

Finance and Resources Committee

10.00am, Thursday, 21 September 2023

Sustainable Procurement Strategy Annual Report - 2023

Executive/routine
Wards

1. Recommendations

- 1.1 It is recommended that the Committee notes the contents of this report and approves the publication of the Sustainable Procurement Strategy Annual Report 2023; and
- 1.2 approves the update to the Council's Sustainable Procurement Strategy (2020-2025), with revisions which align to the Council Business Plan 2023-2027 and the recently published Public Procurement Strategy for Scotland.

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Sustainable Procurement Strategy Annual Report - 2023

2. Executive Summary

- 2.1 The Council's Sustainable Procurement Strategy 2020-2025 (the Strategy) was approved by Committee on 5 March 2020. The Sustainable Procurement Annual Report provides the Committee with an update on the activity and outcomes that have been delivered through the Strategy from 1 April 2022 to 31 March 2023.
- 2.2 This report discharges the Council's duties in terms of the Procurement Reform (Scotland) Act 2014, to prepare an annual report on its regulated procurement activities.

3. Background

- 3.1 The Council is obliged, under Section 18 of the Procurement Reform (Scotland) Act 2014, to prepare an annual report on its regulated procurement activities as soon as reasonably practicable after the end of each financial year.
- 3.2 The monitoring and reporting requirements for this annual report follow the guidance provided by the Scottish Government, which includes a requirement to capture data which will support its overarching report on public procurement activity across Scotland.
- 3.3 In terms of this guidance, the Council's annual report must, as a minimum, include:
- A summary of regulated procurements completed during the reporting period;
 - A review of whether those procurements complied with the Council's procurement strategy;
 - To the extent that any of those procurements did not comply, a statement on how the Council intends to ensure that future regulated procurements do comply;
 - A summary of community benefits fulfilled during the reporting period;
 - A summary of steps taken to facilitate involvement of supported businesses; and

- A summary of regulated procurements the Council expects to commence in the next two financial years.

3.4 The report must be published and available on the internet and details of the publication of the report must be provided to the Scottish Government.

4. Main report

- 4.1 The activity included in the Sustainable Procurement Strategy Annual Report is, further to the Council's statutory reporting obligations, focussed on the 202 regulated contracts concluded by the Council in the year to 31 March 2023. These contracts had an aggregate estimated value of approximately £637m. This compares to 94 regulated contracts with an aggregate estimated value of approximately £819.3 being awarded in the previous annual report. By "regulated" the report means those contracts with a value of greater than £50,000 for goods and services and greater than £2m for works, in accordance with the terminology and thresholds as set by the relevant Scottish procurement regulations. There were over 134 other contracts awarded in this reporting period which were below the above thresholds, and so are not the subject of the same level of detail in this report.
- 4.2 The Council's overall spend with third party suppliers in 2022/23 was approximately £943m. This is approximately 8% increase on 2021/22, where the figure was approximately £874.4m. A summary breakdown of the highest spend with key supplier sectors is included in the report. It is to be noted that Small and Medium Enterprise (SME) spend was approximately £465m, being 50.5% of total core spend (core spend is those suppliers the Council has spent more than £1,000 with).
- 4.3 The value of SME spend is an improvement from the 47.6% reported for 2021/22, as in previous years the percentage outcome is influenced by the type of projects where large national contractors are involved. It is also noted that over 70% of the 205 suppliers awarded a new regulated contract or a place on a Council framework agreement in 2022/23 were SMEs, this is a further increase on the 69% SMEs awarded contracts in the previous reporting period.
- 4.4 Fair Work practices are a priority for the Council, and 82% of suppliers awarded contracts in 2022/23 state the intention to pay the Real Living Wage. The number of Living Wage accredited suppliers has also increased, to 29% from 28% the previous year. The tender information and criteria were updated to ensure the wider values of Fair Work First were highlighted and encouraged, this includes action on gender pay and enhanced protections for workers to improve diversity and inclusion.
- 4.5 The Fair Work convention recommendations for construction were also adopted and an implementation plan is progressing. This includes ensure a focus on effective voice, such as trade union recognition which is also enforced further by the construction charter which remains a requirement in construction tenders.

- 4.6 Fair Tax Mark is also an area that the council supports and we continue to encourage this through promotion of Fair Tax week and engagement with the Fair Tax Foundation to keep up to date with practices in other authorities, to date there has been nil changes to procurement regulation to extend tax evaluation further.
- 4.7 Climate change remains a priority and further learning and development activities have taken place at the Council to ensure a clearer understanding of the targets and what actions can support net zero outcomes. A procurement pipeline prioritisation was supported by Zero Waste Scotland to help ensure a focus on the contracts that will have the greatest impact. Climate criteria was applied to all construction projects and a wider action to seek carbon reduction plans at organisation as well as contract specific levels is now in place.
- 4.8 Community Benefit outcomes have improved on last year and a new table has been added to the report to give context. This shows large increases in apprenticeships to 77 up from 23 and work placements to 193 up from 29 in the last year when compared to 2021/2022, much of the improvement was supported by additional resources to coordinate and link suppliers with schools as well as reduced restrictions that were in place the previous year.
- 4.9 The report addresses the Council's statutory duties and its compliance with the objectives contained in the Strategy. The action plan which has been in place since March 2020 has been complied with in full and there is scope to refresh the plan alongside the proposed changes to the Strategy.
- 4.10 The proposed Strategy refresh incorporates the new [Business Plan 2023-27](#) and the [Public procurement strategy: 2023 to 2028](#) and enhances the actions within the objectives where appropriate to align with the above.

5. Next Steps

- 5.1 The annual report and refreshed strategy will, subject to the decision of Committee, be reported to the Scottish Government and published on the Council's website.
- 5.2 Work to continue delivering the Strategy objectives and performance against the Strategy will be reported annually to the Committee. The Committee will also continue to receive its regular reports on the Council's contracting activity.

6. Financial impact

- 6.1 There is no direct financial impact from the approval of this report. However, implementation of the Strategy should deliver financial and non-financial benefits to the Council, as well as the city, its citizens and its businesses.

7. Equality and Poverty Impact

- 7.1 There are no direct equality and poverty impacts from the approval of this report. However, a targeted approach when creating contracts should make a positive impact in these areas by requiring businesses to pay real Living Wage.

8. Climate and Nature Emergency Implications

- 8.1 There are no direct climate and nature impacts from the approval of this report. However, the Council continues to address the Carbon Net Zero 2030 in its procurement activity through the Sustainable Procurement Strategy

9. Risk, policy, compliance, governance and community impact

- 9.1 As noted above, the Strategy identifies seven key strategic procurement objectives that will be promoted through the Council's procurement activity. These objectives are aligned to the Council's priorities and the Business Plan, and in delivery will have a positive impact upon the city, its citizens and its businesses.
- 9.2 This report discharges the Council's duties in terms of the Procurement Reform (Scotland) Act 2014, to prepare an annual report on its regulated procurement activities.

