchanan (Chair); C Bamforth; B Cunningham; D Devlin; A Lafferty (Vice Chair); and C Merrick.

CABINET

A meeting of the Cabinet will be held on **Thursday, 7 October 2021 at 10.00am.**

The agenda of business is as shown below.

Please note this is a virtual meeting.

Caroline Innes

C INNES

DEPUTY CHIEF EXECUTIVE

AGENDA

1. **Report apologies for absence.**
2. **Declarations of Interest.**
3. **Environment Department End-Year Performance Report 2020/21 – Report by Director of Environment (copy attached, pages 3 - 24).**
4. **Annual Procurement Report 2020/21 and Procurement Strategy 2019-2022 Update – Report by Chief Procurement Officer (copy attached, pages 25 - 68).**

This document can be explained to you in other languages and can be provided in alternative formats such as large print and Braille. For further information, please contact Customer First on 0141 577 3001 or email customerservices@eastrenfrewshire.gov.uk

For information on how to access the virtual meeting please email sharon.mcintyre@eastrenfrewshire.gov.uk

A recording of the meeting will also be available following the meeting on the Council's YouTube Channel <https://www.youtube.com/user/eastrenfrewshire/videos>

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EAST RENFREWSHIRE COUNCILCABINET23 September 2021Report by Director of EnvironmentENVIRONMENT DEPARTMENT END YEAR PERFORMANCE REPORT 2020-2021**PURPOSE OF REPORT**

1. The purpose of this report is to provide the Cabinet with a summary of the 2020/21 end year performance of the Environment Department. This report is based on the Department's performance indicators and activities in the Outcome Delivery Plan (2020-23) and other key departmental management information. The full data report is attached in Appendix 1.

RECOMMENDATIONS

2. It is recommended that the Cabinet scrutinise and provide comment on the Environment Department's end of year performance for 2020/21.

BACKGROUND

3. This report contains data on progress against the department's key performance targets and on its contribution to the Council's strategic outcomes. The full department data report for the year 2020/21 is included in Appendix 1.

4. Performance summaries for each of the services is provided below.

REPORT

5. The Environment Department has generally performed well throughout 2020/21. COVID-19 and associated restrictions have had and continue to have an impact on the services we deliver and upon our staff. The Department played a critical role in the Council's response to COVID-19 to keep people safe whilst continuing to provide essential services. Teams adapted very quickly to varying and unpredictable challenges related to hardware, software and staffing resource. For many of our services their focus and priorities changed suddenly. Despite this, the Department has met or exceeded the majority of its targets. However, some areas of performance and planned activities were not met as a result of COVID-19 and the restrictions.

6. Overall there was a 14% reduction in the total number of complaints received in 2020/21 compared to the previous year (837 to 720 in 2020/21). There was a 15% reduction in the total number of Stage 1 complaints received compared to last year (812 to 686 in 2020/21), however, our average response time was 5.1 working days (4.5 in 2019/20), slightly above the 5 working day statutory timescale. There was a 36% increase in Stage 2 complaints (25 to 34 in 2020/21). The majority were for Roads in relation to winter maintenance due to

the winter weather conditions in January 2021. Despite the increase, our average response time was 16.9 working days (12.6 days in 2019/20) remaining within the statutory target of 20 working days. Overall, 683 members' enquiries were received in 2020/21 (487 in 2019/20) an increase of 29%, although it is believed that the increase is partly due to better recording processes this year. The Department did not meet the target 5 working day response time for Member enquiries averaging at 8 working days to respond. The complex nature of some of the enquiries and COVID-19 related factors caused responses to take longer. Customer Relations will continue to send reminders to service areas and is an area for improvement in 2021/22. In total, 169 compliments were received, an increase of 24% compared to the previous year (129 in 2019/20), most services received an increase in compliments, Cleansing in particular seen a rapid increase during the pandemic restrictions.

7. COVID-19 has undoubtedly had an impact on our service delivery through reactive service changes due to COVID-19 restrictions, i.e. closure of Household Waste & Recycling Centres (HWRCs) and suspension of special uplifts. Staffing shortages and the requirement for remote working impacted the levels of customer contact and our response times to complaints. The Department's Customer Relations Team worked closely with all service areas of the Department ensuring social media and the Council's webpages were utilised effectively to inform our residents quickly of service changes. In addition, the team undertook complaint trend analysis to understand and address common complaint themes in order to drive down complaints. Also by running timescale monitoring reports, the Customer Relations Team support services to help ensure our timescales are met.

8. Sickness absence continues to be monitored and reviewed on a regular basis. During 2020/21, 9.8 days per employee were lost through absence in the Environment Department (target 12.3 days), a reduction from 13 days per employee in 2019/20.

Business Engagement, Employability

9. Throughout 2020/21 we have continued to support our local businesses and third sector organisations. The team, as well as volunteers from other services across the Council, worked hard to deliver the range of Covid-19 business grants to local businesses and the self-employed. This involved developing new systems, processes and compliance checks with very short deadlines as set by the Scottish Government. In total 2,962 grants worth £19.5m were distributed during 2020/21.

