

EAST RENFREWSHIRE COUNCIL

REPORT TO CABINET

13 October 2022

Report by Chief Procurement Officer

ANNUAL PROCUREMENT REPORT – 2021/22
PROCUREMENT STRATEGY 2019 – 2022 UPDATE

PURPOSE OF REPORT

1. The purpose of this report is to seek approval of the Annual Procurement Report 2021/22 and to provide an update on the implementation of the Procurement Strategy 2019 - 2022.

RECOMMENDATIONS

2. Cabinet are asked to approve the Annual Procurement Report 2021/22 and note the update on the Procurement Strategy, as detailed in Appendix 1 and 2.

BACKGROUND

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

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

REPORT

5. The Council's Annual Procurement Report 2021/22 is attached as **Appendix 1** and covers all regulated procurements completed during the period 1st April 2021 to 31st March 2022. 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 is 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 2019-2022 is attached as **Appendix 2** and Section 4 provides an update of progress against our key procurement aims of:

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

8. Key achievement for Corporate Procurement in 2021/22 include:

- Identification and reporting of savings and benefits associated with procurement activity through benefits tracking process
- Purchase to Pay newsletter and working group in place to support officers in their role and promote the benefits of early procurement engagement and innovation
- Standard Operating Procedures in place for all key processes and systems used by the Procurement team
- Focused online procurement training delivered across the Council including “Contract Standing Orders” “Introduction to Procurement”, “Quick Quote”, “Managing a Successful Tender Exercise”
- Implementation of Online Contracts Register providing single source for contract data
- Focused reviews underway in ICT and Housing Services to identify opportunities for savings and improved practice
- Supporting local business, SMEs and supported businesses in collaboration with Economic Development to make tendering processes streamlined, clear and accessible
- Supporting the Councils Get to Zero ambitions and action plan

9. The next Annual Procurement Report 2022/23 and update to the Procurement Strategy will be provided to Cabinet in October 2023.

FINANCE AND EFFICIENCY

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

CONSULTATION

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

IMPLICATIONS OF THE PROPOSALS

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

CONCLUSIONS

13. This Annual Report 2021/22 and updated Procurement Strategy 2019-22 provides an review of annual activities whilst ensuring the Strategic Direction of Procurement is set to meet the current and future needs of the Council. Publication of the Annual Report and Strategy also ensure compliance with duties under the Procurement Reform (Scotland) Act 2014.

RECOMMENDATION

14. Cabinet are asked to approve the Annual Procurement Report 2021/22 and note the update on the Procurement Strategy, as detailed in Appendix 1 and 2.

REPORT AUTHOR

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

Report date: 13 September 2022

BLANK PAGE

Annual Procurement Report
1st April 2021 – 31 March 2022

BLANK PAGE

CONTENTS	SECTION	PAGE
Introduction	1	3
Summary of Regulated Procurement	2	4
Review of Regulated Procurement Compliance	3	5
Community Benefit Summary	4	7
Fair Work and Real Living Wage	5	8
Supported Business Summary	6	9
Future Regulated Procurement Summary	7	10
All Regulated Procurement	Appendix 1	17
Community Benefits	Appendix 2	21

BLANK PAGE

SECTION 1 - INTRODUCTION

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

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

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

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

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

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

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

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

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

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

- Prevention
- Empowering Communities
- Data
- Modernisation
- Digital

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

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

SECTION 2 - SUMMARY OF REGULATED PROCUREMENT

2.1 Section 18 (2) (a) of the Procurement Reform (Scotland) Act 2014 requires Councils to include a summary of the regulated procurements that have been completed during the year covered by the report.

2.2. Regulated procurement refers to any procurement above £50,000 for goods and services, or £2,000,000 for works. A regulated procurement is completed when the award notice is published or where the procurement process otherwise comes to an end.

- 2.3 The number of regulated procurements carried out during the financial year 2021/22 was 33 with a total value of £17,054,671.
- 2.4 A listing of all regulated procurements from Financial Year 2021/2022 can be found at **Appendix 1**.

SECTION 3 REVIEW OF REGULATED PROCUREMENT COMPLIANCE

3.1 Procurement Strategy

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

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

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

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

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

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

- 3.2 In 2021/22 the Council has ensured that all regulated procurements comply with both the Council's Procurement Strategy and all relevant legislation. A summary of work carried out for each of our key procurement aims in 2021/22 is provided below.

Improved Leadership and Stakeholder Management

- A category based stakeholder engagement plan has been implemented supporting effective relationships with strategic and tactical stakeholders
- The Procurement team have undergone training on "Managing Effective Stakeholder Relationships", "Negotiation", "Contract and Supplier Management" and "Climate Emergency"
- Category Managers successfully completed the SQA Accredited Personal Development Award in Project Management and apply learning to their work
- Procurement Intranet pages updated with user focused documents and video presentations to highlight the added value provided by Procurement
- In response to a staff survey focused areas of online procurement training were delivered across the Council including "Contract Standing Orders", "Introduction to Procurement", "Quick Quote" and "Managing a Successful Tender Exercise"
- Purchase to Pay newsletter and working group in place to support officers in

their role and promote the benefits of early procurement engagement and innovation.

