

EAST RENFREWSHIRE COUNCILREPORT TO CABINET30 October 2025Report by Chief Procurement OfficerANNUAL PROCUREMENT REPORT – 2024/25
PROCUREMENT STRATEGY 2023 – 2026 UPDATE**PURPOSE OF REPORT**

1. The purpose of this report is to seek approval of the Annual Procurement Report 2024/25 and to provide an update on the implementation of the Procurement Strategy 2023 - 2026.

RECOMMENDATIONS

2. Cabinet is asked to approve the Annual Procurement Report 2024/25 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.

4. The Procurement Reform (Scotland) Act 2014 also requires the Council to develop a Procurement Strategy and review it annually. The Procurement Strategy incorporates 2023-2026 and demonstrates how procurement in East Renfrewshire plays a fundamental role in delivery of the Council's strategic objectives and is a key enabling strand for continuous improvement and identifying efficiencies across the Council.

REPORT

5. The Council's Annual Procurement Report 2024/25 is attached as **Appendix 1** and covers all regulated procurements completed during the period 1st April 2024 to 31st March 2025. 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 £2million or more. Goods and services are defined as receivable goods including but not limited to, any deliverables, supplies, equipment or commodities and services including assembling, labour, installation, training, inspection, maintenance and repairs. Works is defined as a contract including but not limited to building, construction, fabrication, completion, erection, fitting out, modification, renovation and alteration.

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 2023-2026 is attached as **Appendix 2** and Section 5 provides an update of progress against our key procurement aims of:

- Legal Compliance and Governance
- Economic Growth, Environmental, Social & Sustainability
- Strategic Procurement to Deliver Best Value & Continuous Improvement
- Performance Reporting to Drive Performance & Support Savings Delivery
- Contract & Supplier Management

8. Key achievements for Corporate Procurement in 2024/25 include:

- The Procurement team has continued to fulfill its obligations in relation to Procurement legislation and follow the Government's procurement guidance in the context of supporting supply chain resilience by working proactively with our suppliers and key partners to closely monitor the impact of global events on economic recovery, market pricing and availability.
- Identification and reporting of savings and benefits associated with procurement activity through benefits tracking process.
- Prompt payment clauses are embedded within our contractual terms with suppliers required to apply the same terms and conditions to their sub-contractors.
- Use of the Scottish Government Single Procurement qualification document to ensure we appoint responsible contractors with assessment including – payment of taxes, modern slavery, criminal convictions, health & safety breaches etc.
- In partnership with Economic Development, we have delivered a focused local supplier development programme offering mentoring and 1-1 engagement.
- Community Benefits designed to maximise opportunities for apprenticeships, employability and training, assisting business start-ups, helping to develop business growth.
- Procurement continues to improve procurement performance across the Council as measured by the Scottish Government's Procurement and Commercial Improvement Programme.

9. The next Annual Procurement Report 2025/26 and update to the Procurement Strategy will be provided to Cabinet in October 2026.

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 is no staffing, IT, legal, sustainability or other specific implications associated with this report.

CONCLUSIONS

13. This Annual Report 2024/25 and updated Procurement Strategy 2023-26 provides a 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 is asked to approve the Annual Procurement Report 2024/25 and note the update on the Procurement Strategy, as detailed in Appendix 1 and 2.

REPORT AUTHOR

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Report date: 02 September 2025

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ANNUAL PROCUREMENT REPORT

1 April 2024 – 31 March 2025



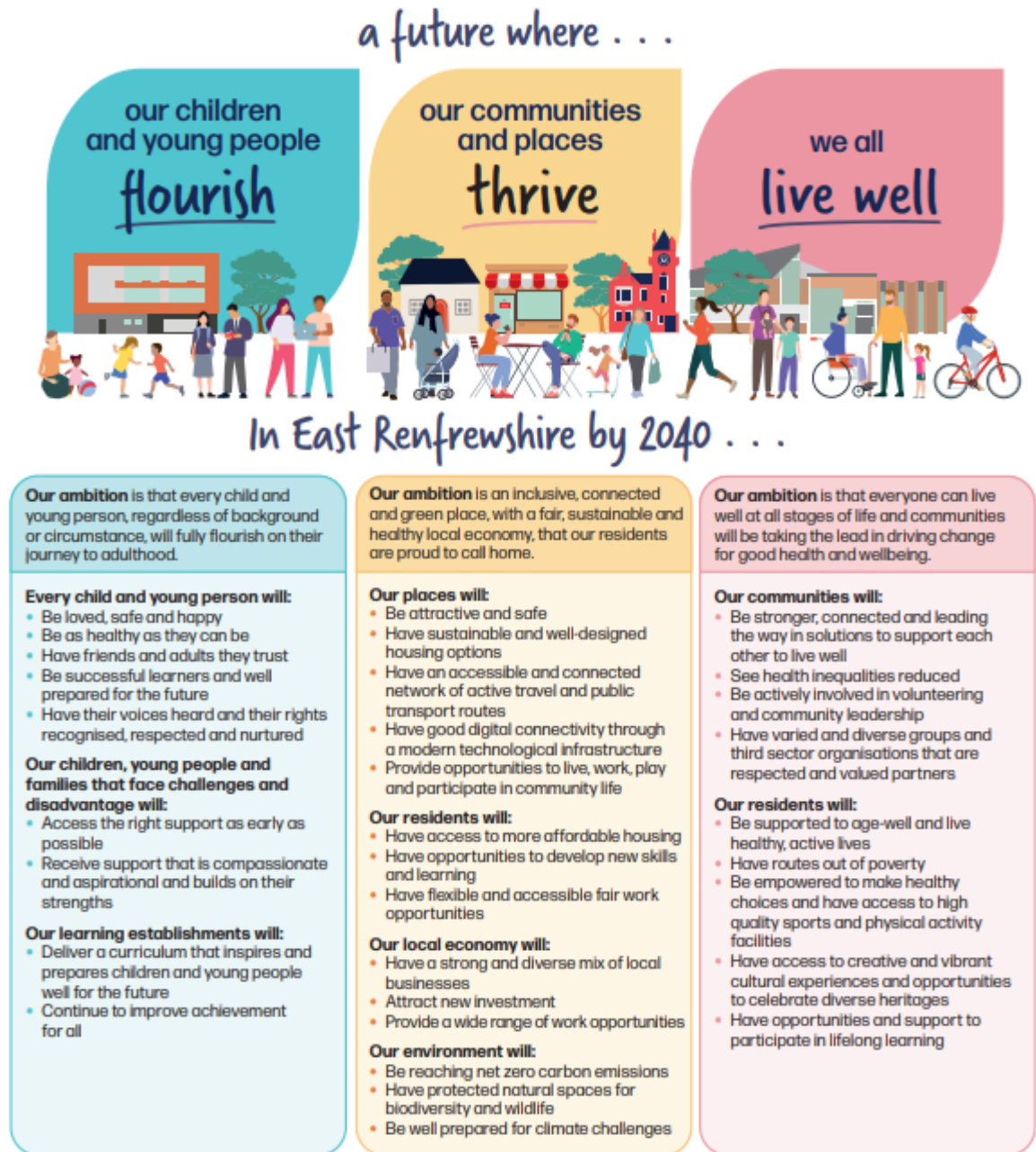
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SECTION 1 – INTRODUCTION

- 1.1 As required under Section 15 of the Procurement Reform (Scotland) Act 2014 (the Act), a contracting authority was required to publish a Procurement Strategy by December 2016 and, subsequently, produce an Annual Procurement Report, as required by Section 18 of the Act. The Annual Procurement Report monitors the authority's regulated procurement activities against delivery of its procurement strategy and should be published as soon as is reasonably practicable after the end of their financial year.
- 1.2 East Renfrewshire Council is pleased to publish its eighth Annual Procurement Report. The content of this report covers all regulated procurements completed during the period 1st April 2024 to 31st March 2025.
- 1.3 Section 18(2) of the Procurement Reform (Scotland) Act 2014 requires authorities to include a summary of their regulated procurements that have been completed during the year covered by the report. Regulated procurement is 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.
- 1.4 This report provides an opportunity for the Council to demonstrate to our stakeholders that our procurement spend is being used to achieve best value.
- 1.5 As noted above, the Annual Procurement Report is a mandatory requirement of the Act and it 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 supported business is an economic operator whose main aim is the social and professional integration of disabled and disadvantaged persons and where at least 30% of the employees meet this criteria;
 - a summary of the regulated procurements the authority expects to commence in the next two financial years; and
 - such other information as the Scottish Ministers may by order specify.
- 1.6 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.”

- 1.7 A Place to Grow is East Renfrewshire Community Planning Partnership's new vision, which sets out our shared hopes and aspirations between now and 2040 so that East Renfrewshire is a place where everyone can flourish, thrive and grow. The vision is built on three pillars:



- 1.8 Together, the Community Planning Partnership will achieve this by:

- prioritising prevention and early intervention;
- working in collaboration and partnership;
- working with our communities, the third sector and business sectors;
- demonstrating collective accountability;
- learning, innovating and improving;
- delivering efficient, effective, targeted and responsive services.

- 1.9 Procurement play an important role in supporting the Council to achieve the Place to Grow vision as detailed below:

- **Prevention & early intervention** – we collaborate with Services across the Council, with a focus on preventing poor outcomes for children and young people; providing planned rather than reactive services and reducing demands on Council services in the longer term. We seek to maximise opportunities for collaboration and using an evidence-based approach to designing services.
- **Working in collaboration with communities and business sectors** – we will continue to utilise innovative approaches to more actively involve the community and individuals in the development of services and community spending, improving outcomes and the perception of Council services. We explore ways in which contractors, commissioned partners and communities can work in partnership with us to deliver outcomes.
- **Learning, innovating & improving to deliver efficient, effective services** – We will continue to improve our digital services to meet the needs of our customers and the growing demand to access Council services online. We will expand on our work to improve processes, automating where possible, to make them more efficient. We will make effective use of data to plan better services for the future and benchmark with other organisations to produce improved outcomes for our residents.

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 by Procurement during the financial year 2024/25 was 54, with a total value of £66,240,429.
- 2.4 The number of activities carried out that fell below the regulated threshold was 98, with a total value of £11,623,400.
- 2.5 A listing of all regulated procurements from 2024/2025 can be found at **Appendix 1**, all of which were subject to a procurement process.