10. Background reading/external references

- 10.1 [Sustainable Procurement Strategy Annual Report 2022](#)

11. Appendices

Appendix 1 –Sustainable Procurement Strategy Annual Report 2022/23

Appendix 2 – Sustainable Procurement Strategy 2020-2025 (rev 2023)



**Sustainable Procurement Strategy
Annual Report
March 2023**

Sustainable Procurement Strategy – Annual Report

Year ended 31 March 2023

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1. Context

- 1.1 The Council's [Sustainable Procurement Strategy \(2020-2025\)](#) (the Strategy) was [approved at Committee](#) on 5 March 2020, The Strategy places sustainability at the heart of the Council's procurement programme, to ensure that the Council's considerable spending power is used to promote those economic, environmental and social outcomes that support growth, and simultaneously assist the Council in addressing the challenges that the City is facing. This annual report provides information on the procurement activity completed by the Council in the 2022/23 Financial Year.
- 1.2 The Strategy identified seven key procurement objectives that would be promoted:
- Making procurement spend more accessible to local small businesses and the third sector;
 - Improving Fair Work practices adopted by suppliers;
 - Increasing community benefits delivered by suppliers;
 - Contributing to the Council's 2030 net zero target;
 - Delivering savings and Best Value outcomes;
 - Ensuring legal compliance and robust and transparent governance; and
 - Promoting innovative and best practice solutions.
- 1.3 The Sustainable Procurement Strategy was approved in 2020, and we have worked to ensure that the objectives continue to align with the Council's new [Business Plan 2023-2027](#), the Strategy has therefore been reviewed to fully align our objectives, and help to drive delivery of the priorities and objectives within the Business Plan, specifically to (i) create good places to live and work (ii) end poverty in Edinburgh and (iii) become a net zero city by 2030.
- 1.4 Additional steps are being applied to strengthen real [Living Wage](#) and Fair Work outcomes with the implementation of new approach from February 2023 onwards, the next report will highlight progress on the actions delivered.
- 1.5 The Council's public reporting obligations under the Procurement Reform (Scotland) Act 2014 are included in this report (incorporating the period 1 April 2022 to 31 March 2023), detailing the scope of regulated procurement activity in accordance with the Strategy, set out as follows:
- A summary of regulated procurements completed during the reporting period;
 - A review of compliance with the Council's Sustainable Procurement Strategy;
 - A statement on how compliance was achieved, monitored and reported for any regulated procurements that did not comply with the Council's Sustainable Procurement Strategy;
 - Community benefits fulfilled during the reporting period;
 - Steps taken to facilitate involvement of supported businesses; and
 - Future expected regulated procurements in the next two financial years.

- 1.6 Major contracts concluded in the reporting period have included both new and renewal contracts for a Roads and Transport Infrastructure Framework, Trade Material supplies, construction works for Western Villages Housing Project, Currie Community High School, Maybury Primary School and Granton Gas Holder Restoration and a range of care services such as Short Breaks for Disabled Children, Domestic Abuse, Advocacy and Responder overnight support.
- 1.7 In addition to contracting activity, the Council continued to engage with suppliers and stakeholders through virtual meetings at the national Meet the Buyer online event in June 2022 and holding our first in person local Meet the “Real” Buyer event at our offices in Waverley Court in October 2022 with 130 businesses in attendance sharing information on our priorities and gaining advice and guidance on doing business with the Council. Engagement with the Supplier Development Programme over the last year has resulted in a 12% increase in businesses registering for support and cumulatively over two thousand Small and Medium Enterprises (SMEs) based in Edinburgh able to access online support and wider opportunities across the public sector.
- 1.8 The diversity of the services, goods and works procured by the Council requires strong commercial and procurement knowledge and skills, as well as professional support to service areas through clear controls and guidance. The Council has continued its investment in learning and development, supporting new trainees and other staff in CPS to acquire relevant training and qualifications and providing Council wide learning on procurement considerations, including sustainable duties and contract management.

2. Regulated Procurements Completed

- 2.1 Regulated procurements cover contracts with a value of £50,000 and above for goods/services and £2 million and above for works. Section 18(2) of the Procurement Reform (Scotland) Act 2014 requires organisations to include: “a summary of the regulated procurements that have been completed during the year covered by the report”. Completed contracts are those where the award notice has been published or where the procurement process otherwise comes to an end. This includes contracts and framework agreements.
- 2.2 The Council maintains and publishes on its external website a record of contracts awarded. This ‘Contract Register’ provides information on current contracts and is updated on a regular basis to remove expired contracts and include new awards as appropriate. The [register can be accessed on the Council’s website](#).
- 2.3 In addition to maintaining a public register, the Council reported to the Finance and Resources Committee on new contracts with a value above £1m as a minimum, or where such reporting is

otherwise required. To ensure regular monitoring of all contracts a further six-monthly report on contracts awarded through competitive and non-competitive actions is reported to the Finance and Resources Committee; all public reports to the Committee are available on the Council's website. For contracts relating to the Lothian Pension Fund similar reporting was submitted to the Pensions Committee.

2.4 The [summary of regulated procurements](#) completed in the relevant period is provided as Annex 1. These include procurements for goods, services and works, the total volumes and values for which are in Table 1 below. These regulated contracts include new projects, re-lets of recurring contracts and new contract extensions awarded in the period.

Table 1

Contract Type	Volume of New Contracts Awarded	Total Estimated Value of Contracts
Goods	18	£25,931,695
Services	169	£232,953,858
Works	16	£378,027,249
Total	202	£636,912,802

2.5 The number of concluded contracts is more than double that of the 98 awarded in 2021/22, this increase reflects the recovery following the pandemic with postponed projects progressing alongside wider service demands.

2.6 There were over 134 additional contracts awarded in the period which are below the regulated threshold, 84% of these related to call-offs from existing Council frameworks and are not the subject of this report. These contracts are, however, included in the Council's internal Contract Register along with other lower value contracts awarded by the Council and reported through the regular six monthly update to Finance and Resource Committee.

2.7 Collaboration opportunities with other public bodies can ensure greater efficiencies, where appropriate, and are included in the regulated and non-regulated contracts awarded. The key collaboration is with centres of expertise such as Scotland Excel, Scottish Procurement, NHS and Crown Commercial Services. In total the Council concluded 41 regulated contracts through these centres.

2.8 Examples of this include: -

- Scotland Excel – in the last year the Council has utilised 46 of the 68 available framework agreements that it can participate in through its membership of Scotland Excel, there were 15 new call-off contracts awarded including Hire of Plant and Equipment, Frozen foods, Milk and Hot Beverages.

➤ Crown Commercial Services and Eastern Shires Purchasing Organisation (ESPO) frameworks have also been utilised to support Council procurements during the period including six construction projects including works at Maybury and Kirkliston Primary Schools and Granton Gas Holder Restoration, other projects of note included Electric Refuse Vehicles and Engineering Inspection Services.

2.9 Where appropriate, the Council has used alternative sourcing opportunities to ensure the requirement for the Council to secure Best Value has been met. These included projects where there were economic or technical issues that may have detrimentally impacted on service delivery if a new tender was sought e.g. using existing suppliers to maintain equipment originally provided by that specific supplier rather than seeking to replace equipment.

2.10 Contracts for the Edinburgh Health and Social Care Partnership, Homelessness Services and Education and Children's Services included the direct award of contracts in accordance with the statutory guidance for care and support, ensuring the needs of individuals and continuity of care were paramount and secured the quality outcomes desired.

2.11 These instances described above are deemed to fall under the term 'non-competitive action', i.e., an award without a competitive procurement process. In line with the Council's [Contract Standing Orders](#) (CSOs), there is provision to waive the standard process where it is in the Council's best interests, having regard to various factors including (i) the obligation to secure Best Value, (ii) legal compliance and any potential risk of successful legal challenge, (iii) the principles of transparency, equal treatment, non-discrimination and proportionality and (iv) impact upon service users. A record of such instances (termed 'waivers' in the CSOs) is maintained and reported to the Finance and Resources Committee on a bi-annual basis, with specific instances also being separately reported to the committee for approval where required under the CSOs. There were 62 such instances over the year in respect of regulated procurements.

2.12 Social and other care services continued to adopt a co-production approach to shape the requirements. Examples in the reporting period included a mix of activities including in-person events on the Provision of Services for Women, Children and Young People who have experienced [Domestic Abuse](#) and [Independent Advocacy Services](#).

3. Review of Procurement Compliance with Strategy

3.1 As noted earlier, the objectives in the Strategy are aligned with the Council's current strategic outcomes, and also incorporate the general duties of the Act in:

- Making procurement spend more accessible to local small businesses and the third sector;
- Improving Fair Work practices adopted by suppliers;
- Increasing community benefits delivered by suppliers;
- Contributing to the Council's 2030 net zero target;

- Delivering savings and Best Value outcomes;
- Ensuring legal compliance and robust and transparent governance; and
- Promoting innovative and best practice solutions.