Compliance with Legislative and Statutory Duties with Improved Governance

- The Procurement team have continued to fulfill its obligations in relation to Procurement legislation and follow the Governments 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 Covid-19, Brexit and other global events on economic recovery, market pricing and availability.
- Standard Operating Procedures are in place for all key procurement processes.
- Contract Standing Orders were updated with permanent amendment to the Quick Quote threshold for works, positively reflecting guidance from the Construction Procurement Handbook 2018 and in line with the Procurement Reform Act (Scotland) 2014.
- Contract documentation has been updated to reflect new processes in relation to Fair Work Practices, Living Wage and Prompt Payment in the Supply Chain.

Strategic Procurement which Identifies Opportunities and Savings

- Improved Stakeholder Relationships have ensured an improved understanding of the procurement pipeline in order to support the Chief Procurement Officer to manage the capacity of the Service effectively.
- Proposals for the implementation of an improved Contract and Supplier Management process have been presented for consideration to the Corporate Management Team with final amendments underway.
- The Chief Procurement Officer and Category Managers are represented on and have attended a number of internal and external forums.
- Procurement undertake annual refresher training on spend analysis using the Scottish Procurement Information Hub.
- Procurement have undertaken detailed reviews of ICT and Housing Services and lead on projects to identify opportunities for savings and improved practice.
- Consideration of 'lotting' strategies to maximize inclusion of Small and Medium sized Enterprises (SME's), 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.

Performance Reporting being used to Drive Performance

- Embedded process in place for the tracking of benefits from procurement activity with a number of savings opportunities presented to the Corporate Management Team for implementation.
- New Online Contracts Register in use by Procurement. Training to be delivered across the Council to ensure all departments access and maximize its use.
- Category Managers as part of business as usual activity analyse spend to create spend information dashboards to support relationships with services.

Improved Sustainable Procurement and Community Benefits

- The Council has signed up to the "Grow Local" project which uses the Scottish Procurement Information Hub to provide data relating to the local supply base
- Procurement are working in partnership with Scotland Excel and Economic Development to adopt a Community Wealth Building approach to progressive procurement
- In partnership with Economic Development we have engaged the local supply base, SME's, third sector, charity and voluntary organisations by running appropriate accessible events in person and online including the annual Supplier Development Programme "Meet the Buyer Event"
- Sustainability procurement policy in place and all aspects of sustainable procurement maximized in appropriate contracts

15

- Living Wage and Fair Work Practices included in contracts to ensure the Council contracts with responsible suppliers
- Community Benefits designed to maximize opportunities for apprenticeships, employability and training, assisting business start-ups, helping to develop business growth
- “Community Benefits Wishlist” in place to encourage local community to suggest local improvements resulting from Council contracts
- New screening questions on Climate Change and Carbon Footprint in development for inclusion in strategies and tenders

The Procurement Strategy 2019-2022 identifies a number of actions and expected outcomes aligned to our 5 key procurement aims. The Strategy will be renewed in 2023. and reviewed on an annual basis to drive continuous improvement.

SECTION 4 COMMUNITY BENEFITS SUMMARY

- 4.1 Section 18(2) of the Procurement Reform (Scotland) Act 2014 states that it is mandatory for the Annual Procurement Report to include a summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report.
- 4.2 The Council’s sustainable procurement policy covers community benefits and sustainability. By incorporating community benefits clauses and optimising the community benefits process, this will actively encourage suppliers to provide added value and support our internal stakeholders to capture these. This will also support a Community Wealth Building approach. The Council’s commitment to this is demonstrated not only through the policy but also within the Procurement Strategy and Contract Standing Orders.
- 4.3 In 21/22 the East Renfrewshire Council Community Benefits group met quarterly to ensure accountability in the Community Benefits process.
- 4.4 A new and improved process for the identification and capture of Community Benefits is implemented. This includes an innovative and interactive Community “wishlist” which will ensure Community Benefits match the aspirations of local communities.
- 4.5 Community benefits are sought for applicable contracts where both the value (over £50,000) and duration of the contract merit a benefit being pursued. It is at the contract strategy development stage that community benefits are to be considered and reflected into tender documentation. Procurement now also include a question in the Quick Quote process asking for voluntary Community Benefits.
- 4.6 The approach taken by the Council has been beneficial when developing the Glasgow City Deal Community Benefits Policy. The success of the “wishlist” approach has led to the City Deal working group seeking our assistance to forward this approach. The Council has also been working to ensure that Community Benefits are better aligned to strategic and Scottish Government priorities such as the Local Outcome Improvement Plans, Child Poverty Action Plan and Regional Skills Investment Plan and has participated in the review and joint approach to a regional community benefits menu.
- 4.7 Community Benefits from contracts in financial year 2021/22 included 6 new entrant jobs, 3 work experience placements, a range of employability activities including developing Young Workforce support and a combined total of £35,350 donations in time and funds to community projects.
- 4.8 A summary of Community Benefits achieved in 2021/22 are included in **Appendix 2**.