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:



Legal Compliance and Governance – Ensure procurement procedures reflect developments in legislation and government guidance, and support stakeholders to mitigate risk and deliver compliant contracts providing probity of Council spending.

Economic Growth, Environmental, Social and Sustainability - Compliance with our legislative and statutory procurement duties, as well as consideration of areas such as living wage, circular economy, climate emergency, whole life costing, community health and wellbeing and early involvement of SMEs, Social Enterprises, Supported Businesses and Third Sector.

Strategic Procurement to Deliver Best Value and Continuous Improvement – To deliver a strategic procurement service by working closely with key stakeholders, supporting the Council budget savings and driving a commercial focus across the organisation. All procurement activity is carried out in a transparent, proportionate, non-discriminatory and accountable manner, in accordance with procurement legislation and the Council's internal governance.

Performance Reporting to Drive Performance and Support Savings Delivery - 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.

Contract and Supplier Management - Support services to take a proactive approach to contract and supplier management to achieve innovation and value for the Council and our residents.

3.2 In 2024/25 the Council has ensured that all regulated procurements comply with both the Council's Procurement Strategy and all relevant legislation, including the Council Standing Orders relating to Contracts. Non-compliant regulated spend was very low at 2.29%. In all cases the reasons for non-compliance were investigated and actions were taken to rectify this. A summary of work carried out for each of our key procurement aims in 2024/25 is provided below.

3.3 Legal Compliance and Governance

- The Procurement team has continued to fulfill its obligations in relation to Procurement legislation and follow the Government's procurement guidance in the context of supporting supply chain resilience. It has worked proactively with our suppliers and key partners to closely monitor the impact of global events on economic recovery, market pricing and availability.
- Relevant contracts include a Contract Strategy approved by a Head of Service.
- Procurement lead user friendly procurement processes and have in place plain English Standard Operating Procedures for all employees involved in the procurement process.
- Contract Standing Orders training delivered and video available on the Intranet in response to stakeholder engagement and instructions issued by Scottish Government Procurement Policy Notes.
- Spend analysis carried out to identify spend that is to be subject to a competitive procurement exercise.
- Category Management model used to work with service teams to award compliant contracts.

3.4 Economic Growth, Environmental, Social and Sustainability

- Procurement undertakes early market engagement to ensure service users input to contract outcomes.
- Procurement is working in partnership with Economic Development to adopt a Community Wealth Building approach to progressive procurement.
- Procurement continues to engage the local supply base, SME's, third sector, charity and voluntary organisations by running accessible events in person and online, including "Meet the Buyer Events" and focused 1-1 mentoring.
- Sustainable Procurement Policy in place and all aspects of sustainable procurement maximised in appropriate contracts.
- Procurement work closely with the Councils Climate Change Officers' Group to tackle Climate Emergency and consider Climate Change Impact Assessments for all relevant contracts.
- Living Wage, Fair Work First and Prompt Payment in the supply chain are included in contracts to ensure the Council contracts with responsible suppliers.
- Community Benefits designed to maximise opportunities for apprenticeships, employability and training, use of local contractors / sub-contractors, assisting business start-ups, helping to develop business growth.
- Central register in place for recording and monitoring of Community Benefits. All contract managers across the Council provided with training and access.
- City Region "Community Benefits Wishlist" in place to encourage local community to suggest local improvements resulting from Council contracts.
- Application of relevant and proportionate criteria to technical scoring to ensure environmental impacts are considered appropriately in tender activities.
- Local Supplier database designed to build awareness of local supply base, encourage bid responses and reduce supply chain costs.

3.5 **Strategic Procurement to deliver Best Value & Continuous Improvement**

- Strong stakeholder relationships have ensured an improved understanding of the procurement pipeline in order to support the Procurement Manager to effectively manage the capacity of the service.
- All elements of the Contract Strategy and tender process are reviewed annually and updated when required to ensure legal compliance and delivery of best value.
- The Procurement Manager and Category Managers attend a number of internal and external forums to share best practice.
- Procurement undertakes annual refresher training on spend analysis using the Scottish Procurement Information Hub and attend other courses with Scotland Excel.
- Procurement support services to identify opportunities for savings and improved practice.
- Implementation of 'lotting' strategies, where relevant, to maximise inclusion of Small and Medium sized Enterprises (SMEs), third sector, charity and voluntary organisations within the tender process.
- Continual analysis of spend data ensuring informed decisions on how procurement activity within the organisation can be improved.
- Procurement continues to work in partnership with Accounts Payable on Purchase to Pay improvement initiatives.
- Continue to improve procurement performance across the Council, as measured by the Scottish Government's Procurement and Commercial Improvement Programme (PCIP).

3.6 **Performance Reporting to Drive Performance & Support Savings Delivery**

- Embedded process in place with Finance Business Partners to track benefits from procurement activity and savings delivered.
- Procurement exceeded the rebate target of £46,000 by delivering £84,444 in the reporting period.
- Procurement continues to develop and enhance the Corporate Online Contracts Register and Dashboard, giving easy access to contract data.
- Continue to maintain a procurement pipeline of expected and planned activities covering the next two financial years to support budget forecasting.
- Undertake benchmarking exercises with partner authorities to understand costs and identify the most economically advantageous route to market.
- Generate value from use of collaborative contracts with other councils, Scottish Government, Scotland Excel and other approved bodies.

3.7 **Contract & Supplier Management**

- Refresher training underway across the Council on using the corporate model and standardised template documents to monitor supplier performance against contract requirements.
- Dedicated Intranet page, including training videos, to support officers involved in contract and supplier management and collection of Community Benefits.
- Procurement continues to support services to drive value through proactive contract and supplier management meetings.
- Continually review and update standard template documents in line with best practice across the public sector.

The Procurement Strategy 2023-2026 identifies several actions and expected outcomes aligned to our 5 key procurement aims. The Strategy is 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 the council's Contract Standing Orders.
- 4.3 In 2024/25, the East Renfrewshire Council Community Benefits group met quarterly to ensure accountability in the community benefits process.
- 4.4 A process for the identification and capture of Community Benefits has been implemented. This includes an innovative and interactive community "Wishlist" which ensures Community Benefits match the aspirations of local communities.
- 4.5 Community Benefits are sought for applicable contracts where the value of the contract is over £50,000. It is at the contract strategy development stage that Community Benefits are to be considered and reflected in tender documentation. Procurement also includes a question in the Quick Quote process asking for voluntary Community Benefits.
- 4.6 The Council has also been working to ensure that Community Benefits are better aligned to local strategic priorities and Scottish Government priorities, such as the Local Outcome Improvement Plans, Child Poverty Action Plan and Regional Skills Investment Plan. It has participated in the review and joint approach to a regional Community Benefits menu, which is now in place.
- 4.7 Community Benefits are an important element of the sustainable procurement duty and the steps taken by the Council to include Community Benefit requirements demonstrates compliance with that duty. The Act states benefits must be considered for all procurements at or above £4 million. The Council requests benefits for all procurements from £50,000. This lower threshold achieves significantly more benefits.
- 4.8 Community Benefits from contracts in 2024/25 included 5 new jobs and traineeships, a range of employability activities with Work East Ren and employability and curriculum support for schools. We also received an estimated £51,000 of donations in time and funds to community projects from the Community Benefits Hub.
- 4.9 A summary of Community Benefits achieved in 2024/25 is included in **Appendix 2**.

SECTION 5 FAIR WORK AND LIVING WAGE

- 5.1 East Renfrewshire Council is committed to applying Fair Work First, which 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 this approach and how they intend to continue embedding the seven Fair Work First criteria:
1. payment of at least the real Living Wage;
 2. provide appropriate channels for effective workers' voice, such as trade union recognition;
 3. investment in workforce development;
 4. no inappropriate use of zero hours contracts;
 5. action to tackle the gender pay gap and create a more diverse and inclusive workplace;
 6. offer flexible and family friendly working practices for all workers from day one of employment; and
 7. oppose the use of fire and rehire practice.
- 5.2 In order to ensure the highest standards of service quality in this contract, we expect suppliers to commit to progressing towards adopting the seven 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.
- 5.3 Whilst there are no legal restrictions on requiring payment of the Real Living Wage, suppliers are encouraged to pay it to their employees. The Fair Work First question, aimed at promoting a healthy, happy and motivated workforce, is included in all regulated contracts.
- 5.4 The Council follows the lead of the Scottish Government by promoting the payment of the Real 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 complies with the Statutory Guidance on the Selection of Tenderers and Award of Contracts – Addressing Fair Work First, including the Living Wage, in Procurement.
- 5.5 East Renfrewshire Council became an accredited Living Wage employer in November 2020. The Council's Living Wage commitment means that everyone working at East Renfrewshire receives the Living Wage rate and suppliers contracted to deliver services with the Council will be encouraged, through the procurement process, to pay the real Living Wage.

SECTION 6 PAYMENT PERFORMANCE

- 6.1 The Council, along with all Scottish Local Authorities, has a statutory obligation to make payment within 30 days of receipt of a valid invoice. All Council staff are encouraged to assist the Council in paying invoices on time by:
- processing invoices timeously;
 - resolving invoice mismatches promptly; and
 - encouraging suppliers to issue valid invoices quoting purchase order number.