- 3.2 The detailed steps taken to achieve these objectives and progress made in the reporting period are detailed at [Annex 2](#) along with an assessment of the level of compliance which was achieved for each. Over the last two years the actions set around the seven objectives have largely been achieved. The area where further action can be taken is on supplier engagement to support carbon reduction actions. The Council has held discussions with suppliers at events but as we introduce more criteria on climate change we build further knowledge on what actions we can push further.
- 3.3 Council engagement with business has included virtual one to one and group events as well as a return to in person attendance. Monthly engagement sessions continue to be offered with over 21 suppliers contacting the Council via this route and we continue to issue a quarterly [supplier newsletter](#) to keep existing and potential suppliers up to date on Council opportunities and strategic priorities, providing a platform to highlight policy changes and Council commitments such as Fair Tax and Real Living Wage. We also continue to work with the Supplier Development Programme who provide training sessions and host bespoke events.
- 3.4 The Real Living Wage findings are summarised in the table below. The Council recorded that 82% of suppliers awarded contracts state they will pay the Real Living Wage rate or above, representing an 5% decrease on the 87% reported in 2021/22. Those not paying RLW came from a few sectors with the highest volumes in temporary accommodation and photography, there were also a couple of sole traders for which the requirement did not apply. Living Wage Foundation Accreditation rates saw a small increase at 29%, up 1% on the 28% last FY. Accreditation cannot be mandated by the Council, and there is a charge for registration which may deter some organisations.
- 3.5 The mandating of RLW being paid by Council third party suppliers and their supply chains that meet appropriate conditions was introduced in February and applied to new procurements from March 2023, it is too early to assess the impact of this approach and more detail will be provided in the next report period.

Table 2

Contracts Concluded with 'unique' Suppliers*	Suppliers Committed to paying Living Wage	Accredited Living Wage Employers
205	169	60

**counts a supplier once*

- 3.6 Construction projects continued to apply the Construction Charter commitments which are embedded in our procedures. The Fair Work Convention Inquiry on Construction recommendations for

procurement of Construction contracts was adopted by the Council from January 2023 and further work to implement the recommendations is underway in line with an action plan agreed by committee.

- 3.7 The procurement savings that have been monitored through commercial and procurement activities have an outturn of £39.1m in 2022/23, it should be noted that this includes non-cashable savings such as cost avoidance. New projects tendered in the reporting period identified forecast commercial savings opportunities of over £32m from regulated contracts in addition to those currently being tracked.

4. Climate Change

- 4.1 Climate reporting requirements are aligned to the Scottish Government Policy Note [SPPN 3/2022](#) to support public procurement authorities to use procurement in addressing the climate emergency. Climate change actions that can be delivered through procurement are vital in supporting scope 3 emission reductions.
- 4.2 The Council's procurement activities are included at the Council Carbon Emissions Reduction Programme Board which reports to the Sustainability Programme Board, chaired by the Executive Director of Place and engagement with the Council sustainability team is ongoing to support shared knowledge and insights on outcomes to support net zero targets. In addition, staff attended various climate specific learning events, including Net Zero in Procurement, Carbon Literacy Training specifically focused on the Council and the World Digital Clean up Day.
- 4.3 Over the last year we have actively engaged with internal and external climate change experts to ensure we identify the most appropriate carbon reduction and other climate mitigation measures suitable for the contracts being tendered. This has included support from Sustainable Procurement Limited via Zero Waste Scotland where a prioritisation exercise on our future tenders was undertaken to identify the key risks and opportunities with the aim of delivering targeted action on 'speedy as possible transition' to net zero and a circular economy. The results of which will be including strategic planning for relevant tenders.
- 4.4 Every construction contract awarded in the last year has included environmental impact criteria. An example of the tenders awarded during the year include the Roads and Transport Infrastructure Construction Framework which had specific emphasis on a reduction of vehicle and plant emissions, efficient use of energy, use of low energy, biodegradable or recycled products, minimisation of waste and sustainable use of materials specific to the industry. Other construction projects including those at Ratho, Deanbank and Kirkliston had similar requirements focussed on energy efficiency and local

conditions which considered noise and dust impact on local neighbourhoods. Environment Management Systems supported by ISO 14001 or equivalent are becoming the norm with contractors as well as application of the Considerate Contractor Scheme. Hybrid generators or identifying mains electricity source is used to cut emissions, and landfill waste reduction is a key target with contractor diversion rates of between 90-99% being achieved through recycling and/or reuse of materials.

- 4.5 There were other key projects aimed specifically at supporting the Council net zero targets these included the second phase of Supply and Installation of Electric Vehicle Charging Infrastructure aimed at supporting the growing number of electric vehicles operating in the City and in doing so improving the local air quality, the purchase of five Electric Refuse Vehicles and the Supply of Trees contracts to support the 'Million Tree City' project.
- 4.6 The Council has introduced a requirement for carbon reduction plans for relevant or priority project tenders. The aim of this initiative is to encourage organisations that are not already thinking about their carbon footprint to do so, and where more relevant to seek specific reduction plans to build on. This is in addition to the quality criteria applied to relevant tenders.

5. Community Benefits Summary

- 5.1 Within its processes and procedures, the Council has embedded the requirement for community benefits to be considered and where appropriate sought and delivered for each procurement.
- 5.2 The Procurement Reform (Scotland) Act 2014 places specific requirements in major contracts with an estimated value of £4m and above, for the Council to consider whether to impose the requirement as part of the procurement and include details in the contract notice summarising what it will include. Of the 21 Council contracts that were above the £4m threshold, 15 were newly awarded with community benefit requirements imposed this year, the other six contracts related to framework call-offs which had community benefits imposed at the earlier framework award.
- 5.3 The overall volume of contracts where community benefits have been sought is 46, representing 23% of the total 202 regulated contracts, it is noted however that there were 127 'call-off' contracts awarded whereby the community benefit requirements were included at the Framework award stage and contractors continue to update delivery of these against these on an annual basis, therefore 86% of total awards in the year included community benefits. There were also a number of awards made for 'light touch' contracts, urgency arrangements or contract extensions where the nature of the requirement led to additional benefits not being considered appropriate. The Council continues to seek community benefits and impose the requirement when appropriate.
- 5.4 The community benefits fulfilled in the last year are shown in the table below, along with previous years outcomes for comparison.

Table 3

Period	Local jobs	Apprentices	Work Placements	Sponsorship & Funding
2020-2021	13	23	88	£40,000
2021-2022	149	23	29	£150,309
2022-2023	127	77	193	£281,711

By way of an example of the range of community benefits being delivered, the following have been delivered: -

In Year 1 of the Hard FM contract with Skanska, the following community benefits were delivered:

<p>Skills Academy</p> <ul style="list-style-type: none"> Construction Industry insight day/Virtual work experience day Skills Demonstration at the City Chambers as part of the Building your Future project Engineering talks "A day in the life of a Civil Engineer" Work experience placement provider for Foundation Apprenticeship, Edinburgh College Developing the Young Workforce Circular Economy Event, participated in sessions with primary school children Became a Young Person's Guarantee employer 	<p>CO2 Reduction/savings</p> <ul style="list-style-type: none"> 11 Electric Van in use on the contract with another 8 on order 4,846 KG of carbon savings not from transport 	<p>Charity donations & Volunteering</p> <ul style="list-style-type: none"> OneCity Trust Edinburgh - £5,000 Edinburgh School Uniform bank - £1,000 & additional £2000+ donated through our supply chain Community volunteering day in Edinburgh with 6 Skanska Volunteers Donation of office furniture to Deanpark Primary School Social Enterprise use – Social Bite for catering Apprenticeship talks for Barnardo's Works and ongoing mentoring
 	<p>Employment</p> <ul style="list-style-type: none"> Graduate Apprentice recruited by Skanska, studying at Heriot Watt University – Mechanical Engineering 2 Modern Apprentices (Facilities Management- Service, Maintenance & Commissioning) recruited by Skanska 2 Apprentice joiners, 5 Apprentice Steeplejacks, 1 Apprentice Lift Engineer and 1 Electrician all recruited by our supply chain for the City of Edinburgh Contract 	 

120 panto tickets (circa £2,000) were funded by beverage and cleaning contracts and provided to Discover Programme families for December 2022.