SECTION 5 FAIR WORK AND LIVING WAGE

Fair Work

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

- appropriate channels for effective voice, such as trade union recognition
- investment in workforce development
- no inappropriate use of zero hours contracts
- action to tackle the gender pay gap and create a more diverse and inclusive workplace
- providing fair pay for workers (for example, payment of the real Living Wage)
- offer flexible and family friendly working practices for all workers from day one of employment
- oppose the use of fire and rehire practices

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

Living Wage

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

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

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

SECTION 6 SUPPORTED BUSINESS SUMMARY

- 6.1 The Procurement Reform (Scotland) Act 2014 requires organisations to include a summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report.
- 6.2 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).
- 6.3 The Council is committed to supporting and improving access to procurement opportunities to supported businesses and will promote their use where it is appropriate. This can be demonstrated through:
- The adoption of a low value ordering process that encourages the use of supported business for non-regulated requirements.
 - The contract strategy development stage considers supported business and third sector organisations as part of the market research stage.
- 6.4 In 2021/22 The Council ordered the Supply and Installation of Kitchens from City Building (Glasgow) LLP (RSBi) who are a supported business with their work in the areas of integrating disabled or disadvantage people socially and professionally.

SECTION 7 FUTURE REGULATED PROCUREMENT SUMMARY

7.1 The following future 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
Banking Services (Chief Executives)	£210,000	FY22/23
Treasury Services (Chief Executives)	£67,500	FY22/23
Legal Services Framework (Chief Executives)	£80,000	FY22/23
Merchant Services (Chief Executives)	£250,000	FY22/23
Window Cleaning (Education)	£90,000	FY22/23
Aurs Road Realignment & Upgrade (Environment)	£18,000,000	FY22/23
Dams to Darnley Visitor Facility Technical Design (Environment)	£300,000	FY22/23
Maintenance of Solar Panels New Builds (Environment)	TBC	FY22/23
Temporary Bed & Breakfast (Environment)	£250,000	FY22/23
Care & Repair Services (Environment & HSCP)	£328,000	FY22/23
Provision of PPE Work Wear (BOP)	£340,000	FY22/23
Processing of Co-mingled Organic Green and Organic Food Waste. (Environment)	£2,116,000	FY22/23
Post-Consumer Waste Cans, Glass & Plastics (Environment)	£100,000	FY22/23
Disposal of Roadworks Materials (Environment)	£110,000	FY22/23
Provision of Business Gateway Services (Environment)	£60,000	FY22/23
Ash Dieback Diseases Survey (Environment)	£100,000	FY22/23
Gas Quality Control Audit (Environment)	£50,000	FY22/23

19

Carer Support Services (HSCP)	£600,000	FY22/23
Call Monitoring & Scheduling Solution (HSCP)	£730,000	FY22/23
Alcohol Brief Intervention (HSCP)	£50,000	FY22/23
Client Management Solution (HSCP)	£2,000,000	FY22/23
Family Wellbeing Service (HSCP)	TBC	FY22/23
Out of Hours Counselling Services (HSCP)	TBC	FY22/23
Functional Family Therapy (HSCP)	£200,000	FY22/23
Safely Home Hospital Discharge Services (HSCP)	£60,000	FY22/23
Youth Counselling (HSCP)	£200,000	FY22/23
Measured Term Contract Hand Held Fire Equipment (Environment)	£120,000	FY22/23
Measured Term Contract Asbestos Surveys (Environment)	£450,000	FY22/23
Door Entry System Repair & Maintenance Services (Environment)	£150,000	FY22/23
Housing Gutter Repairs (Environment)	£100,000	FY22/23
School Ventilation Improvements (Environment)	£2,000,000	FY22/23
Neilston Leisure Centre – Swimming Pool (Phase 2 Neilston Learning Campus) (Environment)	£10,000,000	FY22/23
Crookfur Primary School Extension (Environment)	£2,200,000	FY22/23
Housing Energy Efficiency Measures (Environment)	£2,900,000	FY22/24
Income Management System (BOP)	£200,000	FY22/23
HR Payroll System, Support & Maintenance (BOP)	330,000	FY22/23