6.2 The table below provides a summary on payment performance:

Number of valid Invoices for the period	54,892
Number of Invoices paid within 30 days	52,304
Percentage Indicator for the period	95.3%
Number of Council regulated contracts awarded during the period containing a contract term requiring the Prompt Payment of Invoices	54
Number of concerns raised by sub-contractors about the timely payment of invoices within the supply chain of public contracts	0

SECTION 7 SUPPORTED BUSINESS SUMMARY & SUPPLIER DEVELOPMENT

- 7.1 Section 18 (2) (e) of 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.
- 7.2 A "Supported Business" is an economic operator whose main aim is the social and professional integration of disabled or disadvantaged persons, and where at least 30% of the employees of the economic operator are disabled or disadvantaged persons, as defined in regulation 21 of the Public Contracts (Scotland) Regulations 2015 (recital 36 of directive 2014/24/EU).
- 7.3 The Council is committed to supporting and improving access to procurement opportunities for local SMEs, Third Sector bodies and Supported Businesses and this contributes to the Councils Procurement Strategy 2023 – 2026, in particular the aim 'Economic Growth, Environmental, Social and Sustainability'. The Council's ambition is to continue to encourage and support SMEs, third sector and Supported Businesses to engage commercially with the Council and this can be demonstrated through:
- the adoption of a low value ordering process that encourages the use of supported business for non-regulated requirements; and
 - the contract strategy development stage considers Supported Businesses and third sector organisations as part of the market research stage.
- 7.4 In 2024/25, the Council ordered the supply and installation of Kitchens from City Building (Glasgow) LLP (RSBi), who are a supported business due to their work in the areas of integrating disabled or disadvantaged people socially and professionally. A contract was also extended with Include Me 2 for the provision of a Community Café, including employability training for adults with additional support needs.
- 7.5 The Council are members of the Supplier Development Programme (SDP) and together with colleagues in Economic Development, promote tender training and events delivered by SDP. Procurement attend national and local Meet the Buyer events and work with SDP to promote contract opportunities, particularly where responses are expected from SMEs, supported businesses, local and third sector organisations.

SECTION 8 CLIMATE CHANGE & SUSTAINABLE PROCUREMENT

- 8.1 East Renfrewshire Council declared its own Climate Emergency on 25th October 2021, committing to act on climate change. Whilst we estimate our operations only account for around 5% of emissions within the East Renfrewshire area, we believe we have a leadership role in achieving net zero. The Council plans considers three main areas for action:
- reducing emissions in the Council estate and operations, and in our supply chain;
 - preparing for the impacts of climate change by adapting buildings and infrastructure; and
 - finding ways to offset emissions by harnessing the power of nature or technology to remove greenhouse gases from the atmosphere.
- 8.2 In the period of this report the Get to Zero board was formed and now meet regularly to:
- guide and shape the Get to Zero Action Plan;
 - make recommendations to Corporate Management and Cabinet;
 - establish, monitor and report on programme risks; and
 - consider strategic issues related to climate change mitigation and adaptation, including the relationship with partner agencies and national networks.
- 8.3 Carbon Literacy training has been delivered to 132 staff since 2023, with 81 people certified as Carbon Literate.
- 8.4 Significant work now progressing including:
- stock condition surveys for all properties;
 - fleet services programme;
 - LHEES and Local Housing Strategy moving to delivery phase;
 - 100% LED streetlights;
 - new building standard for new homes to include 'clean heating';
 - phased boiler replacement and flat roof upgrades; and
 - project mandate agreed to investigate solar panel investment.
- 8.5 Procurement contribute to compliance with climate change duties by procuring and awarding contracts that reduce climate change impact, using sustainable tools, including appropriate selection and award criteria. In addition to this, procurement have reviewed processes and templates to provide early identification and prompts to highlight projects which have a climate impact to ensure there is an opportunity to influence the procurement and outcomes through the supply chain.
- 8.6 The Sustainable Procurement Policy, which is available to officers on the Intranet, identifies a range of policies, tools and procedures that support compliance with the above areas and the Sustainable Procurement Duty.

SECTION 9 FUTURE REGULATED PROCUREMENT SUMMARY

- 9.1 The following Regulated Procurements are currently within the pipeline of projects and may 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
Legal Case Management Solution (BOP)	£72,000	FY25/26
Finance & Procurement Annual Support & Maintenance (BOP)	£109,000	FY25/26
Income Management Solution Annual Support & Maintenance (BOP)	£119,000	FY25/26
Customer Experience Management System Annual Support & Maintenance (BOP)	£109,000	FY25/26
Saas Software Support (BOP)	£129,500	FY25/26
Microsoft Renewal Education (BOP)	£750,000	FY25/26
Microsoft Renewal Corporate (BOP)	£1,800,000	FY25/26
Cloud Infrastructure Software (BOP)	£263,600	FY25/26
Cyber Security Operations Centre (BOP)	£55,000	FY25/26
Data & Business Intelligence Support (BOP)	£180,000	FY25/26
Network Security / Firewall (BOP)	£100,000	FY 25/26
M365 Backup (BOP)	£165,000	FY25/26
Anti-Virus for Schools (BOP)	£50,000	FY25/26
Vulnerability Management (BOP)	£75,000	FY25/26
Oracle Software (BOP)	£80,000	FY25/26
Housing Management Solution (BOP)	£400,000	FY25/26
Supply & Maintenance of an Election Management System (BOP)	£64,000	FY 25/26
Webcasting (BOP)	£50,000	FY25/26
Leadership Development (BOP)	TBC	FY25/26

Tender Title / Subject	Estimated Value	Commencement Timescale
Revenues & Benefits Software System (BOP)	£565,000	FY25/26
Treasury Management System (BOP)	TBC	FY25/26
Provision of ASN Transport (Education)	£1,440,000	FY25/26
Digital Learning Application (Education)	£80,000	FY25/26
Maintenance of Dining Tables (Education)	£50,000	FY25/26
Provision of Outdoor Residential & Duke of Edinburgh Awards (Education)	£280,000	FY25/26
Pupil Engagement Courses (Education)	£60,000	FY25/26
Mental Health Services (Education)	£55,000	FY25/26
Adhoc Coaches (Education)	TBC	FY25/26
Roads Resurfacing (Environment)	£3,282,000	FY25/26
Roof & Render (Environment)	£10,650,000	FY25/26
Housing Window & Doors Capital Replacement Programme (Environment)	£4,095,000	FY25/26
Bathroom Installation & Aids & Adaptation – Survey, Supply, Fit (Environment)	£1,670,000	FY25/26
Kitchen Supply (Environment)	£500,000	FY25/26
Kitchen Installation (Environment)	£1,232,500	FY25/26
Energy Efficiency Consultants SHNZS (Environment)	£100,000	FY25/26
EPC & Stock Condition Surveyor (Environment)	£200,000	FY25/26
Fence, Gates & Estates Works (Environment)	£1,100,000	FY25/26
Close Painting (Environment)	£450,000	FY25/26
Post-Consumer Waste Glass, Cans & Plastics Co-Mingled (Environment)	£360,000	FY25/26

Tender Title / Subject	Estimated Value	Commencement Timescale
Collection & Recycle Mixed Scrap Metal at Barrhead HWRC (Environment)	Income	FY25/26
Collection & Recycle Wood, Chipboard & MDF at Barrhead HWRC (Environment)	£54,000	FY25/26
Collection & Recycle Cardboard Barrhead HWRC (Environment)	Income	FY25/26
Provision of Containers for Street Cleaning Arisings & Subsequent Recycling / Disposal of Gully Arisings (Environment)	£360,000	FY25/26
Provision of the Printing, Packaging and Distribution of Garden Waste Permits (Environment)	£150,000	FY25/26
Removal of Diseased Ash Trees (Environment)	£240,000	FY25/26
Renewal of Play Parks (Environment)	£509,000	FY25/26
Crossmill Business Park Enabling Commercial Space Consultancy Design Team (Environment)	£450,000	FY25/26
Dams to Darnley Visitor Facilities Works (Environment)	£2,200,000	FY25/26
Barrhead Road –New Build Site (Environment)	£4,200,000	FY25/26
Modernisation of Eastwood HQ (Environment)	£4,660,000	FY25/26
Mearns Castle High School Extension (Environment)	£3,466,000	FY25/26
Pitch Replacement Programme (Environment)	£4,383,000	FY25/26
Eastwood HS Additional Modular Classrooms (Environment)	£1,200,000	FY25/26
Giffnock Dining Extension Design (Environment)	£1,570,000	FY25/26
M&E Engineering (Environment)	£800,000	FY25/26
Repairs Mobile Working Solution (Environment)	£1,400,000	FY25/26

Tender Title / Subject	Estimated Value	Commencement Timescale
Supply, Delivery & Install of Handrails (Environment)	£168,000	FY25/26
Supply, Delivery & Install of Ramps (Environment)	£200,000	FY25/26
Footway Works (Environment)	£700,000	FY25/26
Arthurlie Street Traffic Calming Scheme (Environment)	£50,000	FY25/26
Security Services Overlee (Environment)	£400,000	FY25/26
Business Gateway Services (Environment)	£110,000	FY25/26
Employability Framework (Environment)	£1,560,000	FY25/26
Love to Ride (Environment)	£80,000	FY25/26
Family Wellbeing Service (HSCP)	£700,000	FY25/26
Care at Home Local Framework (HSCP)	£8,500,000	FY25/26
Children Advocacy Services (HSCP)	£600,000	FY25/26
Care & Support Services (HSCP)	£34,000,000	FY25/26
Care Home Services for Older People Framework (HSCP)	£TBC	FY25/26
Children's Residential Care and Education, including Short Break, Services Framework (HSCP)	£TBC	FY25/26
Fostering and Continuing Care Services Framework (HSCP)	£TBC	FY25/26
Social Care Agency Workers Framework (HSCP)	£TBC	FY25/26
Care Homes for Adults with Learning Disabilities including Autism Framework (HSCP)	£TBC	FY25/26
Carer Services (HSCP)	£310,000	FY25/26
Womens Aid (HSCP)	£50,000	FY25/26

Tender Title / Subject	Estimated Value	Commencement Timescale
Legal Services Framework (Chief Executives)	£825,000	FY25/26
Support & Maintenance Servitor (BOP)	£357,000	FY26/27
Mapping System (BOP)	£120,000	FY26/27
Service Desk Solution (BOP)	£160,000	FY26/27
Contact Centre & Unified Communications Technology (BOP)	£120,000	FY26/27
Secure Web Gateway Licensing for Corporate & Education (BOP)	£80,000	FY26/27
Cloud Security Gateway Services (BOP)	£99,000	FY26/27
HR & Payroll Support & Maintenance (BOP)	£210,000	FY26/27
Managed WI-Fi Services for Schools (BOP)	£128,000	FY26/27
Mobile Telephony (BOP)	£200,000	FY26/27
Unified Threat Protection DC1 (BOP)	£300,000	FY26/27
Unified Threat Protection DC2 (BOP)	£300,000	FY26/27
Digital Defences Corporate (BOP)	£135,000	FY26/27
Digital Defences Education (BOP)	£150,000	FY26/27
SIP Channels (BOP)	£60,000	FY26/27
National Building Specification & Riba Renewal Subscription (BOP)	TBC	FY26/27
Amazon Web Services (BOP)	£100,000	FY26/27
User Creation System (BOP)	£180,000	FY26/27
Specification Writing Platform (BOP)	£130,000	FY26/27
Cyber Incident Response Retainer (BOP)	£138,000	FY26/27
Oracle Licensing (BOP)	£50,000	FY26/27