A driving lesson pilot for two care experienced young people has been approved and is going ahead.

Mentoring support is being provided via Career Ready and MCR Pathways by a variety of suppliers working with young people who are care experienced or are socially disadvantaged.



A Fruit & Vegetable Display at Canaan Lane Primary for International School Dinner Day on Thursday 9th March 2023 was supported by George Anderson, who supply fruit and vegetables to the Council.

Practical skills demonstrations have been delivered for pupils within schools by Council suppliers with the model being offered to all 23 secondary schools for 23/24 academic year.



Suppliers have been encouraged to develop partnerships with schools in the locality a contract has been awarded. This has been supported by Developing the Young Workforce with the suppliers supporting mentoring, work placements, breakfast clubs, career insights, skills demonstrations and specific asks from the school.

In addition, nine Area Tidy Up Campaigns have been supported; 151 volunteering instances were carried out and £808,232,95 of support received in form of in-kind support for community projects, food bank donations and financial donations to local communities and organisations.

6. Supported Businesses

- 6.1 The Council recognises the important role of businesses that support social and professional integration of disabled or disadvantaged persons (termed 'Supported Businesses') and has continued to reserve contracts where appropriate to ensure the steppingstone into mainstream employment for disabled or disadvantaged persons provided by these businesses continues.
- 6.2 The Council continues to call-off from the Scottish Government Framework for Supported Factories and Businesses, however there were no new contracts in this reporting period. We undertook some research to support a local supported business, however we were unable to source direct opportunities but did instead seek to promote the organisation via our quarterly supplier newsletter.
- 6.3 Total actual spend with Supported Businesses in the reporting period is shown in Table 4. The spend shows a small increase on 2021/22, when £81k was spent with five organisations. The Council will continue to explore and look to increase the use of Supported Business and where appropriate

support these businesses via promotion of their activities to the Council supply chains, a recent example of this being promotion of the St Jude’s Laundry services in the supplier newsletter.

Table 4

Supported business	Actual spend
North Lanarkshire Industries	£2,939
Matrix (Fife)	£45,045
St Jude’s Laundry	£6,145
Grassmarket Community Project	£28,665
The Lady Haig’s Poppy Factory	£1,526
Total Actual Spend	£84,320

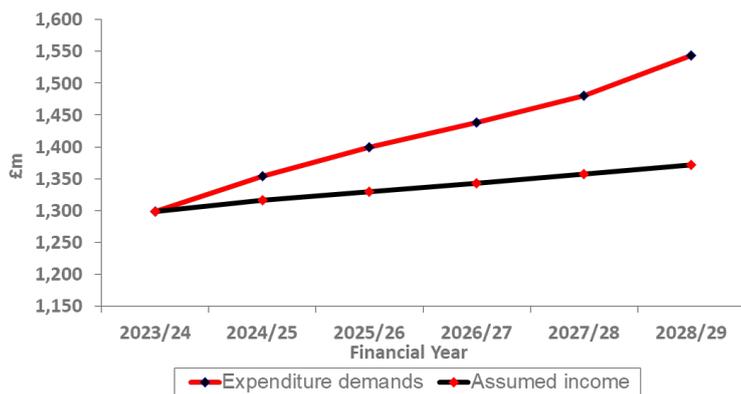
7. Future Regulated Procurements

- 7.1 Over the next two years the Council will have a mix of recurring requirements and one-off projects to take to the market. Some of the contracts that are due for renewal including Decriminalised Parking Services, Security Services, Fresh Fruit, Fresh Vegetables, Bakery Products and Eggs, New Build Housing Framework Agreement, Garden Aid and Ad Hoc Grounds Maintenance. In addition to this summary contracts including the dates they are due to expire continues to be available on the Contract Register on the supplier pages of the Council [website](#).
- 7.2 A summary of regulated procurements anticipated in the next two years is provided in [Annex 3](#).

8. Finance

Financial Outlook

- 8.1 The Council continues to face significant financial challenges resulting from increased demand for services, inflation and legislative reform, as well as the continuing financial impacts of the pandemic. These factors are set against a backdrop of core grant funding (accounting for around three quarters of the Council’s overall income) that is not keeping pace. A series of assessments of the financial position has therefore been reported to elected members. The [most recent of these](#) was considered by the Finance and Resources Committee on 20 June 2023.
- 8.2 While the Council has approved a balanced budget for 2023/24, it faces significant financial challenges going forward. Current projections indicate a need to deliver at least £37.6m of recurring savings in 2024/25, increasing to £172.7m over the five-year period to 2028/29 as shown in the chart below:



- 8.3 The urgent need to initiate a structured medium to longer-term savings programme was highlighted in both the Council's Best Value Assurance Report and the external auditor's report for 2020/21. Development of the Council's Medium-Term Financial Plan (MTFP) will therefore place a greater emphasis on strategic and cross-cutting proposals, informed by the priorities included within the Business Plan, as a means of improving outcomes and ensuring continuing financial sustainability. Included amongst these is a theme around third party spending to ensure we are driving best value from our procurements and contract management.
- 8.4 The plan also emphasises the importance of the Council's services becoming more technologically enabled and digitally delivered, with a reorientation of work to focus, where appropriate, on more preventative practices. [An update](#) on development of the Plan was reported to the Finance and Resources Committee on 20 June 2023.

Council Savings

- 8.5 Commercial savings targets which include efficiency savings, value for money and non-cash savings continue to be achieved by the Council. In 2022/23 the delivered savings through existing and new commercial projects achieved £39.1m against a forecast of £37m, this represents an increase on the previous achievement with an outturn above the forecast. Forecast savings for the next and subsequent years reduces from the above £40m levels in past years, as a number of legacy projects conclude, and where the Council has consciously already taken advantage of improvements in its procurement activity. The current forecast for delivered savings in 2023/24 is set at £25m. Contracts awarded in 2022/23 have identified provisional savings of £32m against a target in the Strategy of £10m, the majority of these are non-cash procurement savings. However, price inflation continues to impact what is deliverable and it will require robust contract management by Directorates/Divisions to support savings to be delivered.
- 8.6 Cash savings continue to be challenging with the majority of procurement savings being non-cashable outcomes attributable to market competition, improved scope within existing budgets levels or rebates

aligned with spend activity. There is continued focus on achieving savings outcomes with regular reviews of core and non-core product demand and options for cheaper substitutes where appropriate to do so. The Council is engaging with wider public sector organisations to seek out best practices and opportunities to improve efficiency.

Council Expenditure with Third Parties

- 8.7 In 2022/23 the Council expenditure with third parties was £943,417,938.
- 8.8 The third party spend has increased by 7.9% up £69,007,855 on last year (£874,410,083 in 2021/22).
- 8.9 It is important to understand the Council's supplier base in more detail. In terms of the use of local suppliers, the Council's third party spend included a total of 4,215 suppliers, of which 792 were classified as local, accounting for 37.3% of the total supplier spend (excluding spend through purchase card), similar in percentage terms to 2021/22 where 37.8% of spend was with local suppliers. In terms of SMEs, the Council had 2,044 SME suppliers accounting for 50.5% of total core spend of £920,820,840 (core spend being suppliers we have spent over £1k with), this being an increase on 2021/22, where that SME figure was 47.6%. These percentages are influenced by high spend on energy, construction work and ICT where national suppliers are able to deliver at the scale the Council is seeking. Despite this, the Council always seeks to ensure suitable opportunities for local SMEs elsewhere in the supply chain.
- 8.10 By way of the most recent comparative data on the use of local suppliers, the [Local Government Benchmarking Framework](#) figures for 2021/22 recorded the Council's 36.8% percentage of procurement spend with local enterprises as being the third highest of similar size Councils, well above the Scottish average of 29.9%. The comparative figures for 2022/23 are not yet available.
- 8.11 In addition, of the 205 suppliers awarded a new regulated contract or a place on a Council framework agreement in the 2022/23, 144 (or 70%) were SME and 27 of 205 (or 13%) were 3rd sector organisations, this is a decrease in 3rd sector awards, but reflective of the type of service contracts awarded during the year.
- 8.12 The supplier spend categories cover around 30 different description types (e.g. construction, professional services and so on) and a summary of category spend with the Council's top 20 suppliers is presented below in Figures 1 & 2. Construction remains the dominant spend category with a 40% increased spend in the top 20 when compared to last year in Figure 2. Other increases can be seen across indicators in ICT, homelessness and social care services and so on, with waste services and temporary staff services showing reductions in the last year.