Learning & Development License (BOP)	TBC	FY22/23
First Aid (BOP)	TBC	FY22/23
Insurance Services (BOP)	£1,100,000	FY22/23
Cloud Partner (BOP)	TBC	FY22/23
Customer Record Matching Platform (BOP)	£200,000	FY22/23
Flexi & Door Entry Solution (BOP)	£110,000	FY22/23
Tranman Support & Maintenance (BOP)	£120,000	FY22/23
Health & Safety System (BOP)	£60,000	FY22/23
ESRI Mapping (BOP)	£90,000	FY22/23
Fixed Line Telephony (BOP)	TBC	FY22/23
Schools Anti-Virus Solution (BOP)	£80,000	FY22/23
Parents Evening & Room Booking System (BOP)	£80,000	FY22/23
Mobile Device Management (BOP)	£135,000	FY22/23
Helpdesk Application (BOP)	£160,000	FY22/23
Immutability Backup (BOP)	£250,000	FY22/23
Unified Communications Solution (BOP)	£120,000	FY22/23
Server Hardware (BOP)	£140,000	FY22/23
IT Healthcheck & Gap Analysis (BOP)	£59,000	FY22/23
Online Payment Solution for Schools (BOP)	£75,000	FY22/23
Roads & Lighting Asset Management Solution (BOP)	£99,960	FY22/23
Roads Costing & Time Manager Solution (BOP)	£99,900	FY22/23

21

Lone Worker Solution (BOP)	£130,300	FY22/23
Microsoft Enterprise Agreement – Schools (BOP)	£564,000	FY22/23
Microsoft Enterprise Agreement – Corporate (BOP)	£1,815,000	FY22/23
Corporate Financial Reporting (BOP)	£96,000	FY22/23
Account Management Services (BOP)	£60,000	FY22/23
Document Management (BOP)	£120,000	FY22/23
Digital Defenses Firewall (BOP)	£100,000	FY22/23
Digital Defenses Corporate AV (BOP)	£136,000	FY22/23
Data Centre 2 (Offsite) (BOP)	£800,000	FY22/23
Digital Defenses AV for Education (BOP)	£76,000	FY22/23
Digital Defenses Web Filtering (BOP)	£108,000	FY22/23
Digital Defenses Mail Filtering & Secure Gateway (BOP)	£460,000	FY22/23
SWAN Connectivity (BOP)	£350,000	FY22/23
SWAN LAN Maintenance (BOP)	£60,000	FY22/23
SWAN Firewall Support & Maintenance (BOP)	£192,000	FY22/23
Public Wifi - Education, Trust, Corporate. (BOP)	£340,000	FY22/23
Corporate Back-Up & Restore (BOP)	£480,000	FY22/23
IP Telephony/SIP Refresh (BOP)	£100,000	FY23/24
Email Gateway Security Software Renewal (BOP)	£210,000	FY23/24
Anti-Virus Software (BOP)	£105,000	FY23/24
Wi-Fi Technology Refresh (BOP)	£100,000	FY23/24

ICT Specialist Support Framework (BOP)	£50,000	FY23/24
Managed Print (BOP)	£1,211,400	FY23/24
Microsoft Office 365 Backup (BOP)	£93,000	FY23/24
CCTV, Support & Maintenance (BOP)	TBC	FY23/24
Sheriff Officer Services (BOP)	£50,000	FY23/24
Corporate Training Calendar (BOP)	£80,000	FY23/24
Occupational Health Services & Counselling Services (BOP)	£136,000	FY23/24
1-2 New Build Schools (Subject to LEEP Bids) (Environment)	TBC	FY23/24
Stage Lighting Inspections (Environment)	£90,000	FY23/24
Fire Alarm Servicing & Maintenance (Environment)	£300,000	FY23/24
Lift Maintenance and Servicing (Environment)	£120,000	FY23/24
Air Conditioning Unit Maintenance and Servicing (Environment)	£200,000	FY23/24
Damp & Rot - Survey , Inspection and remediation (Environment)	£200,000	FY23/24
Swimming Pool Plant Repairs & Servicing - Planned Preventive Maintenance (Environment)	£300,000	FY23/24
Building Management System Controls Maintenance and Servicing (Environment)	£400,000	FY23/24
Hydro Boil & Water Heating Servicing (Environment)	£120,000	FY23/24
Air Handling Servicing & Maintenance, Kitchen Canopy Cleaning (Environment)	£140,000	FY 23/24
Kitchen Replacement Housing (Environment)	£2,000,000	FY23/24

23

Measured Term Contract Glazing Repair and Replacement (Environment)	£200,000	FY23/24
Measured Term Contract Winter Maintenance & Gritting (Environment)	£1,200,000	FY23/24
Measured Term Contract Electrical Servicing and Maintenance (Environment)	£2,000,000	FY23/24
Measured Term Contract Drainage Inspection and Repair Services (Environment)	£800,000	FY23/24
Legionella Inspections and Monitoring Services (Environment)	£1,680,000	FY23/24
Balgray Connections Design (Environment)	£500,000	FY23/24
Flooding Consultancy (Environment)	£60,000	FY23/24
Coal Tar Testing (Environment)	£600,000	FY23/24
Roads Resurfacing (Environment)	£13,500,000	FY23/24
Painting of Lighting Columns (Environment)	£160,000	FY23/24
Furniture Packing & Removal (Environment)	£100,000	FY23/24
Supply and Delivery of Bottled Water, Water Coolers and Consumables (BOP)	£138,000	FY23/24
Supply, Installation and Maintenance of Traffic Signals (Environment)	£600,000	FY23/24
Arboricultural Services (Environment)	£900,000	FY23/24
Sports Pitch Maintenance Materials & Weed Control (Environment)	£129,000	FY23/24
Neilston Leisure Centre (Pool Phase 2 Neilston learning Campus) (Environment)	£10,000,000	FY 23/24
Small Works Mechanical and Electrical Consultancy Services Framework (Environment)	£250,000	FY 23/24