Tender Title / Subject	Estimated Value	Commencement Timescale
Cashless Catering & Online Payment System (Education)	£400,000	FY26/27
Provision of Staff Development (Education)	£800,000	FY26/27
Parents Evening Booking System (Education)	£80,000	FY26/27
Accredited Courses (Education)	£113,500	FY26/27
Central Heating for Domestic Properties (Environment)	£4,349,000	FY26/27
Provision of LD2 Compliant Smoke Alarms for Domestic Properties (Environment)	£1,00,000	FY26/27
Crossmill Business Park Enabling Commercial Space Works (Environment)	£3,000,000	FY26/27
Commercial Road New Build Site (Environment)	£9,900,000	FY26/27
Roads Asset Management System (Environment)	£152,000	FY26/27

Appendix 1: Regulated Procurements from 2024/2025

Project Reference	Title	Contract Start Date	Contract End Date Including Extension	Contract Value Including Extension	Supplier Name
ERC000581	Postal Services	01/04/2025	31/03/2029	£140,000	ADARE SEC LTD
ERC000578	Supply of Parts, Annual Preventative Maintenance and Repair of Technical Machinery	24/06/2025	23/06/2029	£130,000	FLAMEFAST SCOTMECH
ERC000570	Provision of New Build Housing Barrhead Rd – VIA SXL New Build Residential Construction REF:2121 – LOT 3	30/06/2025	30/06/2026	£5,099,600	CCG (SCOTLAND) LTD
ERC000567	Operational Support & Future Strategic Planning, Continual Improvement & Development of ERC IT Infrastructure & Systems	01/04/2025	01/09/2026	£170,000	TECNICA LTD
ERC000566	Detailed Design & Construction for Balgray Rail Station	15/02/2025	15/07/2026	£14,942,572	NETWORK RAIL INFRASTRUCTURE
ERC000555	Project Manager Capital Projects	02/01/2025	31/07/2025	£55,000	HUB WEST SCOTLAND LTD
ERC000554	Lead Consultant Feasibility Studies for Potential Council Housing Development Sites	14/04/2025	13/04/2029	£100,000	ROBERT POTTER AND PARTNERS LTD
ERC000551	Social Care Case Management Solution Software	01/04/2025	31/03/2026	£133,549	OLM SYSTEMS LTD
ERC000546	Provision of Out of Hours Emergency Service & Adhoc Repairs	15/07/2025	14/07/2027	£22,000,000	PROPERTY ONE LIMITED
ERC000541	Provision of the Printing, Packaging and Distribution of Garden Waste Permits	19/05/2025	18/05/2030	£162,500	PERMISERV LTD
ERC000539	(MC)Right to Purchase Post-	01/04/2025	31/03/2029	£190,000	DOW LTD

Project Reference	Title	Contract Start Date	Contract End Date Including Extension	Contract Value Including Extension	Supplier Name
	Consumer Waste Glass, Cans and Plastics (Co-mingled)				
ERC000536	(DB) Provision of the Civil and Structural Consultancy Services 2025-2029	24/02/2025	24/02/2029	£800,000	RPS CONSULTING SERVICES LIMITED
ERC000528	(DB) Supply, Support & Maintenance of Gym Equipment - ERCLT	24/12/2024	23/12/2026	£263,565	TECHNOGYM UK LIMITED
ERC000527	(DB) Housing System Consultant	04/02/2025	29/01/2028	£181,500	GRAVITAS CONSULTANCY SOLUTIONS
ERC000525	(MC) Collection & Recycling of Wood, MDF & Chipboard	11/04/2025	10/04/2027	£68,400	LOWMAC ALLOYS LTD
ERC000523	(DB) Supply & Delivery of Kitchen Spares	28/05/2025	27/05/2029	£160,000	HOWDENS JOINERY
ERC000517	(EX) Beauty Course - SQA Accredited	26/11/2024	30/06/2026	£75,000	PRO THERAPIES
ERC000509	(DB) Electrical Inspection, Testing, Reporting and Repairs 2024-2027	03/12/2024	02/12/2025	£185,400	G.D. CHALMERS LIMITED
ERC000505	(DB) ICT Data Storage	10/12/2024	09/12/2029	£286,450	EUROPEAN ELECTRONIQUE
ERC000492	(R3) Ad-hoc Vehicle Body Repairs & Maintenance	01/04/2025	31/03/2029	£260,000	ROADSIDE VEHICLE SERVICES, RIVERSIDE TRUCK RENTAL LTD, BUSTEC SCOTLAND LTD, ROADSIDE VEHICLE SERVICES, RIVERSIDE TRUCK RENTAL LTD, BUSTEC SCOTLAND LTD, ROADSIDE VEHICLE SERVICES, RIVERSIDE TRUCK RENTAL LTD
ERC000490	Managing Agent to Deliver: Energy Efficiency Scotland: Area Based Schemes	21/10/2024	20/10/2026	£120,000	WARMWORKS SCOTLAND LLP

Project Reference	Title	Contract Start Date	Contract End Date Including Extension	Contract Value Including Extension	Supplier Name
ERC000485	Digital Customer Experience	17/12/2027	17/12/2027	£100,000	GOSS INTERACTIVE
ERC000484	Project & Commercial Management Services	16/03/2025	16/03/2025	£60,000	WSP UK LTD
ERC000481	Education Tenancy Scoping	14/10/2025	14/10/2025	£50,000	COMPANY NET LIMITED
ERC000479	Estates Consultancy - Agency Provision	13/09/2026	13/09/2026	£60,000	VIVID RESOURCING
ERC000473	Agreement for Void Energy Management Services	03/09/2028	03/09/2028	£72,000	ENERGY ANGELS
ERC000469	Greenlaw IT and Telephony Package	13/10/2027	13/10/2027	£75,672	BT
ERC000465	Maidenhill PS Extension - Works	08/08/2025	08/08/2025	£3,044,340	HUB WEST SCOTLAND LTD
ERC000464	Maidenhill PS Extension - Strategic Support Service	25/01/2025	25/01/2025	£336,976	HUB WEST SCOTLAND LTD
ERC000463	Mearns Castle HS Extension ED0157 - Architect Services	12/11/2024	12/11/2024	£112,357	HUB WEST SCOTLAND LTD
ERC000460	MTC for Gas Servicing, Maintenance and Repair 2025 - 2027	08/05/2025	07/05/2029	£1,869,820	CITY TECHNICAL SERVICES (UK) LTD
ERC000459	Data Centre (DC2) Hosting Services	31/07/2024	30/07/2026	£97,610	IOMART GROUP PLC
ERC000454	Stage Lighting 2024	28/01/2025	28/01/2027	£108,360	NORTHERN LIGHT STAGE AND TECHNICAL SERVICES LTD
ERC000452	Modernisation of Eastwood HQ Giffnock	06/01/2025	31/08/2026	£4,666,000	HUB WEST SCOTLAND PROJECT
ERC000451	Maintenance Repair & Servicing of Sheltered Housing Laundry Equipment	01/10/2024	30/09/2027	£120,000	JLA LIMITED
ERC000449	The removal of Ash Trees (Various Stages) & Surveys for the Housing Dept.	07/10/2024	11/03/2025	£240,000	AYRSHIRE TREE SURGEONS
ERC000448	Young Persons Emergency Accommodation Support Service	06/08/2024	05/08/2025	£134,000	ABERLOUR CHILD CARE TRUST

Project Reference	Title	Contract Start Date	Contract End Date Including Extension	Contract Value Including Extension	Supplier Name
ERC000444	Webcasting	30/06/2024	30/06/2028	£59,824	PUBLIC-I GROUP LTD
ERC000443	Maintenance, Repair & Servicing of Laundry Equipment - Sheltered Housing Complexes	30/09/2024	30/09/2028	£102,300	JLA LIMITED
ERC000442	Technical Assurance Services	31/07/2024	31/07/2025	£180,000	COMPANY NET LIMITED
ERC000439	Accounts Analytics Caseload Management Tool	02/11/2024	01/11/2029	£106,672	NEC SOFTWARE SOLUTIONS LIMITED
ERC000438	Provision of Secure Cash Uplift & Change Facility	02/09/2024	01/09/2028	£20,221	SECURITY PLUS LIMITED
ERC000437	Cyber Incident Response Retainer Service	24/07/2024	23/07/2028	£125,800	NCC GROUP SECURITY SERV LTD
ERC000436	Supply & Install of Play Equipment and associated safety surfacing in twelve play areas	02/11/2024	25/03/2025	£349,698	SCOTPLAY LIMITED
ERC000433	SWAN 2 Wide Area Network Services	12/06/2024	31/03/2029	£2,670,000	BRITISH TELECOMMUNICATIONS PLC
ERC000426	Trip to Euro Disney	01/07/2024	31/07/2025	£60,000	SUCCESS TOURS
ERC000421	Provision of Clerk of Works for CALA West Homes Maidenhill	24/06/2024	23/06/2026	£160,000	IMG QUALITY CONTROL LTD
ERC000413	Aurs Road Design Team Re-Appointment	22/05/2024	29/05/2026	£670,905	STANTEC UK LIMITED
ERC000411	Street Lighting Installations and Maintenance Services	22/10/2024	21/10/2028	£3,600,000	CENTRE GREAT LTD
ERC000403	Document Management System	26/11/2024	25/11/2027	£159,469	NEC SOFTWARE SOLUTIONS LTD
ERC000399	Provision of Containers for Street Cleaning Arisings & Subsequent Recycling / Disposal of Gully Waste Arisings	22/08/2024	21/08/2028	£421,265	J & M MURDOCH & SON LTD
ERC000398	(DB) Consultancy Appointment -	21/04/2024	20/04/2026	£400,000	MOTT MCDONALD