10. Business Growth and Business Gateway worked closely with Environmental Health, Trading Standards, Chamber of Commerce and the three Business Improvement Districts (BIDS) to help shape local response to COVID-19 and meet business community needs. Four COVID Response Groups were formed which kept businesses updated on the latest restrictions and provided practical advice and support for reopening including guidance on social distancing, risk assessments and information on free training and resources.

11. Despite the prioritised COVID-19 business grant work, the team continued to deliver against the ERC Economic Recovery Plan, with 25 businesses supported by Economic Development activity (45 in 2019/20) and our Shop Local campaign which launched in summer 2020. The team also supported 387 local residents and young people (538 in 2019/20), including those furthest from the labour market, from unemployment into vocational training through our 5-stage employability pipeline.

City Deal

12. City Deal capital expenditure in 2020/21 was £1.8m, considerably lower than anticipated due to delays in projects due to both the pandemic and slow responses from statutory bodies. The Balgraystone Road upgrade is complete and open and the detailed

design of the delayed Aurs Road project is nearing completion. We continue to work with Scottish Water to deliver this project.

Neighbourhood Services

13. The integrated Neighbourhood Services model has enabled the service to be more flexible in the deployment and management of the workforce which has been essential during the pandemic.

14. Neighbourhood Services continued to deliver a strong performance during 2020/21 despite the challenges and remained at the top of the recycling league table in Scotland for the fourth year in a row. The latest verified recycling figure was 67.8% (2019) above the national average of 44.9%.

15. The implementation of the Clyde Valley Residual Waste Project means that ERC now meets the requirements of the Waste (Scotland) Regulations 2012 which includes the banning of biodegradable waste to landfill by 2025. As part of the 25 years contract, the management of Greenhags HWRC and waste transfer station transferred to Viridor Ltd. in November 2020. Residual waste is now sent for energy recovery and produces low carbon electricity.

16. We continued to invest in our parks and open spaces with 15 improvement/new installation projects completed during 2020/21 including outdoor gym equipment at Crookfur Road and Aurs Drive, upgraded tennis courts at Cowan Park and a new, all-inclusive roundabout playground installed at Broomburn Park.

17. Our fleet is a vital component in delivering frontline services to our residents. The Transport service completed the Capital Fleet replacement programme for 2020/21 with 22 vehicles replaced.

Roads

18. COVID-19 restrictions resulted in delays in construction work and changes to working practices but despite this the Roads Service delivered a £2.7m programme of routine maintenance, £1.2m programme of structural maintenance works and a capital works programme of £4.9m. The Council has seen a considerable improvement in relation to the condition of A class and B class roads over recent years (second and ninth best in Scotland respectively for 2020). However, our overall performance is brought down in relation to C class and Unclassified roads. Additional capital resources of £3m per year from 2019/20–2023/24 have been allocated. For 2021/22 road improvements will be concentrated on C class and Unclassified roads.

19. We continued to invest in energy efficient LED lanterns to replace our street lighting lanterns and thereby helping to reduce the Council's energy consumption. 1,246 street lighting lanterns were replaced with LED lanterns meaning that 70.8% of our lanterns are now LED.

20. Our work with schools to promote and encourage active travel was curtailed in 2020/21 due to COVID-19 restrictions. However, surveys show an increase in pupils walking or cycling to school from 41.7% (2019/20) to 46.8% in 2020/21. Temporary segregated cycle lanes were established on Ayr Road, Fenwick Road and Clarkston Road as part of COVID Spaces for People/Active Travel provision which aims to create a safer route for essential journeys and exercise.

21. Housing Services assisted the Council in its COVID response and provided humanitarian support including the delivery of food parcels. Staff also assisted with the processing of business grants. The performance indicators in Appendix 1 show a dip in performance as a result of the pandemic and COVID-19 restrictions. For example social distancing requirements and restrictions on entering tenants homes impacted on the ability to deliver the repairs service.

22. The number of homes meeting the Energy Efficiency in Scottish Social Housing (ESSH) standard rose from 79% to 93% in 2020/21.

23. Gross rent arrears at 9.5% is above the target of 6.5%. This reflects the ongoing Universal Credit impacts as well as the pause on active recovery of rent arrears through COVID-19 and related Scottish Government guidance on legal actions.

24. Throughout the pandemic the restrictions have varied on what repair works Housing Services could deliver. During the first lockdown the team assisted with food deliveries as part of the humanitarian response and quickly repaired empty properties so they could be used as emergency accommodation and undertook emergency adaptations to ensure residents with mobility issues could still live independently. When restrictions have been eased or lifted, the trade team worked to address any backlog of repairs that hadn't been permitted, ensuring all tenants were kept safe by following all COVID safety measures. Unsurprisingly, given this, the time taken to complete non-emergency repairs increased from 5.39 days to 6.2 days. However, performance remains strong within the sector and recovery of service is well underway.

25. The demand from homeless households increased significantly, with the 3-month suspension of house moves from March to June 2020 contributing to this. The number of households in temporary accommodation rose from 60 to over 90. Despite a significant increase in the demand for temporary accommodation and the challenges in providing effective support without face to face contact, Housing Services accommodated all those that required emergency accommodation.

Planning

26. In the Development Management section, performance in some categories was adversely affected by the COVID-19 restrictions with IT limitations, the inability to undertake site visits and staff shortages. Overall performance in dealing with 'local developments', which is the vast majority of all applications, was 13 weeks (8.9 in 2019/20). Planning applications for City Deal and the Strategic Housing Investment Plan implementation continue to be processed as priorities.