Figure 1 2022-23

Type of spend based on the top 20 suppliers 2022/23

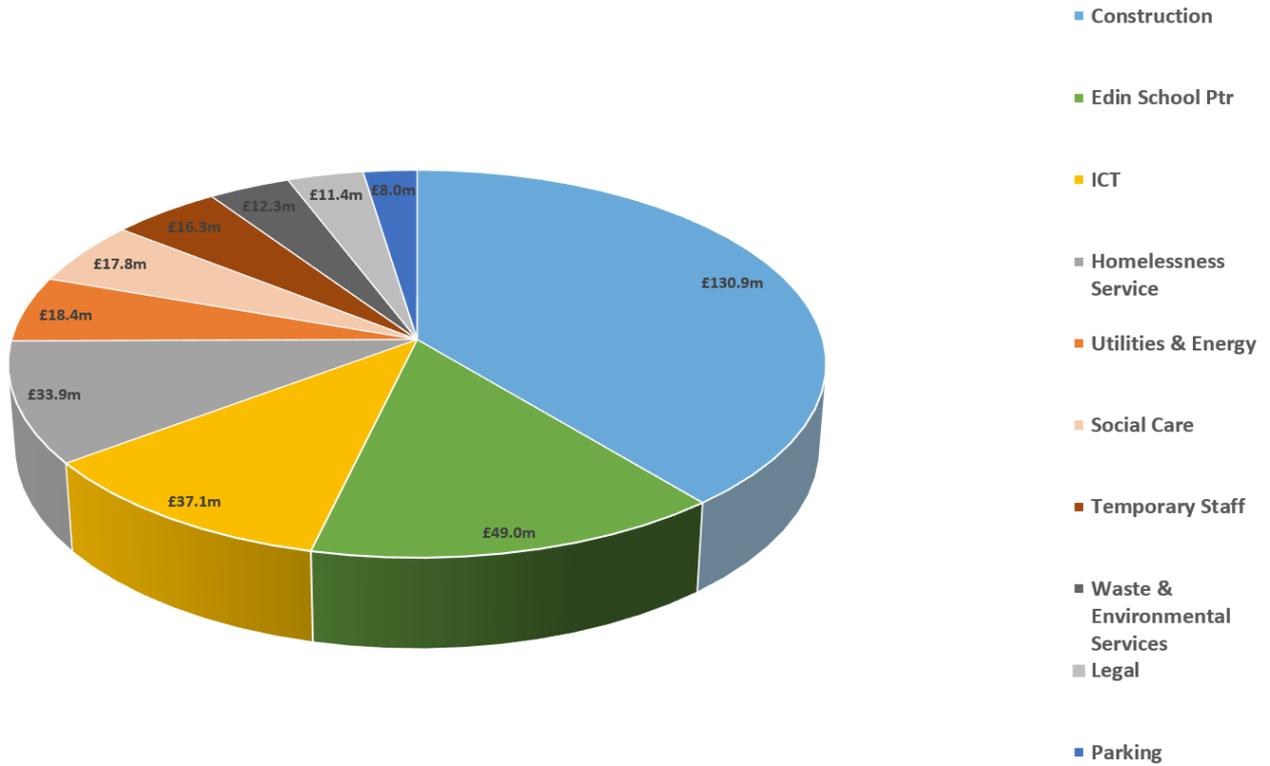
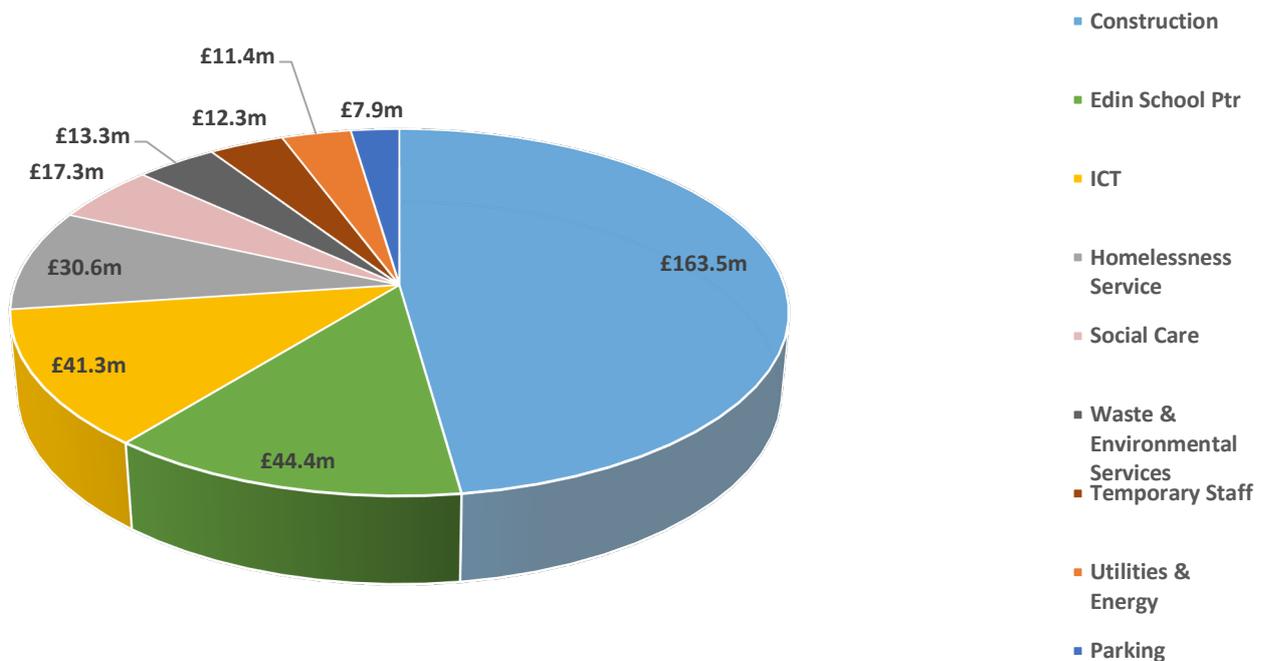