Project Reference	Title	Contract Start Date	Contract End Date Including Extension	Contract Value Including Extension	Supplier Name
	School Extension M&E / Structural				
ERC000394	(MC) Provision of Mixed Tenure Waste Disposal Services	28/05/2024	27/05/2028	£400,000	J & M MURDOCH & SON LTD

Appendix 2: Community Benefits from Financial Year 2024/2025

COMMUNITY BENEFIT	REQUESTED BY	DELIVERED BY
Laptops and/or tablets	Care Experienced Employability Programme - East Renfrewshire Council	Combined Utilities Ltd
Work Experience placements	Care Experienced Employability Programme - East Renfrewshire Council	Faskin Group Ltd
Barrhead Youth Football Club - Facility External Painting & Groundwork	Barrhead Youth Football Club	Faskin Group Ltd
Neilston Christmas Light Installation	Neilston development trust	Valley Group Ltd
Fun Day Funding	Auchenback Resource Centre	Swarco UK & Ireland Ltd
Kitchen items- coffee machine, toasty maker, kettle, air fryer, small table and chairs, cutlery	Champions Board/ Lived Experience Group	Faskin Group Ltd
Conference Funding Support	Kirkhill Primary School	Faskin Group Ltd
Nappies/Toiletries	NellyBoxes CIC	J & M MURDOCH & SON LTD
Projector	Champions Board/ Lived Experience Group	J & M MURDOCH & SON LTD
Timber for raised beds	Off Grid Community SCIO	J & M MURDOCH & SON LTD
Arts and crafts materials	Dunterlie Arts and Crafts	YPO
Volunteer time	Friends of Huntly Park	Pro Cast

COMMUNITY BENEFIT	REQUESTED BY	DELIVERED BY
School clothing items	Back to School Bank	Sidey
Donation of paint	Barrhead Scouts	Bell Group
Clearance of ARC basement space	Auchenback Resource Centre	Story and Network Rail
Children's trip costs	Dunterlie Baby and Toddlers	Sidey
Donation of dug outs and benches	Barrhead Youth Football Club	Inverweld
Grass and tree cutting	ERA Waterworks	Ayrshire Trees
Financial donation	Include Me 2	Ayrshire Trees
Support with John Muir Discovery Award	Barrhead High School	Valley Group Ltd
School Young Enterprise event sponsorship	Young Enterprise Scotland and ERC Education	John Graham Construction
Jobs fair	Work East Ren	Valley Group Ltd
Work Experience Placements	Work East Ren	Valley Group Ltd
2 x local recruitment	Recruitment	Valley Group Ltd
Schools Careers events	East Renfrewshire Schools	Allsports
Schools Careers events	East Renfrewshire Schools	John Graham Construction
5x schools engagements	East Renfrewshire Schools	Bell Group
Support with shop front improvement scheme	Economic Development	Stantec
Mock interviews for pupils	St Lukes High School	Sidey
Financial donation	Arthurlie Jnrs Football Club	WM Hamilton & Sons Limited

COMMUNITY BENEFIT	REQUESTED BY	DELIVERED BY
Financial donation	Work East Ren	Stage Electrics
Repairs to fences	Thornliebank Community Council	MacKenzie Construction
Support towards Build Programme	Business Gateway	Hub West/BAM/Linear
2 x work experience	East Renfrewshire Schools	Clark Contracts
Jobs fair	Work East Ren	Clark Contracts
1 x new job 2 x work experience	Work East Ren	Clark Contracts
Upgrade of outdoor space	Thornliebank Primary School	Clark Contracts
Volunteer time outdoor space	Mearns Primary	HP
2 trainee opportunities	Work East Ren	City Technical Services
Work Experience	East Renfrewshire Schools	Damm
Jobs fair	Work East Ren	Damm
Foundation Apprenticeship input at West College Scotland	East Renfrewshire Schools	Hillhouse Group



PROCUREMENT STRATEGY

2023 - 2026

Updated September 2025



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SECTION 1 INTRODUCTION

This document updates the Council's current Procurement Strategy covering the period April 2023 to March 2026. The strategy seeks to build on progress to date, alongside capturing and building on expertise and examples of best practice which are available within the Council, locally and nationally from the public, private and third sectors.

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 2023-2026.

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:

- Legal Compliance and Governance;
- Economic Growth, Environmental, Social and Sustainability;
- Strategic Procurement to deliver Best Value & Continuous Improvement;
- Performance Reporting to drive performance & support savings delivery; and
- Contract & Supplier Management

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 THE LOCAL EAST RENFREWSHIRE CONTEXT

East Renfrewshire Council is committed to improving the lives of local people, promoting equality and fairness, and enhancing the area in which we live, now and for the future. Our procurement focus is on delivering better outcomes for all our customers and residents across East Renfrewshire, while managing the significant challenge of increasingly complex local service demands against a backdrop of decreasing real terms public sector funding.

In this challenging climate, exacerbated by global events, we will focus on working closely with our supply chains to ensure vital front-line services continue to be delivered by working smarter, being more resourceful, and finding innovative solutions to meet the challenges ahead.

The Council spends over £168m on supplies, services and works. This sum is governed by the legislative framework which includes:

- Directives;
- Regulations including Scottish Procurement Policy Notes;
- Case Law;
- Council Standing Orders Relating to Contracts; and
- Financial Regulations.

SECTION 3 PROCUREMENT VISION & MISSION STATEMENT

The following Procurement Vision and Mission Statement has been developed to support the Council's 'Place to Grow' vision for the future, while continuing to maximise procurement opportunities that enable and support continuous improvement and the delivery of best value.

Our Vision for Procurement in East Renfrewshire is:

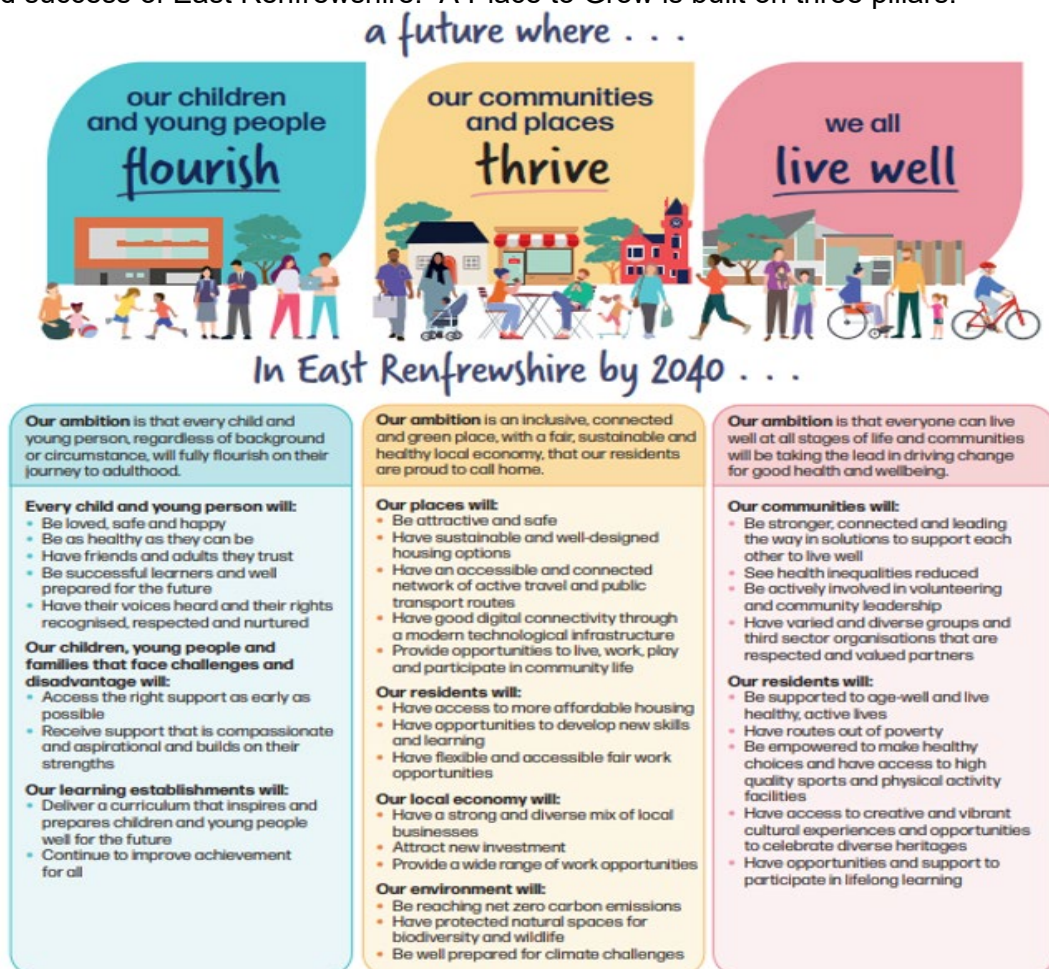
To grow the strategic influence of Procurement across the Council, through respected and professional expertise, fostering positive relationships which ultimately deliver innovative, sustainable and compliant practices which provide best and added value for the organisation.

Our Mission Statement is:

The Procurement team will provide an efficient and effective procurement service that delivers value for money, continuous improvement and savings, where possible, from all goods, works and services required. We will support the Council's strategic vision and aims by providing quality advice to deliver lawful contracts that include, but are not limited to, community benefits, sustainability, social value, economic recovery and net zero.

SECTION 4 STRATEGY RATIONALE AND CONTEXT

A Place to Grow is East Renfrewshire Community Planning Partnership's new strategic vision to set the area on a course where everyone in East Renfrewshire can flourish, thrive and grow. The 15-year vision looks beyond immediate challenges and outlines how residents and partners can make the most of our strengths and assets and work together for the continued success of East Renfrewshire. A Place to Grow is built on three pillars:



In order to deliver on these pillars, three capabilities have been identified to provide the necessary skills required. These are:

- Prevention;
- Empowering Communities; and
- Digital Change.