27. The Local Development Plan 2 (LDP 2) is at the Examination Stage. A delay in the issue of the Examination Report by the Department of Planning and Environmental Appeals (DPEA) means that adoption of the LDP 2 is pushed back to late 2021 instead of Autumn 2021.

Building Standards

28. Performance in the Building Standards team continued to be good despite the restrictions. The key performance target is 20 days to issue a first response to a Building Warrant application. In 2020/21 91% of building warrant applications were responded to within the target time of 20 days (85% in 2019/20). During the pandemic work protocols were introduced and the team ensured that inspection of building works and 24 hour emergency cover continued.

Property and Technical

29. Property Services supported each Department's property needs throughout the pandemic, ensuring buildings were safe and compliant including ventilation guidance on reopening of buildings, safely closed and reopened construction projects in line with Government guidance, provided emergency services with contractors and conducted a risk assessment survey of over 3,000 rooms in 40+ school buildings. The draft Accommodation Strategy was not implemented due to COVID-19, however, a new strategy is being developed through The Way We Work Group which is assessing our future property needs which will inform the Accommodation Strategy.

Health and Safety

30. The Corporate Health and Safety Team took on responsibility of procurement, storage, allocation and delivery of the PPE and sanitising products council wide. Following Scottish Government guidelines, the team carried out 108 COVID building risk assessments to ensure they were laid out and signed to meet the needs of protection for staff and members of the public, 65 of these have since been reviewed three times to keep up with the continuing changes to Government guidelines and restrictions. COVID risk assessments were also completed for the mass vaccination centre, the asymptomatic test centre and the humanitarian hub. 75 activity risk assessments were completed to assist the services who continued to work on the frontline. These assessments have been reviewed by Health and Safety Officers a minimum of six times and in some cases 18 times due to the changes in guidance and restrictions.

31. Despite all the additional work to the team that the pandemic outbreak brought, they managed to undertake significant work on the project delivery of the new health and safety management system INFO EXCHANGE, which went live across the council on 1st April 2021.

Trading Standards

32. Trading Standards and the Prevention Team played a significant and critical role during the pandemic, creating a joint team with Environmental Health colleagues to deal with all related COVID-19 work. This included guidance to traders on trading restrictions, complaint handling, proactive compliance visits, assisting with the set-up of the testing and vaccination centres and assisting with calls to residents who were shielding.

33. The team also fulfilled other service delivery commitments where possible during 2020/21. Our Financial Harm Prevention Toolkit (accessed online with a printable version available) was launched locally at a critical time as Officers could not visit vulnerable households to install "Confidence at Home" packages. The toolkit is a self-help document with simple steps and useful information to advise residents on how to avoid scams. This has significantly contributed to the Scottish Government's National Scam Prevention Strategy. In partnership with The Royal Society for the Prevention of Accidents (RoSPA), Trading Standards developed a Child Safety in the Home Project (Under 5's) with over 1,500 safety packs circulated during the last year. With enhanced risk assessments and diligence the Bikeability project was delivered, in a revised format, to the Hub schools.

Environmental Health

34. As mentioned above Environmental Health worked alongside Trading Standards and the Prevention Team to support COVID-19 work. This involved engagement with 1,986 businesses which were legally required to close. The team has also been required to physically inspect premises using bespoke checklists for industry sectors with 329 commercial premises assessed following COVID cases as notified by Test and Protect.

35. Alongside the COVID-19 work, the team maintained business as usual. 1,964 Public Health and Housing Service requests received (e.g. pest control, fly-tipping, public nuisance), 903 Commercial Premises service requests received, such as food business enquiries and workplace complaints, 63 Development Control consultations and routine air quality monitoring (23 sites). Food Standards Scotland suspended all Councils' inspection programmes from March to October 2020, therefore the backlog of Food Law Interventions will be a priority in 2021/22.

Publication of End Year Performance Information

36. The Environment Department's Performance Report will be posted on the Council's website in order that the public can view it.

FINANCE AND EFFICIENCY

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

PARTNERSHIP WORKING

38. This report focuses on the Environment Department's contribution to the delivery of the Council's Outcome Delivery Plan. Many of the Department's results could not have been achieved without excellent partnership working across the Council and with external partners.

IMPLICATIONS OF REPORT

39. There are no implications in terms of staffing, property, legal, IT, equalities or sustainability.

CONCLUSIONS

40. This report summarises a high level overview of the Environment Department's performance at end year 2020/21.

41. The information presented shows a generally positive picture, with progress being made in some areas. Despite the challenging year due to the impact of the pandemic, the Department has continued to deliver key services to our residents and businesses.

RECOMMENDATIONS

42. It is recommended that the Cabinet scrutinise and provide comments on Environment Department's end of year performance for 2020/21.