24

Right to Purchase Post-Consumer Paper, Cardboard and Cartons. (Kerbside) (Environment)	Income TBC	FY23/24
Service to Collect, Recycle or Dispose of Household Waste /Recycling Centre Residual Waste – Barrhead (Environment)	£310,000	FY23/24
Overdose Response Service – Collaborative with East Dunbartonshire, West Dunbartonshire, Inverclyde & Renfrewshire (HSCP)	£300,000	FY23/24
Peer Support Services (HSCP)	£360,000	FY23/24
Peer Navigators (HSCP)	£300,000	FY23/24
Family Services Alcohol & Drugs (HSCP)	£200,000	FY23/24

Appendix 1: Regulated Procurements from Financial Year 2021/2022

Project Title	Project Reference	Type	Contract Start Date	Contract End Date	Contract Value (Not Including Extension)	Supplier Name
Provision of Man Guarding, Fire Alarm Response & Key Holding Services (Environment)	ERC000034	Direct Bid	22/07/2022	21/07/2023	£86,000.00	Profile Security Services
Lone Worker Solution (BOP)	ERC000033	Direct Bid	06/06/2022	05/06/2024	£65,145.60	Soloprotect Ltd
Collection & Recycle Wood, Chipboard & MDF at Barrhead HWRC (Environment)	ERC000031	Mini Competition	10/04/2022	09/04/2024	£50,000	Lowmac Alloys Ltd
Barrhead River Restoration Scheme (Levern Water) (Environment)	ERC000030	Tender	01/05/2022	30/03/2023	£2,432,687.41	Amalgamated Construction Limited T/A Amco Griffen
Collection & Recycle Mixed Scrap Metal at Barrhead HWRC (Environment)	ERC000029	Mini Competition	04/04/2022	03/04/2024	£69,600.00	Dalton Group Ltd T/A Dalton Metal Recycling
Provision of Pest Control Services (Environment)	ERC000024	Direct Bid	01/11/2022	31/10/2026	£280,000.00	Graham Environmental Serv. Ltd
Beat the Street Community Initiative (Environment)	ERC000021	Direct Bid	14/02/2022	13/02/2023	£98,700.00	Intelligent Health
Employability Services (Environment)	ERC000020	Tender	01/08/2022	31/07/2026	£2,860,000.00	Various
Servitor Software and Maintenance Solution (BOP)	ERC000017	Direct Bid	25/04/2022	24/04/2027	£272,038.00	Civica (UK) Limited

Printing, Packaging & Distribution of Garden Waste Permits (Environment)	ERC000013	Tender	31/03/2022	31/03/2024	£60,000.00	Permiserv Limited
Outdoor Residential & Duke of Edinburgh Awards (Education)	ERC000012	Tender	29/05/2022	28/05/2024	£247,200.00	Various
Consultancy Support for Barrhead South Train Station Project (Environment)	ERC000011	Direct Bid	05/01/2022	23/12/2022	£50,758.12	Turner & Townsend Project Management Ltd
Call Monitoring & Scheduling Support & Maintenance (HSCP)	ERC000010	Direct Bid	24/12/2021	23/12/2022	£93,675.00	Access UK Ltd
Consultancy Appointment Planning Application (Environment)	ERC000008	Direct Bid	01/03/2022	28/02/2023	£50,000.00	Capita Property & Infrastructure Ltd
Digital Alarm Units Pendants and Sims (HSCP)	ERC000006	Direct Bid	29/11/2021	28/11/2022	£56,610.00	Tunstall Healthcare (UK) Ltd
Data & Business Intelligence Support (BOP)	ERC000005	Tender	07/03/2022	06/03/2024	£76,000.00	Acuma Solutions Limited
Provision of Energy Efficiency Assessor (Environment)	CE 21 22 044	Tender	01/03/2022	28/02/2023	£50,000.00	Retrofit Associates
Electrical Installation Condition Reports Council Housing Stock (EICR) (Environment)	CE 21 22 031	Tender	06/01/2022	05/01/2024	£73,827.40	Consilium Contracting Services Ltd
Housing Window and Doors Capital Replacement Programme (Environment)	CE 21 22 025	Tender	20/12/2021	19/12/2025	£2,295,837.36	Sidey Ltd