Procurement will play an important role in supporting a Place to Grow and the capabilities, as detailed below:

- **Prevention** – we will collaborate with Services across the Council with a focus on preventing poor outcomes for children and young people’ providing planned rather than reactive services, and reducing demands on Council services in the longer term. We will seek to maximise opportunities for collaboration and use an evidence based approach to designing services.
- **Empowering Communities** – we will utilise innovative approaches to more actively involve the community and individuals in the development of services and community spending, improving outcomes and the perception of Council services. We will explore ways in which contractors, commissioned partners and communities can work in partnership with us to deliver outcomes.
- **Digital Change** – We will continue to improve our digital services to meet the needs of our customers and the growing demand to access Council services online. We will expand on our work to improve processes, including automating them where possible, to make them more efficient. We will make effective use of data to plan better services for the future and benchmark with other organisations to produce improved outcomes for our residents.

The Council's previous Procurement Strategy 2019 - 22 was closely aligned with the Council vision and requirements of the Scottish Government. This delivered a number of achievements, including:

- Procurement activities undertaken in accordance with the applicable procurement legislation, the Council's Standing Orders Relating to Contracts and, where appropriate, following any best practice guidance issued by the Scottish Government;
- Procurement compliance, visibility and transparency embedded;
- Participation on national and regional strategic working groups, including those hosted by Scotland Excel, Scottish Procurement, City Deal and Crown Commercial Services;
- Development and implementation of Standard Operating Procedures to ensure the team work to common principles and rules, but outputs are tailored to meet the needs of the specific category, reflecting the service area, stakeholder needs and the marketplace, to ensure best value achieved;
- Procurement Contract Strategy and peer review for all goods, works and services ensuring an independent focus for lessons learned and shared in order to deliver continuous improvement in procurement activities;
- Continuous review of spend and use of Public Contract Scotland portals, including PCS-Tender, to issue contract opportunities online in a secure and efficient manner for suppliers;
- Design and implementation of a central online contracts register, simplifying how data is recorded and reported to support contract management and decision making.

SECTION 5 - STRATEGIC AIMS AND OBJECTIVES

The Procurement Strategy 2023 - 2026 has the following aims which support the Scottish Government's programme to *'deliver procurement that improves public services for a prosperous, fairer and more sustainable Scotland'*:

- Legal Compliance and Governance;
- Economic Growth, Environmental, Social and Sustainability;
- Strategic Procurement to Deliver Best Value & continuous Improvement;
- Performance Reporting to Drive Performance & Support Savings Delivery; and
- Contract & Supplier Management.

The following section details the aims, actions and expected impact from this focused approach:

LEGAL COMPLIANCE AND GOVERNANCE
Aim: Ensure procurement procedures reflect developments in legislation and government guidance, and support stakeholders to mitigate risk and deliver compliant contracts providing probity of Council spending.
Actions • Implement the statutory and legislative requirements derived from The Procurement Reform (Scotland) Act 2014 and The Public Contracts (Scotland) Regulations. • Ensure procurement activities reflect and support the Council's Strategic Outcomes. • Take advantage of aspects of the procurement legislation that provide Procurement with greater flexibility and scope to deliver best value from Procurement activity. • Develop and maintain Standard Operating Procedures to ensure common principles, rules and toolkits are applied. • Implement training and development opportunities for Procurement in line with our benchmark against the national Procurement Development Framework. • Develop and deliver a focused programme of procurement training across the Council. • Consult and engage with stakeholders throughout the procurement lifecycle, to ensure our procurements properly reflect need.
How we will do it and impact • Protect the Council from exposure to challenge or legal action by demonstrating ownership and accountability within procurement activities, with structured governance and assurance, to ensure clear, timely and auditable decision making. • Adapt our internal procedures, processes and documentation, where required to reflect the most up to date requirements. • The Procurement team will have the skills and capability required to meet the current and future needs of the Council. • Support training and development of project leads, specification writers, contract and supplier managers to maintain and raise standards in procurement activities. • Build on expertise within service areas, ensuring lessons are learned and shared, in order to ensure continuous improvement in our procurement activities. • Work with Legal Services to review and improve East Renfrewshire Council standard contract terms.

Progress Update September 2025

- The Procurement team have continued to fulfill its obligations in relation to procurement legislation and follow the Government's procurement guidance in the context of supporting supply chain resilience. This is achieved by working proactively with our suppliers and key partners to closely monitor the impact of global events on economic recovery, market pricing and availability.
- Relevant contracts include a Contract Strategy approved by a Head of Service.
- Procurement lead user friendly procurement processes and plain English Standard Operating Procedures for all employees involved in the procurement process.
- Contract Standing Orders training delivered and video available on the Intranet in response to stakeholder engagement and Scottish Procurement Policy Notes.
- Spend analysis carried out to identify spend that is to be subject to a competitive procurement exercise.
- Category Management model used to work with service teams to award compliant contracts.

ECONOMIC GROWTH, ENVIRONMENTAL, SOCIAL AND SUSTAINABILITY

Aim: Compliance with our legislative and statutory procurement duties as well as consideration of areas such as living wage, circular economy, whole life costing, community health and wellbeing and early involvement of Small and Medium sized Enterprises (SMEs), Social Enterprises, Supported Businesses and Third Sector.

Actions

- Ensure compliance with the Procurement Reform (Scotland) Act 2014 in relation to the Sustainable Procurement Duty.
- Embed sustainability in all regulated procurement activities including consideration of Fair Work First Principles, Equalities, Community Benefits, promoting payment of the Living Wage, Prompt Payment in the Supply Chain, Circular Economy initiatives and Whole Life Costing.
- Design, whenever we can, each procurement in a way that encourages participation from SMEs, Third Sector and Supported Businesses to develop our local communities social, environmental and economic wellbeing.
- Promote to internal services the benefits of sustainable procurement and the use of the Scottish Government's Sustainability Toolkit and eLearning modules.
- Work closely with Economic Development on Community Wealth Building, harnessing our spending power to buy more locally where possible.
- Provide support, advice and sign posting to local businesses, improving their ability to respond to procurement activities and also their economic recovery.
- Work closely with the Get to Net Zero Team to identify opportunities within our procurement work plan to contribute to the Council's action plan.

How we will do it and impact

- SMEs, Third Sector, Social Enterprises, Supported Businesses and the local business community will be supported with advice and guidance enabling them to engage commercially with the Council.
- Support services to utilise the Scottish Government's sustainable procurement tools, prioritisation assessment, sustainability test and life cycle mapping.
- Optimise the Community Benefits process by working more closely with relevant internal stakeholders and placing greater emphasis on ensuring benefits for East Renfrewshire residents are delivered.
- Training and awareness sessions for internal stakeholders on sustainable procurement with emphasis on the application of circular economy, whole life costing, early involvement of SMEs, Social Enterprises, Supported Businesses and Third Sector organisations.
- Consider sub-dividing tenders into lots, giving consideration for local businesses, SMEs, Third Sector Organisations and Supported Businesses.
- Increasing 'Meet the Buyer' events, workshops and awareness of contract opportunities.
- Explore the use of faster payment options for small businesses.
- Apply the Fair Work First criteria into all relevant tender activities.
- Include in all relevant tender activities Living Wage criteria to increase the number of socially responsible businesses delivering Council contracts.
- If the market allows for it, for goods/services under £50,000 and for works under £2million, SMEs and local suppliers will be invited to bid for these contracts.
- Simplify tender documents, where possible, to ensure the procurement process is proportionate and easy to navigate.
- Where possible, include options for the procurement of fairly and ethically traded goods and services in our tenders.

Progress Update September 2025

- Earlier market engagement to ensure service users input to contract outcomes.
- Procurement are working in partnership with Economic Development to adopt a Community Wealth Building approach to progressive procurement.
- We continue to engage the local supply base, SMEs, third sector, charity and voluntary organisations by running accessible events in person and online including "Meet the Buyer Events" and focused 1-1 mentoring with local supply base – Build ER Programme.
- Sustainable Procurement Policy in place and all aspects of sustainable procurement maximised in appropriate contracts.
- Procurement works closely with the Council's Climate Change Officers Group to tackle the climate emergency and consider Climate Change Impact Assessments for all relevant contracts.
- Living Wage, Fair Work First and Prompt Payment in the supply chain included in contracts to ensure the Council contracts with responsible suppliers.
- Community Benefits designed to maximise opportunities for apprenticeships, employability and training, use of local contractors / sub-contractors, assisting business start-ups, helping to develop business growth.
- Central register in place for recording and monitoring of Community Benefits. All contract managers across the Council provided with training and access.
- City Region "Community Benefits Wishlist" in place to encourage local community to suggest local improvements resulting from Council contracts.
- Application of relevant and proportionate criteria to technical scoring to ensure environmental impacts are considered appropriately in tender activities.
- Redesign of Local Supplier database.

STRATEGIC PROCUREMENT TO DELIVER BEST VALUE & CONTINUOUS IMPROVEMENT

Aim: To deliver a strategic procurement service by working closely with key stakeholders supporting the Council budget savings and driving a commercial focus across the organisation.

Actions

- Work closely with departments to identify opportunities and challenge current models of delivery by being involved in conversations from the outset.
- Challenge the demand for goods and services and seek to rationalise core requirements, where possible.
- Category Managers trained and developed to their maximum potential, thereby offering a more strategic and commercial approach to procurement activities.
- 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 Procurement.
- Increasing use of spend data analysis, market awareness and benchmarking to design innovative and competitive tenders.
- Ensure all procurement activity is carried out in a transparent, consistent and accountable manner, in accordance with procurement legislation and the Council's internal governance.
- Review spend data to identify opportunities for savings and identify off-contract spend. Work with services to ensure compliant contracts are put in place.
- Improve purchase to pay processes to strengthen controls, increase efficiency and provide useful information to key stakeholders.
- Continue to improve procurement performance across the Council as measured by the Scottish Government's Procurement & Commercial Improvement Programme (PCIP).
- Use the Scottish Government Procurement Competency Framework to establish the skills and competency levels required to fulfill the procurement team roles, identify where training is required and opportunities for in team coaching and mentoring.
- Review and update the Council's Contract Standing Orders to ensure that changes to Public Contracts Regulations are included.