Director of Environment

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August 2021

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APPENDIX 1:

Environment Department Report

End Year Performance Report 2020-21



1. Outcome Delivery Plan (ODP)

1. ODP Critical Indicators

Outcome 3.2 East Renfrewshire is a thriving place to invest and for businesses to grow




PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
City Deal Expenditure against approved Capital Plan (£m)	5.03	3.47	1.8	3.85		2020/21 was £1.8m. Considerably lower than anticipated due to delays in projects. Delays were due to the pandemic and slow responses from statutory bodies. No works are due to start on site until 2022.
Number of businesses assisted to improve performance as a result of support received from the Council e.g. grants, loans and advice.	30	45	25	23		Target exceeded. 25 Business Development Grant applications submitted. 1,500 individual businesses supported through Covid-19 Grants.
The percentage of the road network that should be considered for maintenance treatment.	39.1%	35.5%	36.4%	43%		Target exceeded. Considerable improvement to the condition of A class and B class roads over recent years. However, our overall performance is brought down in relation to C class and Unclassified roads. Additional capital resource of £3m per year from 2019/20-2023/24 have been allocated. Ranking improved from 27th to 21 st place amongst Scottish Local Authorities.

Outcome 3.3 East Renfrewshire is an attractive place to live with a good physical environment


PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
Additional units being brought into affordable housing supply (cumulative target over 5 years to reach 225 by 2022)	41	40	39	-		In progress, working towards cumulative target of 225 by 2022.

PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
						34 new build RSL affordable homes by Link HA (5), Sanctuary (17) and Barrhead Housing Association (12), plus 5 properties purchased second hand by local residents through LIFT Open Market Shared Equity Scheme. 7 new builds built to accessible standard (21% of those built).

Outcome 3.5 East Renfrewshire is environmentally sustainable

PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
Percentage of street lights which are LED	51%	56.7%	70.8%	63%		Target exceeded. 10,811 of 15,274 total lighting columns.
Percentage reduction in Council controlled carbon emissions (annual reduction compared to previous year).	13.6%	5.3%	N/A	2.5%		Update on 2019/20 data – 15,801 tCO2e (18/19) to 14,971 tCO2e (19/20)= 5.3% Awaiting 2020/21 data from external consultant.
% of total household waste that is recycled	66.2%	67.79%	N/A	60%		ERC ranked 1st 2019/20. ERC remain the top recycling council in Scotland for the fourth year in a row. Maintaining above average levels of recycling compared to all other Councils and consistently sitting above the target of 60% as set by the Scottish Government.


Outcome 4.4 Residents live in communities that are strong, self-sufficient and resilient

PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
Additional units brought into the affordable housing supply (cumulative over 5 years) which are adapted or adaptable to lifetime needs	22%	8%	21%	10%		Target exceeded. 7 of 34 new homes built for affordable housing in 2020/21 were built to accessible standard.


2. ODP Critical Activities

Outcome 1.2 Parents provide a safe, healthy and nurturing environment for their families


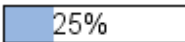

Our contribution: Safer home environments


Activity	Progress Bar	Due Date	End Year Update
Delivering targeted safety messages to parents to keep families safe	 100%	31-Mar-2021	Complete. Over 1500 safety packs circulated. Project in partnership with ROSPA.

Outcome 2.4 Residents are as healthy and active as possible
Our contribution: Parks and green spaces offer residents a range of outdoor, healthy activities


Activity	Progress Bar	Due Date	End Year Update
Improving the quality and ensuring variety in the type of open space and play/sports facilities on offer to our residents	 100%	31-Mar-2021	Complete. We continued to invest in new and maintain existing equipment to a high standard. Investments have included the purchase of outdoor gym equipment at Crookfur Road and Aurs Drive. Our tennis courts at Cowan Park have been upgraded and a new all inclusive roundabout playground was installed at Broomburn Playpark.

Outcome 3.2 East Renfrewshire is a thriving place to invest and for businesses to grow
Our contribution: An environment in which new and existing businesses can grow




Activity	Progress Bar	Due Date	End Year Update
Maximising the level of community benefit which arises from Council led procurement	 100%	31-Mar-2021	Complete. Economic Development worked together with Procurement to review and strengthen community benefits (CB) procedures during 2020/21. All CB clauses are now evaluated during tender evaluation. A new CB Wish List was introduced to allow communities to make requests for CBs.
Providing supplier development support to local businesses to increase their competitiveness and improve their potential for contracting opportunities	 25%	31-Mar-2021	Off track. Economic Development and Procurement teams continue to promote the Supplier Development Programme, however, no events were held due to Covid-19 restrictions.
Providing targeted business support to new and existing companies through our advice, grants and loans services.	 100%	31-Mar-2021	Complete for 2020/21. Good progress continues to be made in providing targeted business support to local businesses following the recently launched Grant Programmes (Growth New Start, Growth Company Development, Property Support, Micro Grant Scheme and SERI grant). Delivery of COVID Business Support Grants.

Activity	Progress Bar	Due Date	End Year Update
Delivering a range of business programmes including the priorities outlined in our Town Centre Action Plans in partnership with town centre partners such as the Business Improvement Districts.		31-Mar-2021	Slightly off track. A Town Centre Action Plan (TCAP) is being prepared which covers the 8 main town and neighbourhood centres. Funding is secured for several projects and these are soon to be under way. During the pandemic 4 Covid Response Groups were formed which assisted the Council in keeping businesses and communities updated on the latest restrictions and the easing of lockdown. The response groups also helped inform and develop the business Recovery Took Kit and the Fast Renfrewshire business reopening advice page providing practical advice and support for business reopening including guidance on social distancing, forms for enquiring about using outside space, risk assessment and information of free training and resources. These ran from July to November 2020.