Portable Appliance Testing (Environment)	CE 21 22 017	Tender	15/11/2021	14/11/2023	£127,094.00	Electrosafe Ltd T/A Veriserv
Measured Term Contract Builders Works 2021/2023 (Environment)	CE 21 22 012	Tender	17/10/2021	17/10/2023	£1,000,000.00	City Gate Construction
Peer Navigators Test of Change Services (HSCP)	CE 21 22 004	Tender	22/09/2021	21/09/2022	£75,000.00	Penumbra
Telecare Alarm Receiving Centre Digital Upgrade (BOP)	CE 21 22 003	Tender	01/11/2021	31/10/2026	£390,951.00	Enovation
Carers Centre (HSCP)	DB 21 22 005	Direct Bid	03/08/2021	02/08/2023	£595,414.00	East Renfrewshire Carers Centre
Peer Support Services for Recovery (Mental Health, Alcohol and Drugs) (HSCP)	DB 21 22 006	Direct Bid	01/06/2021	31/05/2024	£243,618.00	Penumbra
Temporary Bed & Breakfast Accommodation (Environment)	DB 21 22 015	Direct Bid	01/09/2021	31/08/2022	£60,000.00	Scotia Hotel & Tartan Lodge
Full Fibre (BOP)	DB 21 22 016	Direct Bid	10/06/2021	31/03/2026	£2,616,444.00	Capita SWAN
Vouchers – Free School Meals (Education)	DB 21 22 018	Direct Bid	28/06/2021	28/06/2023	£234,000.00	Edenred
Cloud Backup Solution for O365 Content (BOP)	DB 21 22 020	Direct Bid	05/07/2021	05/03/2024	£62,584.27	Softcat
Housing Asset Management Solution (BOP)	DB 21 22 021	Direct Bid	08/08/2021	07/08/2023	£71,487.00	Rowanwood
Supply, Delivery and Install of Modular Galvanised Ramps; Low threshold	DB 21 22 034	Direct Bid	04/10/2021	03/10/2023	£200,000.00	William P Whiland & Son Ltd

doors and threshold ramps (Environment)						
Collect, Recycle & Disposal of Household Waste Recycling Centre Residual Waste – Barrhead (Environment)	MC 21 22 045	Mini Competition	01/01/2022	31/12/2022	£310,000.00	Enva Scot Ltd
Street Lighting Installations and Maintenance Services (Environment)	MC 21 22 002	Mini Competition	01/07/2021	30/06/2024	£1,800,000.00	AMEY OW Ltd

Appendix 2

Community Benefit	Wish List Item	Requested by	Delivered by	Status
12 week university placement for Barrhead resident	No	Student	Stantec	Complete
Support for Youth Enterprise Hub at Rouken Glen	Yes	Young Enterprise Scotland	Pro Cast	Complete
Support for Youth Enterprise Hub at Rouken Glen	Yes	Young Enterprise Scotland	Amey	Planned
Staff mentoring support	Yes	Include Me 2 Club	Grant Thornton	Complete
Donation of staff time and resources	Yes	Include Me 2 Club	Valley Group	Planned
Work experience	Yes	Williamwood High School	Faskin Group	Complete
Donation towards Friends of Huntly Park project	Yes	Friends of Huntly Park	Faskin Group	Complete
3 month student placement and volunteer time towards Neilston regeneration project	No	Department	Currie and Brown/ BDP Architects	Complete
Recruitment of trainee installer from East Renfrewshire area	No	Work East Ren	Dynniq	Complete
Recruitment of apprentice plumber from East Renfrewshire area	No	Work East Ren	GKL Plumbing	Complete
Recruitment of labourer	No	Work East Ren	Pro Cast	Complete
Support in kind for social enterprises at Cowan Park Gate Lodge	Yes	Include Me 2 Club	Pro Cast	Ongoing
Donation of 45 trees	No	Eaglesham community	Ayrshire Tree Surgeons	Complete
Donation of Christmas gifts to vulnerable young people	No	HSCP	Valley Group	Complete
Donation of park benches	Yes	Friends of Huntly Park	Faskin Group	Complete
Donation of park bench	No	Community	Wicksteed Leisure	Complete
£250 towards DYW Schools prize	Yes	Schools	Taziker	Complete
Cyber Security Learning for Schools	No	Schools	Quorum Cyber	Complete
Donation of compost	Yes	Incredible Edibles	Enva	Complete

DYW Schools support	Yes	Isobel Mair and Mearns Castle Schools	Allsports Construction	Planned
12 new jobs	No	Work East Ren	Heron Bros	Planned
Employability programme for 10 candidates	No	Education	Heron Bros	Planned
10 school engagement activities	No	Neilston primaries	Heron Bros	Planned
4 wish list activities	Yes	Wish List	Heron Bros	Planned