How we will do it and impact

- Procurement will work with services to ensure we hold an accurate current and future tender pipeline to enable efficient allocation of procurement resources.
- Procurement will continue to develop and improve the Council's procurement processes and support their adoption across the Council.
- Increase the capability of services to think and act commercially by working together.
- Strong supplier relationships and market awareness through adoption of the Council's Contract and Supplier Management model.
- Procurement will have the tools, knowledge and skills required to support innovative procurement solutions and provide added value to Services.
- Ensure the Council meets the requirements of the Procurement Regulations and the fundamental principles of non-discrimination, transparency and proportionality.
- Procurement will drive innovation and best practice.
- Procurement will collaborate across the sector where possible to maximise opportunities and share best practice.

Progress Update September 2025

- Strong stakeholder relationships have ensured an improved understanding of the procurement pipeline which has supported the Chief Procurement Officer to manage the capacity of the service effectively.
- All elements of the contract strategy and tender process are reviewed annually and updated when required to ensure legal compliance and delivery of best value.
- The Chief Procurement Officer and Category Managers are represented on and attend a number of internal and external forums to share best practice.
- Procurement attends courses with Scotland Excel and undertakes annual refresher training on spend analysis using the Scottish Procurement Information Hub.
- Procurement support services to identify opportunities for savings and improved practice.
- Implementation of 'lotting' strategies where relevant to maximise the inclusion of SMEs, third sector, charity and voluntary organisations within the tender process.
- Continual analysis of spend data ensuring informed decisions on how procurement activity within the organisation can be improved.
- Procurement continue to work in partnership with Accounts Payable on Purchase to Pay improvement initiatives.
- Continue to improve procurement performance across the Council as measured by the Scottish Government's PCIP.

PERFORMANCE REPORTING TO DRIVE PERFORMANCE AND SUPPORT SAVINGS DELIVERY

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 maintain the online central contracts register which is to be used across the Council.
- Preparation of the Annual Procurement Report and annual 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.
- Continue to utilise the Procurement Intranet page to communicate information across the Council.
- Monitor and report on the use of the procurement module of the Finance and Procurement system to strengthen proper use across the Council.
- Respond to local and national reporting requirements.
- Contract Strategy documents will be used for all tendering activities to allow reporting on procurement decisions.

How we will do it and 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 an understanding of demand management and decision making.
- Procurement will support services to use collaboratively developed national and sectoral systems and best practice tools to exploit sustainable outcomes and support national reporting.

Progress Update September 2025

- Embedded process in place with Finance Business Partners to track benefits from procurement activity and savings delivered.
- Procurement exceeded the rebate target of £46,000 by delivering £84,444 in the reporting period.
- Procurement continue to develop and enhance the Corporate Online Contracts Register and Dashboard giving easy access to contract data.
- Continue to maintain a procurement pipeline of expected and planned activities covering the next two financial years to support budget forecasting.
- Undertake benchmarking exercises with partner authorities to understand costs and identify most economically advantageous route to market.
- Generate value from use of collaborative contracts with other councils, Scottish Government, Scotland Excel and other approved bodies.

CONTRACT AND SUPPLIER MANAGEMENT

Aim: Support services to take a proactive approach to contract and supplier management to achieve innovation and value for the Council and our residents.

Actions

- Procurement will provide a formalised method of monitoring supplier performance against contract requirements.
- Procurement will ensure there is clarity of roles and responsibilities by all parties relating to contract and supplier management.
- Support services to determine the level of management required based on size, value and risk of the organisation to help determine the frequency of supplier review meetings.
- Support services to monitor contract compliance against the terms of the contract and step in if contract failure is identified.
- Procurement will refine and continually review and update standard documentation in line with best practice across the public sector.
- Procurement will support services to realise estimated and planned savings to be captured through proactive contract and supplier management.
- Procurement will facilitate events to support suppliers to get tender ready and give them awareness of contract and supplier management requirements.

How we will do it and impact

- Consistent approach adopted by using standardised agenda, minutes, action notes
- Adoption of standard balanced scorecard for measuring supplier performance which sets targets and includes a red, amber, green status indicator.
- Regular reviews of all high value and high risk suppliers to monitor contract performance, improve output, identify savings and transfer of knowledge.
- Suppliers will be encouraged to engage with local supply base and SME's through community benefit contract clauses.
- Supplier performance will be clearly documented to support lessons learned and to inform subsequent procurements for similar commodities in the future.
- Delivery of financial and non-financial benefits.

Progress Update September 2025

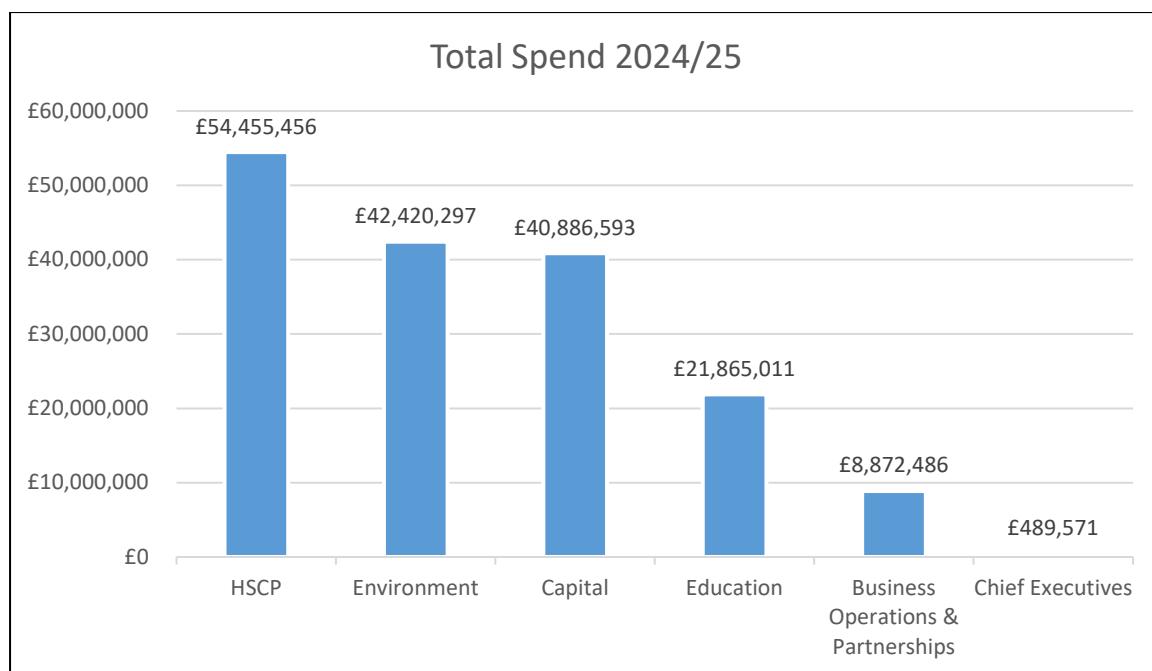
- Refresher training underway across the Council using the corporate model and standardised template documents to monitor supplier performance against contract requirements.
- Dedicated Intranet page, including training videos, to support officers involved in contract and supplier management and collection of Community Benefits.
- Procurement continue to support services to drive value through proactive contract and supplier management meetings.

SECTION 6 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.

Goods and services is defined as receivable goods including but not limited to deliverables, supplies, equipment or commodities and services including assembling, labour, installation, training, inspection, maintenance and repairs. Works are defined as a contract including but not limited to building, construction, fabrication, completion, erection, fitting out, modification, renovation and alteration.

In 2024/25 the Council spend on procured goods, works and services was £168,989,414 broken down by Directorate as follows:



It is the role of Procurement, supported by Economic Development, to support activities which encourage and provide opportunities for businesses located in the East Renfrewshire Council area and particularly SMEs.

Data from the Scottish Procurement Information Hub shows that in 2024/25, Council spend with businesses who are located in East Renfrewshire was £17,593,683.68.

In this reporting period, the "East Renfrewshire Build Programme" was launched, an initiative in collaboration with Business Gateway and Economic Development to support local businesses. It provides resources and opportunities for growth through collaborations with the public and private sectors. The program includes workshops, presentations, one to one mentoring and expert insights to help businesses navigate procurement processes and unlock potential growth. 12 local suppliers registered and we continue to support these suppliers to be business and procurement ready.

In addition to the above, Procurement are designing a local supplier database to ensure accurate details are held for suppliers interested in responding to contract opportunities with the Council. We also attend the National Annual Meet the Buyer event and local engagement activities to support local suppliers to get Tender and Quick Quote ready.

Data from the Scottish Procurement Information Hub shows that 58.55% of East Renfrewshire Council spend was with SMEs and 41.45% was with large organisations.