Figure 2 2021-22

Type of spend based on the top 20 suppliers 2021/22



Annex 1 – Regulated Procurements

GOODS CONTRACTS AWARDED – 18

Award Date	Subject Matter	Name of Supplier	Estimated Value of the Contract	Start Date	End Date
01/04/2022	Supply and Distribution of Milk	Muller UK and Ireland LLP T/A Muller Milk & Ingredients	£ 3,600,000	01/04/2022	28/02/2026
01/04/2022	Supply and Installation of Electric Vehicle Charging Infrastructure Phase Two	Chargemaster Limited	£ 723,874	01/04/2022	31/03/2023
08/04/2022	NEC4 Contract Management System	Built Intelligence Ltd	£ 91,000	01/05/2022	30/04/2025
27/04/2022	Temporary Seasonal Toilets	Portakabin Ltd	£ 86,000	27/04/2022	31/10/2022
18/05/2022	Supply of Aids for Daily Living Equipment & Services	Nottingham Rehab Limited	£ 8,600,000	01/06/2022	31/05/2023
06/06/2022	Heritage Cast Iron Columns and Brackets Framework Agreement	Metcraft Lighting Limited	£ 83,844	01/07/2022	30/06/2024
06/06/2022	Framework Agreement for the Supply of Edinburgh Heritage Lanterns	Metcraft Lighting Limited	£ 52,861	01/07/2022	30/06/2024
27/06/2022	Supply of Trees and Ancillary Items	Green-Tech Ltd	£ 800,000	11/07/2022	10/07/2026
14/07/2022	Supply, Fit and Management of Tyres	Direct Tyre Management Ltd	£ 993,127	01/09/2022	31/08/2025
21/07/2022	Supply and Distribution of Frozen Foods	Brake Bros Ltd	£ 6,900,000	01/08/2022	31/03/2026
22/08/2022	Temporary Staff Facilities at Seafield	Portakabin Ltd	£ 238,838	22/08/2022	21/08/2025

01/09/2022	Supply of Pest Control Chemicals	Killgerm Chemicals Ltd	£ 80,000	15/09/2022	31/01/2025
06/09/2022	Supply, Delivery and Installation of Hot Beverage Machinery and Supplies	Myrtle Coffee Services Ltd	£ 160,000	15/09/2022	15/10/2026
03/11/2022	Finance System	Xledger Ltd	£ 242,367	01/01/2023	31/12/2027
18/11/2022	Supply of Five 26 Tonne Electric Refuse Vehicles	Dennis Eagle Limited	£ 2,177,525	23/11/2022	22/11/2022
12/01/2023	Supply Delivery and Installation of Educational Furniture	Langstane Press	£ 50,064	01/02/2023	31/01/2024
12/01/2023	Supply of Trees and Ancillary Items	Alba Trees Plc / Barcham Trees	£ 777,195	16/01/2023	15/01/2027
10/03/2023	Supply of Taxi/Private Hire Car Licence Plates & Ancillaries	VIP-System Ltd	£ 275,000	01/04/2023	31/03/2025

SERVICES CONTRACTS AWARDED – 169

Award Date	Subject Matter	Name of Supplier	Estimated Value of the Contract	Start Date	End Date
01/04/2022	Garden Waste Management Direct Debit Collection System	GoCardless	£ 240,000	01/04/2022	31/03/2024
01/04/2022	Project Management and Multi-disciplinary Design Services for Potential Mixed Use Development in West Edinburgh	Faithful + Gould	£ 873,780	01/04/2022	31/03/2026
01/04/2022	Design Services for Redevelopment of Leith Walk	Faithful + Gould	£ 931,479	01/04/2022	01/06/2024
01/04/2022	The Provision of Short Breaks for Disabled Children and Young People who have Complex Care Needs	Action for Children Services Ltd	£ 11,925,000	01/04/2022	31/03/2027

01/04/2022	Kennelling of Pets Owned by People Experiencing Homelessness	Nivensknowe Kennels	£ 440,000	01/04/2022	30/03/2024
01/04/2022	Self-contained Accommodation for People Experiencing Homelessness.	Easylet Scotland LTD	£ 28,675,050	01/04/2022	31/10/2026
01/04/2022	Self-contained Accommodation for People Experiencing Homelessness.	Josephs Accommodations Ltd	£ 3,833,530	04/04/2022	31/10/2026
01/04/2022	Shared Accommodation for People Experiencing Homelessness.	Benchmark4 LLP	£ 1,849,181	01/04/2022	31/10/2026
01/04/2022	Shared Accommodation for People Experiencing Homelessness.	Bainfield Ltd	£ 590,692	01/04/2022	31/10/2026
01/04/2022	Shared Accommodation for People Experiencing Homelessness.	Bainfield Ltd	£ 972,088	04/04/2022	03/04/2024
01/04/2022	Shared Accommodation for People Experiencing Homelessness.	Leamington House	£ 720,438	04/04/2022	03/04/2024
01/04/2022	Self-contained Accommodation for People Experiencing Homelessness.	Leonard Property Group	£ 263,028	01/04/2022	31/10/2027
01/04/2022	Shared Accommodation for People Experiencing Homelessness.	Ardblair Guest House	£ 528,106	04/04/2022	03/04/2024
01/04/2022	Shared Accommodation for People Experiencing Homelessness.	St. Albans Lodge	£ 296,228	04/04/2022	03/04/2024
01/04/2022	Shared Accommodation for People Experiencing Homelessness.	AAA Guest house Ltd	£ 596,410	04/04/2022	03/04/2024
01/04/2022	Self-contained Accommodation for People Experiencing Homelessness.	The Housing Network	£ 31,799,823	04/04/2022	31/10/2026
01/04/2022	Self-contained Accommodation for People Experiencing Homelessness.	Bruntsfield Management Ltd	£ 329,489	04/04/2022	31/10/2026
01/04/2022	Self-contained Accommodation for People Experiencing Homelessness.	Dick Li	£ 1,029,290	10/10/2022	31/10/2026
01/04/2022	Shared Accommodation for People Experiencing Homelessness.	K&S Mir Ltd T/A Cameron Guest House Group	£ 469,474	04/04/2022	03/04/2024
01/04/2022	Shared Accommodation for People Experiencing Homelessness.	K&S Mir Ltd T/A Cameron Guest House Group	£ 8,440,586	04/04/2022	03/04/2024

01/04/2022	Shared Accommodation for People Experiencing Homelessness.	Dick Li	£ 700,800	07/02/2022	31/10/2026
01/04/2022	Shared Accommodation for People Experiencing Homelessness.	K&S Mir Ltd T/A Cameron Guest House Group	£ 444,342	04/04/2022	03/04/2024
01/04/2022	Shared Accommodation for People Experiencing Homelessness.	Dalkeith House	£ 581,239	04/04/2022	03/04/2024
01/04/2022	Self-contained Accommodation for People Experiencing Homelessness.	Josephs Accommodations Ltd	£ 215,941	01/04/2022	31/03/2027
01/04/2022	Provision of the Supply and/or Delivery of Trade Material Commodities and Associated Services	Travis Perkins	£ 50,000,000	01/04/2022	31/03/2029
06/04/2022	Parental engagement system for children's learning and development	Learning Journals Ltd	£ 120,000	06/04/2022	29/02/2024
07/04/2022	Hire of Marquee and Associated Services for Refugee Welcome Centre	Field & Lawn (Marquees) Ltd	£ 61,638	08/04/2022	30/06/2022
08/04/2022	Emergency Temporary Accommodation for Refugees	Lochend Serviced Apartments	£ 231,420	08/04/2022	15/06/2022
11/04/2022	South West (Canalside) Older People's Day Opportunities Service	Libertus Services	£ 249,129	12/04/2022	31/03/2023
13/04/2022	ECO Stars Technical Management Support Framework Agreement	TRL	£ 640,000	14/04/2022	07/04/2025
13/04/2022	Travel Service	Sacro	£ 86,204	14/04/2022	10/04/2024
14/04/2022	Pre-Construction Contract for the Granton Gas Holder, Edinburgh - Stage 2 - Design & Procurement	McLaughlin & Harvey	£ 535,705	11/11/2022	08/07/2024
19/04/2022	Emergency Temporary Accommodation for Refugees	Mercure Edinburgh City Princes Street Hotel	£ 134,400	19/04/2022	22/06/2022
21/04/2022	Shared Accommodation for People Experiencing Homelessness.	R1 Properties	£ 456,250	22/04/2022	31/10/2026
21/04/2022	Self-contained Accommodation for People Experiencing Homelessness.	R1 Properties	£ 1,043,900	22/04/2022	31/10/2026
21/04/2022	Self-contained Accommodation for People Experiencing Homelessness.	Dick Li	£ 215,160	22/04/2022	31/10/2026