Our contribution: Key employment areas safeguarded for employment uses

Activity	Progress Bar	Due Date	End Year Update
Providing accommodation and identifying sites to facilitate local business start-up and growth whilst promoting the development and diversification of the local employment base		31-Mar-2021	Complete. The successful completion of 10 light commercial units in Crossmill, Barrhead saw all units being occupied and provided the area with much needed commercial space. The remediation of the former Nestle / Purina site in Glasgow Road, Barrhead has allowed us to attract a major developer to develop a mixed use commercial development which will bring employment to the area. Greenlaw Business Centre provides flexible office accommodation to small and medium sized businesses.


Our contribution: Improved road infrastructure and public transport links

Activity	Progress Bar	Due Date	End Year Update
Delivering a range of City Deal projects including the construction of new business growth accommodation supported by new transport facilities and road connection improvements		31-Dec-2025	On track. Work continues on all City Deal Transport projects. Balgraystone Road upgrade is complete and open. The detail design of the Aurs Road project is nearing completion and we continue to work with Scottish Water to deliver this project. The new Rail Station is currently in STAG 2 and we continue to work with Transport Scotland for approval for the station. Feasibility work has been undertaken to explore the Lavern Valley Link Road project.
Facilitating a transport modal shift in order to enable more sustainable travel in line with a refreshed Local Transport Strategy		31-Mar-2021	Complete for 2020/21. We continue to deliver infrastructure improvements and invest in behavioural change initiatives supporting sustainable travel.
Prioritising our road asset investment according to the agreed criteria		31-Mar-2021	Complete. We continue to prioritise our investment and establish our road and footway programme of works in accordance with agreed assessment criteria. Our




Activity	Progress Bar	Due Date	End Year Update
			2020/21 planned works are complete and work has commenced on our 2021/22 planned works.

Outcome 3.3 East Renfrewshire is an attractive place to live with a good physical environment



Our contribution: Clean, well maintained and accessible public places

Activity	Progress Bar	Due Date	End Year Update
Maintaining public spaces and levels of cleanliness in public areas and open spaces to a high standard.	 100%	31-Mar-2021	Complete. We continue to apply our high standards of presentation and activity offering across our parks and open spaces. Grounds Maintenance, Upgrading of Equipment and Litter picking activity support the delivery of this standard. There has been investments in fencing, pathways across the district including the fencing at the waterfall area in Rouken Glen Park and the relocation of memento padlocks on to a new structure.

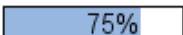
Our contribution: Development located on sites which can be accessed sustainably and meet the long term needs of the area

Activity	Progress Bar	Due Date	End Year Update
Implementing the Local Development Plan with partners through the Action Programme.	 100%	31-Mar-2021	Complete for 2020/21. The Proposed Plan was submitted to Scottish Ministers for Examination in August 2020. It is estimated the Examination will be concluded by late 2021. An updated Action Programme accompanies the Proposed LDP2 and sets out how the Plan will be implemented.
Ensuring the provision of houses across all tenures to meet our housing land requirements	 100%	31-Mar-2021	Complete. During 2020/21 ongoing delivery of our Council House Build programme, delivery of homes by Housing Association partners and continuation of sites by private developers has continue despite some of the restrictions during the pandemic.
Applying a placemaking approach to deliver safer, accessible well designed sustainable places and environments	 100%	31-Mar-2021	Complete. A placemaking approach was used to determine appropriate improvements to town centres funded by the Scottish Government Town Centre Fund. Community stakeholders were involved in identifying projects and a multidisciplinary team was assembled to deliver the projects.

Our contribution: Improved open spaces and infrastructure that meets the needs of our visitors and residents

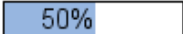
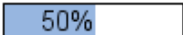
Activity	Progress Bar	Due Date	End Year Update
Using capital provision, development contributions and seeking other funding opportunities to improve the environment, facilities and infrastructure in local communities.		31-Mar-2021	Complete. Development Contributions of £2,167,330.51 have been received from 1st April 2020 - 31st March 2021.
Addressing infrastructure needs for current and future Local Development Plans		31-Mar-2021	Complete. An updated Action Programme accompanies the Proposed LDP2 and sets out how the Plan will be implemented and to co-ordinate development and infrastructure provision. The Development Contributions SPG will assist with the delivery of development and the provision of necessary infrastructure.

Our contribution: An environment with improved services and facilities which meets the needs of the local community




Activity	Progress Bar	Due Date	End Year Update
Taking a place based approach to working with our partners and communities to deliver improvements in infrastructure and services to meet local needs		31-Mar-2021	Off track. Early work has commenced on establishing the views of strategic partners and stakeholders around the formation of a regeneration plan for the Dunterlie Neighbourhood of Barrhead the approach will be both place based and person centred. The emphasis will be on the social rented properties which make up a significant proportion of the housing stock in the area which falls in SIMD lowest 5%. This work will culminate on a proposal for community engagement on a range of potential interventions aimed at addressing needs identified through this investigation and ongoing engagement.