PROCUREMENT STRATEGY

2019 - 2022

Updated September 2022

BLANK PAGE

CONTENTS

SECTION	TITLE	PAGE NUMBER
1	INTRODUCTION	3
2	PROCUREMENT VISION	3
3	STRATEGY RATIONALE AND CONTEXT	3
4	STRATEGIC AIMS & OBJECTIVES	5
5	FINANCE	10
6	IMPLEMENTATION, MONITORING & REPORTING	11
7	POLICIES, PROCEDURES & TOOLS	12
8	OWNERSHIP & CONTACT DETAILS	16

BLANK PAGE

SECTION 1 INTRODUCTION

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

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

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

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

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

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

SECTION 2 PROCUREMENT VISION

Our Vision for Procurement in East Renfrewshire is:

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

SECTION 3 STRATEGY RATIONALE AND CONTEXT

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

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

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

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

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

- Prevention
- Empowering Communities
- Data
- Modernisation
- Digital

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

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

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

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

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

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

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

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

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

SECTION 4 - STRATEGIC AIMS AND OBJECTIVES

The Procurement Strategy 2019-2022 has the following aims

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

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

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

Progress Update September 2022

- A category based Stakeholder Engagement Plan has been implemented supporting effective relationships with strategic and tactical stakeholders
- The Procurement team have undergone training on “Managing Effective Stakeholder Relationships”, “Negotiation”, “Contract and Supplier Management” and “Climate Emergency”
- Category Managers successfully completed the SQA Accredited Personal Development Award in Project Management and apply learning to their work.
- Procurement Intranet pages updated with user focused documents and video presentations to highlight the added value provided by Procurement.
- In response to a staff survey focused areas of online procurement training were delivered across the Council including “Contract Standing Orders”, “Introduction to Procurement”, “Quick Quote” and “Managing a Successful Tender Exercise”
- Purchase to Pay newsletter and working group in place to support officers in their role and promote the benefits of early procurement engagement and innovation

Compliance with Legislative and Statutory Duties with Improved Governance

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

Actions

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

Impact

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

September 2022 Update

- The Procurement team have continued to fulfill its obligations in relation to Procurement legislation and follow the Governments 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 Covid-19, Brexit and other global events on economic recovery, market pricing and availability.
- Standard Operating Procedures are in place for all key procurement processes.
- Contract Standing Orders were updated with permanent amendment to the Quick Quote threshold for works, positively reflecting guidance from the Construction Procurement Handbook 2018 and in line with the Procurement Reform Act (Scotland) 2014.
- Contract documentation has been updated to reflect new processes in relation to Fair Work Practices, Living Wage and Prompt Payment in the Supply Chain.

Strategic Procurement which Identifies Opportunities and Savings

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

Actions

- Develop and implement a workload planning tool to manage capacity and resource requirements of Procurement and use this to monitor and review category alignment for the procurement team.
- Develop a strategy for the future direction of Contract and Supplier Management across the Council.
- Develop a strategy for the future direction of Procurement to meet the future needs of the Council.
- Category Managers increasing their commodity knowledge through building relationships and taking advantage of collaboration and networking opportunities.
- Council representation on key local, regional and national working groups including those hosted by Scotland Excel and Scottish Government.
- Increasing use of spend data analysis, market awareness and benchmarking to design innovative and competitive tenders.
- Use of spend analysis to identify opportunities for savings and efficiencies through procurement.

Impact

- Procurement team will have the capacity to meet the needs and requirements of services through effective workload planning
- An evidence based understanding of the future strategic direction of Procurement and the Councils approach to Contract and Supplier Management.
- Procurement will have the tools, knowledge and skills required to support innovative procurement solutions and provide added value to Services.

September 2022 Update

- Improved Stakeholder Relationships have ensured an improved understanding of the procurement pipeline in order to support the Chief Procurement Officer to manage the capacity of the Service effectively.
- Proposals for the implementation of an improved Contract and Supplier Management process have been presented for consideration to the Corporate Management Team with final amendments underway.
- The Chief Procurement Officer and Category Managers are represented on and have attended a number of internal and external forums.
- Procurement undertake annual refresher training on spend analysis using the Scottish Procurement Information Hub.
- Procurement have undertaken detailed reviews of ICT and Housing Services and lead on projects to identify opportunities for savings and improved practice.
- Consideration of 'lotting' strategies to maximize inclusion of Small and Medium sized Enterprises (SME's), 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.

Performance Reporting Being Used to Drive Performance

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

Actions

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

Impact

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

September 2022 Update

- Embedded process in place for the tracking of benefits from procurement activity with a number of savings opportunities presented to the Corporate Management Team for implementation.
- New Online Contracts Register in use by Procurement. Training to be delivered across the Council to ensure all departments access and maximize its use.
- Category Managers as part of business as usual activity analyse spend to create spend information dashboards to support relationships with services.