21/04/2022	Communal Laundrette Repair & Maintenance	Thain Commercial LTD	£ 80,000	02/05/2022	30/04/2024
21/04/2022	Repairs and Maintenance of Water Pumps and Tanks	Ferrier Pumps Limited	£ 80,000	02/05/2022	30/04/2024
21/04/2022	Emergency Temporary Accommodation for Refugees	Queensgate Hotel Edinburgh Ltd	£ 140,700	22/04/2022	17/06/2022
25/04/2022	High Rise Stock Condition Survey	Faithful & Gould	£ 1,882,207	25/04/2022	30/04/2024
26/04/2022	Refugee Hub - Security	Vigilant Security (Scotland) Ltd	£ 51,750	26/04/2022	22/09/2022
27/04/2022	Employers Agent/Quantity Surveyors for Macmillan Hub	Currie & Brown UK Limited	£ 95,860	27/04/2022	20/01/2023
01/05/2022	Specialist Legal Services (Scottish Properties in Direct Property Portfolio)	CMS Cameron McKenna Nabarro Olswang LLP	£ 200,000	01/05/2022	31/01/2023
03/05/2022	Emergency Temporary Accommodation for Refugees	Minto House	£ 69,300	04/05/2022	15/06/2022
04/05/2022	Emergency Temporary Accommodation for Refugees	Cairn Hotel	£ 92,400	25/03/2022	24/08/2022
09/05/2022	Victim Support Service	Victim Support Scotland	£ 108,108	10/05/2022	24/04/2022
10/05/2022	Multi- discipline Design Team Services -Portlee Accommodation	Faithful & Gould	£ 503,331	10/05/2022	01/04/2023
10/05/2022	Balance of Care Review	Josephine Lee Social Work Solutions Limited	£ 144,000	01/06/2022	01/11/2022
12/05/2022	Meadowbank Mixed-Use Development	Currie & Brown	£ 150,000	12/05/2022	31/08/2023
12/05/2022	Mechanical and Engineering Services for Housing Operations Teams	Harley Haddow Ltd	£ 50,000	12/05/2022	31/08/2023
13/05/2022	Specialist Event Support Crew & Equipment Hire	Edinburgh Showtec & Edinburgh Showlite (operating under Edinburgh Showtec) / Vision Events (UK) Ltd / War Productions	£ 600,000	01/06/2022	31/05/2023

		Ltd / The Warehouse Sound Services			
31/05/2022	Multi-discipline Design Team Services - Active Travel - Leith Walk to Ocean Terminal	Faithful & Gould	£ 316,878	31/05/2022	31/10/2023
07/06/2022	Management of Investments Fund	UBS Global Asset Management UK Ltd	£ 75,000	07/06/2022	19/11/2023
08/06/2022	Pre-Construction Contract for Greendykes Plots K&L	Robertson Partnership Homes	£ 963,977	08/06/2022	07/06/2024
15/06/2022	Anti-Racist and Pro Black Education Project for Liberton High School	Intercultural Youth Scotland	£ 157,700	15/06/2022	31/07/2022
20/06/2022	Shared Accommodation for People Experiencing Homelessness.	Dick Li	£ 416,520	21/06/2022	09/03/2027
20/06/2022	CT2675 SOC182 Building Surveying Services For The Housing Operations Team	Thomson Gray Construction Consultants	£ 50,000	20/06/2022	20/06/2022
21/06/2022	Edinburgh Bus Partnership Fund - Installation of Permanent Bus Infrastructure Measures	Stantec UK Limited	£ 50,000	21/06/2022	31/08/2023
21/06/2022	Moredunvale Greenspace Environmental Development	Faithful & Gould	£ 97,749	21/06/2022	31/08/2023
23/06/2022	Emergency Temporary Accommodation for Refugees	Minto House	£ 87,450	23/06/2022	20/09/2022
28/06/2022	Event Services - Winter Fesitvals	UNIQUE EVENTS LTD / Angels Event Experience Ltd	£ 4,062,280	01/08/2022	31/07/2025
28/06/2022	Shared Accommodation for People Experiencing Homelessness.	Dick Li	£ 252,300	29/06/2022	31/10/2026
29/06/2022	Provision of Food and Drink Supplies Relating to Ukrainian Refugee Welcome	Edinburgh Community Food Limited	£ 148,000	30/06/2022	31/03/2023
01/07/2022	CT2675/SOC255 QS Services for Development of Powderhall Former Waste and Former Bowling Green Sites.	Currie & Brown	£ 175,535	01/07/2022	30/04/2027
01/07/2022	Quantity Surveying Services	Currie & Brown	£ 100,000	01/07/2022	30/04/2027
05/07/2022	Building Surveying Services - Cowan's Close	Currie & Brown	£ 60,979	05/07/2022	29/07/2025

06/07/2022	Self-contained Accommodation for People Experiencing Homelessness.	Bruntsfield Management Ltd	£ 499,265	06/07/2022	31/10/2026
08/07/2022	Professional Services Relating to Software Utilisation	Brightly Software Limited	£ 79,800	01/09/2022	31/08/2023
11/07/2022	Booking System for Adult Education Programme and Sports Unit	Softcat Plc	£ 206,683	12/07/2022	01/09/2027
11/07/2022	Hire of Portacabin	Portakabin (Scotland) Limited	£ 74,832	01/07/2022	29/07/2024
13/07/2022	External Specialist Services Relating to Non-domestic Rates	Gerald Eve LLP	£ 125,000	18/07/2022	30/11/2025
22/07/2022	Responder Service for Overnight Support for Adults	Blackwood Homes and Care	£ 5,170,746	18/08/2022	17/08/2025
01/08/2022	Hire of Welfare Vans Mini Comp for Hire of Non-Operated Plant	Jarvie Plant Group Ltd	£ 194,156	01/08/2022	31/07/2024
01/08/2022	Hire of Small Excavators	ST BOSWELLS MOWERS	£ 149,049	01/08/2022	31/07/2024
01/08/2022	Hire of Large Excavators	Jarvie Plant Group Ltd	£ 211,537	01/08/2022	31/07/2024
01/08/2022	Hire of Basic Road Surfacing Equipment	Jarvie Plant Group Ltd	£ 188,700	01/08/2022	31/07/2024
01/08/2022	Hire of Specialist Road Surfacing Equipment	Jarvie Plant Group Ltd	£ 182,655	01/08/2022	31/07/2024
01/08/2022	Hire of Telehandlers	ST BOSWELLS MOWERS	£ 63,870	01/08/2022	31/07/2024
02/08/2022	World Car Free Day Event Management	Crexcell LTD	£ 60,950	08/08/2022	07/10/2022
08/08/2022	Multi Disciplinary Design Team Services for Inchmickery & Oxcars Refurbishment and Upgrade to EEESH2	Turner & Townsend Project Management Limited	£ 2,911,473	01/09/2022	31/12/2024
12/08/2022	Shared Accommodation for People Experiencing Homelessness.	Bainfield Ltd	£ 244,039	13/08/2022	31/10/2026
16/08/2022	Therapeutic Services for Bereaved Children and Young People	Richmond's Hope	£ 240,000	01/09/2022	31/08/2025