Outcome 3.4 East Renfrewshire is a great place to visit

Our contribution: An enhanced range of facilities and attractions for visitors and residents

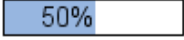
Activity	Progress Bar	Due Date	End Year Update
Facilitating a wide and varied programme of events and activities across East Renfrewshire.		31-Mar-2021	Off track. No events were able to run during 2020/21 due to the pandemic and restrictions. Focus was on maintenance and site improvements, whilst helping to manage an unprecedented increase in visitor numbers during 2020/21 and support informal access through Whitelee.
Maintaining our core parks to a very high standard and provide a variety of activities for residents and visitors.		31-Mar-2021	Off track. Due to the impact of the pandemic planned events such as the Playground Festival were unable to be hosted. For the year ahead the service is engaging with providers to re-plan events for when it is safe to do so.

Our contribution: Effective promotion and marketing of our visitor attractions and facilities within East Renfrewshire and beyond


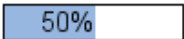
Activity	Progress Bar	Due Date	End Year Update
Implementing our Tourism Strategy 2020-25	 100%	31-Mar-2021	Complete for 2020/21. A Tourism Strategy and detailed action plan have been prepared to inform future work. The Strategy is now for the period 2021-2026 and addresses the impact of the Covid-19 pandemic.
Exploring opportunities to deliver a varied programme of activities to develop East Renfrewshire as a visitor destination	 100%	31-Mar-2021	Complete for 2020/21. A Tourism Strategy has been prepared to inform future work. Work on delivering the action plan is now under way. Future investment is programmed for Dams to Darnley Country Park and Cowan Park and we are working with external organisations and partners to promote the area. Work will focus on rebuilding the visitor economy which has been heavily impacted by the Covid-19 pandemic. The new Place branding and shop local campaign will support this work.
Continuing to promote our local business via our Shop Local Campaigns (Covid-19)	 100%	31-Mar-2021	Complete. A Shop Local campaign was launched in the summer of 2020.



Outcome 3.5 East Renfrewshire is environmentally sustainable

Our contribution: Protection of material resources and waste minimisation




Activity	Progress Bar	Due Date	End Year Update
Applying modern, sustainable digital solutions to our activities in order to maximise efficiencies of collection and to significantly reduce residual (household) waste being transferred to landfill	 50%	31-Mar-2021	Off track. Procurement challenges around the introduction of Route Optimisation Technology resulted in a delay and coupled with the pandemic has delayed this particular work stream. However, best use of digital via the use of social media was applied throughout the pandemic to communicate with residents about the waste collection and recycling service and to educate on the impact of costs to council as a result of poor waste separation and the resulting contamination.

Our contribution: A reduction in the Council's energy consumption


Activity	Progress Bar	Due Date	End Year Update
Ensuring our vehicles are maintained to a very high standard and all replacement vehicles meet low emission standards.	 100%	31-Mar-2021	Complete. Our Capital Replacement process is complete for 2020/21.
Increasing Council electric fleet availability across all locations	 50%	31-Mar-2021	Off track. Activity within Thornliebank Depot has progressed and further electric charging points will be introduced for staff. Beyond this location work has not progressed due to

Activity	Progress Bar	Due Date	End Year Update
			the impact of the pandemic but will progress in the year ahead.
Implementing capital projects across the Council's property estate to reduce energy consumption in our buildings.		31-Mar-2021	Incomplete for 2020/21. Capital Projects have been impacted by Covid-19. Technical Services are addressing and reassessing the Programme in light of Covid required works.
Ongoing replacement of all street lighting, lit street furniture and traffic signals with more energy efficient equipment.		31-Mar-2021	Complete. Progressed with our upgrade of street lighting with LED lanterns primarily on our main routes. During 2020/21 1,246 lanterns were replaced with LEDs and 86 lighting columns were renewed. 70.8% (10,811 of 15,274 total lighting units) of our lanterns are now LED and we have reduced our energy consumption by over 18% compared to 2019/20.

Our contribution: The historic, built and natural environment is protected and development is directed to sustainable locations

Activity	Progress Bar	Due Date	End Year Update
Embedding robust environmental policies within key Council strategies		31-Mar-2021	Complete. The adopted and Proposed Local Development Plan 2 are underpinned by a range of environmental policies which promote sustainable development and wider environmental protection and enhancement. The Council has also commenced preparation of a Local Heat and Energy Efficiency Strategy and will soon begin preparation of a Climate Change Strategy.
Promoting the provision of green spaces and multi-functional green networks to provide a sustainable natural environment for future generations		31-Mar-2021	Complete. The Proposed Plan promotes a compact strategy of consolidation and regeneration of the urban areas alongside a focus on protecting green spaces. The Proposed Plan seeks to protect, enhance and increase the amount and quality of greenspaces. This is clearly evidenced in Spatial Objective 1.4, Strategic Policy 1 and Policy D5. A Green Network Strategy (including open space audit) will be prepared as part of the Green Network Supplementary Guidance to support the delivery of green network priorities.
Reducing and managing flood risk through natural flood management, green network creation and through the use of SUDs (Sustainable Urban Drainage Systems)		31-Mar-2021	Complete. We continue to ensure that SUDs are incorporated in new roads constructed under Roads Construction Consents and are retrofitted in existing systems whenever possible.