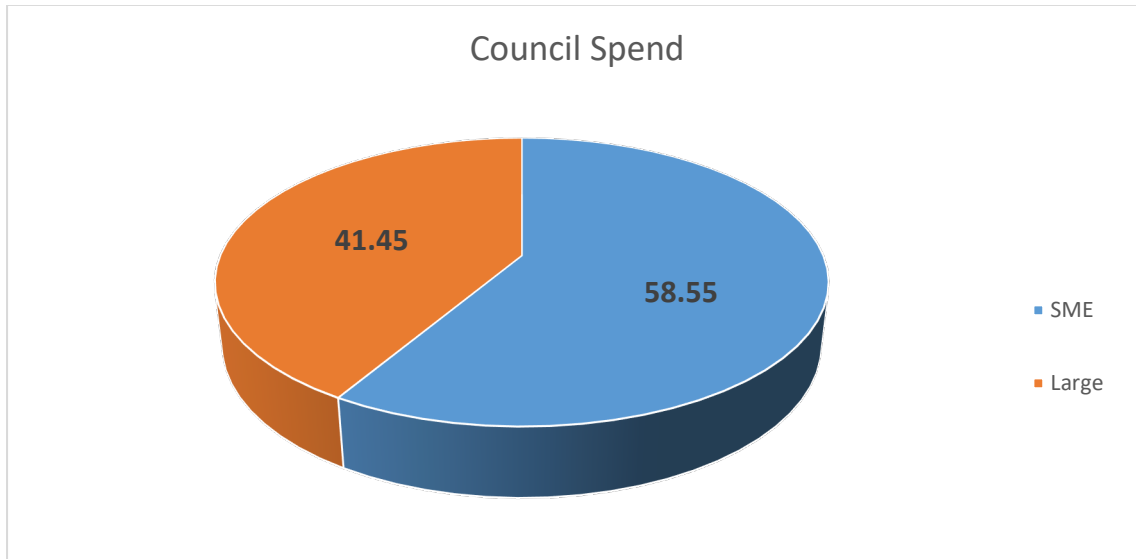
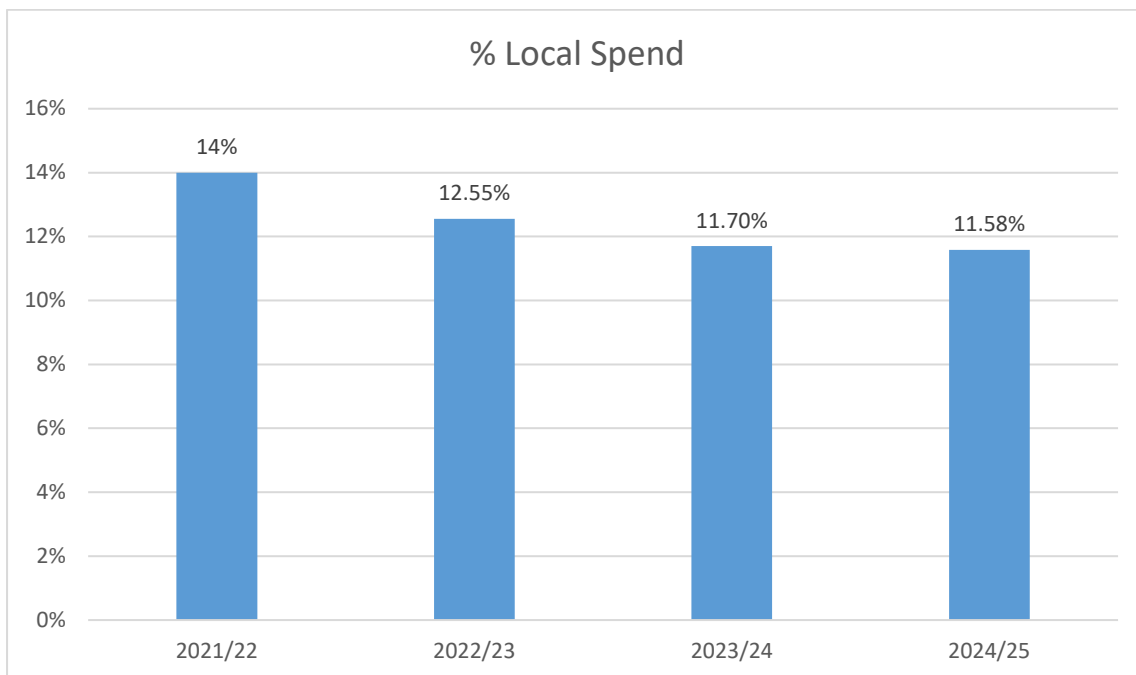


Figure 1 - SME: Fewer than 250 employees. Large: 250 or more employees



The Council's low levels of expenditure with local suppliers is a result of a complex combination of factors, including constrained market capacity, where fewer local firms can meet public contract demands, more established suppliers out with the area, challenges in respect of breaking down large contracts into smaller lots, and the use of regional and national contracts offering best value due to collaborative buying power. The Procurement Team are, however, committed to supporting and improving access to procurement opportunities for local, small and medium enterprises, voluntary organisations, third sector bodies, supported businesses and social enterprises. It is hoped that the joint work underway will see an improvement in the local spend percentage in the next reporting period.

This Strategy will see a continued focus on improvement in this area.

SECTION 7 IMPLEMENTATION, MONITORING AND REPORTING

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 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; and
- 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 2024/25 in October 2025, and this will also include an update on work achieved under this Procurement Strategy.

In addition to these internal procedures for monitoring, reviewing and reporting on the Procurement Strategy, as noted previously, the Council's procurement performance is also subject to PCIP. Successful implementation of the Procurement Strategy will put East Renfrewshire Council in a strong position for further improvement in the next round of assessments.

The Council will publish this Procurement Strategy on our website, and will notify Scottish Ministers of the publication of our strategy.

SECTION 8 PROCEDURES, POLICIES & PROCUREMENT TOOLS

The Council operate within a framework of policies and procedures, which 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 the 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 the 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](#)

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](#)

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

East Renfrewshire A Place to Grow, is East Renfrewshire Community Planning Partnership's vision, which sets out our shared hopes and aspirations between now and 2040 so that East Renfrewshire is a place where everyone can flourish, thrive and grow. This vision will provide a clear direction of travel for us over the next 15 years.

A Place to Grow is built on three pillars that will be the foundation for all strategic planning going forward. To 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 Place to Grow vision, Service Improvement Plans and 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](#).

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. To further enhance the identification and capture of Community Benefits the Council also has a Community "wish list" to identify local priorities.

Living Wage

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.

Fair Work First

East Renfrewshire Council is committed to applying the seven 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 Fair Work First criteria:

- payment of at least the real Living Wage;
- provide appropriate channels for effective workers' 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;
- offer flexible and family friendly working practices for all workers from day one of employment; and
- oppose the use of fire and rehire practice.

Modern Slavery

The Council has adopted 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.

Prompt Payment in the Supply Chain

The Council shall comply with late payment legislation, which places a statutory duty on all public bodies to pay commercial debt within 30 calendar days of receipt of a valid invoice.

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.

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; and
- 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](#)

- [Scottish Procurement 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):

- [Procurement Reform Update \(SPPN 1/2016\)](#)
- [Scottish Model of Procurement](#)
- [Changes to European Directives](#)
- [Public Procurement Reform Programme](#)
- [Scottish Sustainable Procurement Duty](#)
- [Procurement and Commercial Improvement Programme \(PCIP\) - Overview](#)
- [Public Sector Procurement - Suppliers Guidance](#)

SECTION 9 STRATEGY OWNERSHIP AND CONTACT DETAILS

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SECTION 10 - GLOSSARY

Term	Description
Annual Procurement Report	The Procurement Reform (Scotland) Act 2014 requires all contracting authorities obliged to publish a Procurement Strategy, to publish an Annual Procurement Report on its regulated procurement activities as soon as reasonably practicable after the end of its financial year.
Award	A decision to accept a tenderer's offer to supply/provide specified goods/services/works according to agreed terms and conditions, thereby creating a legally binding contract.
Best Value	The duty under the Local Government Act in Scotland 2003 to secure continuous improvement in the economy, efficiency and effectiveness with which they exercise their functions.
Category Management	Procurement approach used within East Renfrewshire Council to manage categories of spend to increase efficiencies and expertise.
Circular Economy	A model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible.
Collaboration	Cooperative joint working with another public sector organisation.
Community Benefits Clauses	Community Benefits Clauses provide a means of achieving sustainability in public contracts.
Contract Management	The process of monitoring the performance of a supplier to contract.
Contractor	The provider of any supplies, services or works under contract. Or, in the context of works, at any stage of the process.
Contract Strategy	A document that shows the preparatory thinking that is done about a procurement process, including sustainability considerations, stakeholders to be involved, risks etc.
Crown Commercial Services	An executive agency sponsored by the Cabinet Office to bring together policy, advice and direct buying, providing commercial services to the Public Sector.
Equality Duty	Compliance with the terms of the Equality Act 2010 and any guidance provided by the Scottish Ministers for local authorities to comply with the Public Sector Equality Duties.
Fair Work First	Fair Work First is the Scottish Government's flagship policy for driving high quality and fair work across the labour market in Scotland by applying fair work criteria to grants, other funding and contracts being awarded by and across the public sector, where it is relevant to do so.
Procurement Commercial	Annual assessment of public sector

Improvement Programme (PCIP)	organisations that focuses on the policies and procedures driving procurement performance and the results they deliver.
Public Contracts Scotland (PCS)	The national advertising portal used to advertise all Scottish Government goods, services or works contract opportunities.
Public Contracts Scotland – Tender (PCS-T)	The national eTendering system.
Procurement exercise	Full end to end procurement exercise documentation from strategy development to contract and supplier management.
Procurement Journey	Public procurement toolkit made available by the Scottish Government to support public sector procurement with guidance and templates on the procurement process when appropriate.
Purchase to Pay	Entire supply chain process, from goods receipt to payment process.
Quick Quote	Procurement method for lower value tenders, where the Invitation to Quote is sent to a set distribution list of suppliers rather than being publically advertised.
Scotland Excel	Scotland Excel is the centre of procurement expertise for Scotland's local government sector.
Scottish Procurement	Directorate within the Scottish Government, carrying out procurements on behalf of the Scottish public sector.
Services/ Supplies/ Works	A public service contract is a contract having as its object the provision of services. A public supply contract is a contract having as its object the purchase, lease, rental or hire purchase with or without an option to buy, of products. A public works contract is a contract having as its object a building or civil engineering project or piece of work.
SMEs	Small and Medium Enterprises - The category of micro, small and medium-sized enterprises (SMEs) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro and/or an annual balance sheet total not exceeding 43 million euro.
Social Enterprises	Businesses whose primary objectives are social or “more than profit”.
Specification	The part of the invitation to quote or invitation to tender which details the nature and quality of the goods, services or works.
Stakeholder	Any person or group who has a vested interest in the success of the procurement activity, i.e. either provides services to it, or receives services from it.
Standing Orders Relating to Contracts	The set of rules governing the procurement and financial regulations with which the Council must comply, in terms of the Local

	Government Scotland Act 1973.
Supplier	An entity who supplies goods or services.
Supplier Development Programme	A business support initiative using training and information to improve the competitiveness of local businesses.
Supply Chain	All activities, resources, products etc. involved in creating and moving a product or service from the supplier to the procurer.
Supported Business	A supported business' primary aim is the social and professional integration of disabled or disadvantaged persons. At least 30% of the employees of those businesses should be disabled or disadvantaged.
Sustainability	In relation to procurement, sustainability involves understanding the potential environmental, social and economic impacts that are a result of purchasing decisions.
Tender	An offer, or bid, by a tenderer in response to an invitation to tender (ITT).
Third Sector	The third sector includes charities, social enterprises and voluntary groups; delivers essential services, helps to improve people's wellbeing and contributes to economic growth.
Value for Money	The optimum combination of cost and quality to provide the required service.

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