Improved Sustainable Procurement and Community Benefits

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

Actions

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

Impact

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

September 2022 Update

- The Council has signed up to the "Grow Local" project which uses the Scottish Procurement Information Hub to provide data relating to the local supply base
- Procurement are working in partnership with Scotland Excel and Economic Development to adopt a Community Wealth Building approach to progressive procurement
- In partnership with Economic Development we have engaged the local supply base, SME's, third sector, charity and voluntary organisations by running appropriate accessible events in person and online including the annual Supplier Development Programme "Meet the Buyer Event"
- Sustainability procurement policy in place and all aspects of sustainable procurement maximized in appropriate contracts
- Living Wage and Fair Work Practices included in appropriate contracts to ensure the Council contracts with responsible suppliers.
- Community Benefits are designed to maximize opportunities for securing apprenticeships, employability and training, assisting business start-ups, helping to develop business growth as well as implementation of the "Community Benefits Wishlist" to encourage local community to suggest local improvements resulting from Council contracts
- New screening questions on Climate Change and Carbon Footprint in development for inclusion in tenders

SECTION 5 FINANCE

The procurement of goods, works and services in the Council is varied and ranges from low value low risk purchases to high value and complex procurements for the construction of infrastructure and buildings. In 2021/22 the Council spend on procured goods and services by Directorate is detailed in the table below.

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 is defined as a contract including but not limited to building, construction, fabrication, completion, erection, fitting out, modification, renovation and alteration

Directorate Description	Total Spend 2021/22
HSCP	£44,528,009
Environment	£35,434,845
Capital	£23,480,526
Education	£22,479,368
Business Operations & Partnerships	£7,131,601
Chief Executives	£464,652

It is the role of Procurement to support activities which encourage and provide opportunities for businesses located in the East Renfrewshire Council area and particularly Small to Medium Enterprises (SME's). Work in this area has included the Annual Meet the Buyer and local supplier engagement activities to support bidders to get Tender and Quick Quote ready. Data from the Scottish Procurement Information Hub shows in 2021/22 Council spend was £17m with businesses who are located in East Renfrewshire which is an increase of £1.4m from 2020/21 and £5.5m from 2019/20. Data also shows that 62.6% of East Renfrewshire Council spend was with SME's and local spend has increased from 9.6% in 2019/20, 12% in 2020/21 to 14% in 2021/22. This Strategy will see a continued focus on improvement in this area.

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

SECTION 6 IMPLEMENTATION, MONITORING AND REPORTING

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

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

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

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

Procurement will next publish the Council's Annual Report for 2022/23 in October 2023 and this will also include an updated version of the Procurement Strategy.

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

SECTION 7 PROCEDURES, POLICIES & PROCUREMENT TOOLS

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

Procedures

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

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

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

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

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

Contract Standing Orders

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

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

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

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

East Renfrewshire Council Standing Orders Relating to Contracts

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

Financial Regulations

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

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

East Renfrewshire Council Financial Regulations

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

Scheme of Delegation

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

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

Policies

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

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

Sustainable Procurement Policy

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

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

Living Wage

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

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

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

Fair Work First

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

- appropriate channels for effective voice, such as trade union recognition
- investment in workforce development
- no inappropriate use of zero hours contracts
- action to tackle the gender pay gap and create a more diverse and inclusive workplace
- providing fair pay for workers (for example, [payment of the real Living Wage](#))
- offer flexible and family friendly working practices for all workers from day one of employment
- oppose the use of fire and rehire practices

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

Modern Slavery

The Council has 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.

Consulting and Engaging with Stakeholders

The Council continues to consult and engage with those affected by our procurement activities through the development of contract strategies, in advance of the procurement exercise and through our focus on identifying opportunities for collaborative Contract and Supplier Management. Liaison during both the development and feedback stages of projects, ensuring that all opinion and feedback is considered when resulting agreements are implemented and executed, ensures continuous improvement in the delivery of

services and allows the Council to understand the impact of our procurement activity. The Council is currently assessing options for a corporate approach to Contract and Supplier Management which will ensure the Council receives value expected from contractual relationships, mitigate risks of failure and encourage innovation.

Animal Welfare

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

Fairly and ethically traded good and services

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

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

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

Procurement Tools

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

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

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

- [Scottish Model of Procurement](#)
- [Changes to European Directives](#)
- [Public Procurement Reform Programme](#)
- [Suppliers CharterEU Procurement Thresholds](#)
- Prioritisation toolkit, sustainability toolkit

- Flexible framework
- Procurement and Commercial Improvement Programme (PCIP)

SECTION 8 STRATEGY OWNERSHIP AND CONTACT DETAILS

Debbie Hill

Chief Procurement Officer

Council HQ,

Eastwood Park

Rouken Glen Road

Giffnock

G46 6UG

Tel 07889646701

Email Debbie.Hill@eastrenfrewshire.gov.uk

If you have any comments or feedback please contact;
ercprocurement@eastrenfrewshire.gov.uk