Our contribution: Sustainable procurement is promoted and integrated

Activity	Progress Bar	Due Date	End Year Update
Procuring the Council's goods, works and services in a way that achieves value for money and generates social, environmental and economic benefits		31-Mar-2021	Complete. The Council aims to promote responsible procurement in the delivery of all its contracts from the start of the commissioning process through to the contract management and exit stage. This is achieved through affordable economic, social and environmental objectives that are

Activity	Progress Bar	Due Date	End Year Update
			relevant and aligned to Council priorities and embedded throughout the sourcing process.



Outcome 4.3 Residents are protected from harm and abuse and public protection is safeguarded

Our contribution: Effective interventions are in place to protect people from harm

Activity	Progress Bar	Due Date	End Year Update
Working in collaboration to identify, empower and protect residents at risk of financial harm	 100%	31-Mar-2021	Complete. Launched a Financial Harm Prevention Toolkit. Significant contribution to Scottish Govt scam prevention strategy.
Working in partnership with a range of organisations to ensure vulnerable residents are safe and secure at home	 100%	31-Mar-2021	Complete. Shared new Financial Harm Toolkit and Safety advice toolkit for keeping toddlers safe at home.


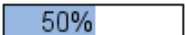
Outcome 4.4 Residents live in communities that are strong, self-sufficient and resilient

Our contribution: Homes which meet a range of residents' needs and allow people to successfully remain/reside within their community

Activity	Progress Bar	Due Date	End Year Update
Delivering new affordable homes which will meet a range of households' lifetime needs	 100%	31-Mar-2021	Complete. Work has continued on the delivery of a range of homes across tenures, affordable and private, in the last year delivering a mix of sizes, type of new homes across the authority. Included within this are homes being developed which are adaptable to longer term needs.
Enabling existing homes to be enhanced and adapted, to improve their physical and financial sustainability for householders	 100%	31-Mar-2021	Complete. The provision of adaptations to existing homes has been constrained by working directives during the pandemic. However, we have continued to prioritise the most critical adaptations work and devise solutions to allow this to be completed within the current situation.





Efficiency: Our physical, information and financial assets are efficiently managed

Our contribution: Cost effective well managed physical and information assets, which support new ways of working






Activity	Progress Bar	Due Date	End Year Update
Implementing the Capital Investment Strategy, founded on the Council's asset management plans		31-Mar-2021	Complete. Capital Investment Strategy approved. Property Asset Management Plans are being updated to ensure all tie to the same period. A refreshed overarching Corporate Asset Management Plan has been drafted and has been discussed through CAMG. This has clearer and stronger linkages to key Council Strategies and documents will be finalised by June 2021 with other Asset Management Plans being updated throughout the remainder of 2021/22.
Implementing an Accommodation Strategy to deliver an efficiently used retained estate		31-Mar-2021	A draft Accommodation Strategy was prepared, however, has not been implemented due to Covid-19. A new strategy is being developed through The Way We Work Group which is assessing our longer term opportunity to implement a hybrid working model alongside assessing our future property needs to inform the Accommodation Strategy. In the meantime, a Return to Work Property Strategy has been approved by CMT with a view to focussing on the short term Accommodation Strategy.

3. Local Government Benchmarking Framework indicators (LGBF) (where 20/21 data available)


Environmental Services

PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
% of Class A roads that should be considered for maintenance treatment 10-12	17.2%	15.48%	17.3%	19%		Target exceeded. ERC ranked 2 nd .
% of Class B roads that should be considered for maintenance treatment 10-12	29.6%	26.27%	24.1%	27%		Target exceeded. The Percentage of B Class roads requiring maintenance treatment has continued to improve. ERC now ranked 9 th .
% of Class C roads that should be considered for maintenance treatment 10-12	34.5%	33%	31.2%	32%		Target exceeded. Slight improvement in percentage of C Class Roads requiring maintenance treatment. Ranking improved from 16 th to 14 th . (National average is 35.1%).
% of unclassified roads that should be considered for maintenance treatment	44.2%	39.9%	41.9%	43%		Target exceeded. ERC ranked 22 nd compared to 26 th in 2018/19.

Housing



PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	5.8%	6.47%	9.5%	6.5%		ERC ranked 9th for 2019/20. Target not met. Gross Rent arrears are 9.5% of rent due and reflects ongoing UC impacts as well as the pause on active recovery of rent arrears through COVID and related SG guidance on legal actions.
Percentage of rent due lost through properties being empty during the last year.	1.4%	1.8%	1.8%	1.5%		ERC ranked 22 nd . Slightly above target. Void rent loss was 1.8%. There has been an added impact of prioritising voids to accommodate the needs of households during COVID, as well as bringing back into use some long term voids impacting on progress this year.
Percentage of stock meeting the Scottish Housing Quality Standard (SHQS).	97.4%	97.9%	91.4%	100%		ERC ranked 5 th . 91.4% met SHQS standard. Residual fails are primarily abeyances and exemptions. The drop in compliance this year from last reflects a change to the definition of compliance with energy efficiency standards in SHQS, which is aligned with the Energy Efficiency Standard for Social Housing (EESH). The impacted properties are being worked on through programmes for 2021/22 and should be brought back to SHQS compliance by the end of 2021/22.
Average time taken to complete non-emergency repairs	5.2	5.39	6.2	5		Target not met. Average time to complete non-emergency repairs was 6.2 days. The slight increase in time taken reflects the restrictions in carrying out non-emergency repairs at times during the pandemic guidelines during the last year. Performance remains strong within the sector and recovery of service is well underway. ERC ranked 5 th for 2019/20.
Percentage of properties at or above the appropriate NHER (National Home Energy Rating) or SAP (Standard Assessment Procedure) ratings specified in element 35 of the SHQS, as at 31 March each year To improve relevance of this measure, the basis on which it is calculated changed in 2019/20 now based on progress towards meeting the EESH	74.41%	78.96%	93.0%	100%		Target not met. ERC ranked 19 th for 2019/20. The increase is due to a change in measurement but also through work undertaken towards December 2020 target to achieve 100% compliance of properties where possible.


Economic Development

PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
% Unemployed people accessing jobs via Council	29.9%	13.4%	7.5%	13%		ERC ranked 17 th for 2019/20. Target not met in 2020/21. 119 assisted into jobs during 2020/21

PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
funded / operated employability programmes						(7.5%). Covid-19 restrictions have had a significant impact on meeting target.


4 Customer

PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
Average time in working days to respond to complaints at stage one (ENV)	3.5	4.5	5.1	5		Slightly below target. Overall, there has been a 15% reduction in the number of Stage 1 complaints received (686 compared with 812 in 2019/20). Most services seen a reduction in Stage 1 complaints received in 2020/21. The Department's average response time was 5.1 working days, slightly over the 5 working day target, as some services are failing to meet the average timescale target. The pandemic has undoubtedly had an impact on timescale responses. Due to Covid-19 the Department experienced reallocation of resources, closure of premises, limited access to necessary systems, staff shortages and absence of key staff have caused responses to take longer.
Average time in working days to respond to complaints at investigation (stage 2 and esc combined) (ENV)	12.8	12.6	16.9	20		Within target. There was a 36% increase in Stage 2 complaints received (34 compared to 25 in 2019/20). The majority of Stage 2 complaints received were for Roads in relation to winter maintenance due to the winter weather conditions in January 2021. Despite the increase in the number of Stage 2 complaints received this year, services are within the average response timescales.


Activity	Progress Bar	Due Date	End Year Update
Complaint Improvement Work - ENV		31-Mar-2021	<p><u>Complaint improvement actions 2020/21 update:</u> Complete. Overall there has been a 14% reduction in the total number of complaints received in 2020/21 compared to previous year (837 to 720 in 2020/21) and most services seen a reduction in Stage 1 complaints. The Department's average response time was 5.1 days, slightly over the 5 working day target. The pandemic has impacted our response times due to various issues such as; reallocation of resources, closure of premises, limited access to necessary systems and staff shortages.</p> <p><u>Neighbourhood Services - Cleansing</u> Cleansing continue to receive the highest volume of complaints with missed bins being the most common complaint reason, however, they also carry out the highest volume of service delivery to our customers - with over 2 million bins emptied every year.</p>

Activity	Progress Bar	Due Date	End Year Update
			<p>The highest common complaint reason relating to COVID 19 impacted services was civic amenity booking system. Improvement actions implemented were both civic amenity sites re-opened and booking system changed from telephone appointments to online customer appointments. This has helped reduce these complaints.</p> <p>Assisted bin collection missed bins was another common reason for complaint. This was realised mid-way through the year and an improvement action was identified and implemented - full review of customers on assisted collections. Customer relations team has been raising awareness of missed assisted collections with operational teams including flagging up customers who have reported regular missed assisted collections in the past to combat missing them in the future. These steps have helped to reduce the volume of complaints received under this category.</p> <p>Housing On checking upheld complaints for Housing mid-way through the year, the main issue was communication from housing maintenance team to tenants. Due to COVID, this has resulted in a backlog of repairs getting carried out, and tenants feel they should have been kept informed on the progress of their repair. Improvement action implemented – Housing repairs planning team where possible, are trying to make contact with tenants, on when they are likely to have their repairs carried out.</p> <p>Other Other services which noticed complaints relating to Covid-19 impact and restrictions were Roads which related to the temporary pop-up cycle lanes. Information was provided to customers with the aims of the scheme were to protect public health during the pandemic making it easier for people to walk, cycle and wheel while assisting social distancing in streets and spaces.</p>

5 Efficiency

PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
Payment of invoices: Percentage invoices paid within agreed period (30 days) - Environment	82.1%	79.8%	79.1%	90%		Target not met. Performance dipped across the Council at the start of the year due to Covid-19 but improved steadily throughout the majority of the year.

6 People

PI Description	2018/19	2019/20	2020/21		Status	End Year Update
	Value	Value	Value	Target		
Sickness absence per days per employee - Environment Department (Full Department)	11.99	13	9.8	12.3		Target exceeded. Non-Manual was 3.8 days and manual was 17.2 days.

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

Chief Procurement Officer, Debbie Hill, Tel: 07889646701, email at Debbie.Hill@eastrenfrewshire.gov.uk

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

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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

- | |
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| <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. |
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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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