18/08/2022	Landscaping Design Services for Sheltered Housing Improvement Project, Kingsknowe PI	Atkins Ltd	£ 63,350	18/08/2022	20/12/2023
18/08/2022	Council Records - Storage and Management	Iron Mountain	£ 1,725,241	01/04/2022	31/03/2027
18/08/2022	Self-contained Accommodation for People Experiencing Homelessness.	Dalkeith House	£ 2,724,633	19/08/2022	31/10/2027
19/08/2022	Self-contained Accommodation for People Experiencing Homelessness.	Josephs Accommodations Ltd	£ 460,641	20/08/2022	31/10/2026
22/08/2022	Pennywell Phase Three Clerk of Works Services	Ross Quality Control Limited	£ 50,000	01/09/2022	09/12/2022
29/08/2022	Asbestos Services Framework - Domestic Property	Lucion Environmental Ltd / Franks Portlock Consulting Limited / Environtec Limited / Life Environmental Services Ltd / E D P Health Safety & Environmental Consultants Ltd / The Erith Group / Rhodar Industrial Services Limited / Aspect Contracts LTD	£ 10,200,000	17/10/2022	31/10/2026
29/08/2022	Shared Accommodation for People Experiencing Homelessness.	Dick Li	£ 325,400	17/10/2022	31/10/2026
01/09/2022	Provision of Executive Recruitment Services for Chief Officer and Senior Officer Posts	GatenbySanderson	£ 155,449	01/09/2022	31/08/2024
01/09/2022	Refugee English Language Teaching and Cultural Integration Support	The Welcoming Association	£ 90,822	01/09/2022	31/03/2023
01/09/2022	Refugee English Language Teaching and Cultural Integration Support	Saheliya	£ 52,089	01/09/2022	31/03/2023
02/09/2022	Self-contained Accommodation for People Experiencing Homelessness.	R1 PROPERTIES	£ 232,961	03/09/2022	31/10/2026
02/09/2022	Self-contained Accommodation for People Experiencing Homelessness.	Dick Li	£ 199,800	02/09/2022	31/10/2026

02/09/2022	Facilities Management Relating to Two School Extensions	Amey Community Limited	£ 150,000	03/09/2022	30/04/2023
08/09/2022	Adult Counselling and Psychological Therapies	Edinburgh & Lothian Council on Alcohol	£ 3,971,000	01/10/2022	30/09/2025
09/09/2022	Engineering Inspection Services	Zurich Insurance	£ 1,263,165	01/10/2022	30/09/2027
12/09/2022	Information Security Assessment Support Framework	Adarma / Trustmarque Solutions Ltd / Quorum Cyber Security Limited	£ 50,000	03/10/2022	02/10/2022
15/09/2022	Refractory Re-brick of Two Cremators at Mortonhall Crematorium	Facultatieve Technologies Ltd	£ 135,268	24/09/2022	18/11/2022
16/09/2022	Shared Accommodation for People Experiencing Homelessness.	Leonard Property Group	£ 680,943	17/09/2022	31/03/2027
29/09/2022	Development Partner including a Pre-Development Period for Meadowbank, Edinburgh	John Graham Construction Ltd, t/a Graham / Miller Homes / Places for People	£ 1,045,000	29/09/2022	23/03/2023
30/09/2022	HR System	Access UK Limited	£ 60,846	01/10/2022	01/10/2025
05/10/2022	Supply of School Uniforms	BE Uniforms Ltd	£ 78,000	05/10/2022	31/10/2023
10/10/2022	Gardening Workshops and Food Pantry Services	Cyrenians	£ 53,702	10/10/2022	09/10/2023
12/10/2022	Pupil Education and Development Through Musical Based Initiatives	National Youth Choir of Scotland	£ 50,760	12/10/2022	31/08/2023
17/10/2022	Self-contained Accommodation for People Experiencing Homelessness.	Dick Li	£ 163,400	17/10/2022	31/03/2027
17/10/2022	Shared Accommodation for People Experiencing Homelessness.	Dick Li	£ 244,950	17/10/2022	31/03/2027
28/10/2022	Interpretation and Communication Support in British Sign Language (BSL)	Deaf Action	£ 123,360	01/11/2022	31/10/2024
01/11/2022	Shared Accommodation for People Experiencing Homelessness.	Josephs Accommodations Ltd	£ 232,848	07/11/2022	31/10/2026

01/11/2022	Shared Accommodation for People Experiencing Homelessness.	Benchmark4 LLP	£ 482,235	14/11/2022	03/04/2027
01/11/2022	Transportation Strategic Services for ALEO Reform Implementation - Trams	Turner & Townsend Project Management Limited	£ 198,200	01/11/2022	30/11/2023
04/11/2022	Willowbrae Landscape Improvements Project 2022/23	Atkins	£ 71,250	04/11/2022	30/04/2023
14/11/2022	Travelling Safely Monitoring	Stantec UK Limited	£ 100,000	13/12/2022	01/06/2023
15/11/2022	Multi-disciplinary Project Management/Design services to develop and deliver a public realm and active travel scheme at Charlotte Square	AECOM	£ 165,600	03/10/2022	31/03/2023
15/11/2022	Programme Management & Project Delivery Support for HRA Programme 22/23	Thomas & Adamson	£ 140,442	05/12/2022	24/04/2025
17/11/2022	Programme Management & Project Delivery Support	Thomas & Adamson	£ 398,165	16/12/2022	31/03/2024
18/11/2022	Forever Edinburgh, Edinburgh.Org New Website, Hosting & Support	Whereverly Limited	£ 124,585	23/11/2022	22/11/2027
23/11/2022	Granton Heat Network Outline Business Case Development Technical Partner	Ramboll UK Ltd	£ 79,435	23/11/2022	13/11/2023
24/11/2022	Peffermill and Craigmillar Court Refurbishment	Faithful & Gould	£ 563,239	16/12/2022	31/03/2025
25/11/2022	Joint Carers Strategy Performance Evaluation	Matter of Focus Ltd	£ 84,567	30/11/2022	29/11/2024
25/11/2022	Mechanical & Electrical Services for Bingham & Harvesters Way	Harley Haddow (Edinburgh) Ltd	£ 68,580	01/02/2023	01/02/2025
28/11/2022	Bus Partnership Fund - Installation of Permanent Bus Infrastructure Measures	Stantec UK Limited	£ 150,000	28/11/2022	31/12/2023
28/11/2022	West Edinburgh Development Framework and Strategic Masterplan	Atkins Ltd	£ 92,995	28/11/2022	31/03/2023
05/12/2022	Self-contained Accommodation for People Experiencing Homelessness.	Bruntsfield Management Ltd	£ 246,019	06/12/2022	31/03/2027
05/12/2022	Self-contained Accommodation for People Experiencing Homelessness.	Bruntsfield Management Ltd	£ 240,488	06/12/2022	31/03/2027

05/12/2022	Intelligent Infrastructure Project	Yunex Limited	£ 1,034,568	16/01/2023	15/01/2028
12/12/2022	Business Gateway Specialist Support Training Services	Elevator	£ 1,082,200	06/03/2023	05/03/2026
14/12/2022	Tram Project - Post Excavation Research Design (PERD) activity	Guard Archaeology Ltd	£ 245,000	14/12/2022	01/12/2024
16/12/2022	Dowies Mill Weir Design and Planning	AECOM	£ 169,024	16/12/2022	31/01/2024
21/12/2022	Provision of RIBA Stage 4 Professional Consultancy Services George Street and First New Town	Faithful & Gould	£ 1,396,934	13/01/2023	30/04/2024
22/12/2022	Seafield Masterplan Design Services	7N Architects	£ 118,110	09/01/2023	09/01/2033
23/12/2022	Supply and Installation of a Fish Counter in the River Almond	Forth Rivers Trust	£ 80,000	09/01/2023	08/01/2024
04/01/2023	Life and Limb (Construction Risk) Industry Expertise Framework	SOCOTEC UK Ltd / CORGI Technical Services	£ 250,177	04/01/2023	08/01/2025
05/01/2023	Structural and Civil Engineering Services Colinton Mains	G3 Consulting Engineers Limited	£ 71,134	05/01/2023	05/01/2026
09/01/2023	Area Based Regeneration Magdalene, Bingham and Christians - Quantity Surveying Services	Currie & Brown	£ 350,000	01/02/2023	01/02/2025
12/01/2023	Supply of Hardware and Software for Hand, Arm, Vibration Monitoring and Recording System	Reactec Ltd	£ 110,342	14/02/2023	13/02/2026
13/01/2023	Craighleith:Green Blue Neighbourhood Stage 2 Landscape Report and Design Proposals	Atkins	£ 88,500	13/01/2023	30/09/2023
13/01/2023	Emergency Catering for Ukrainian Arrivals at the Welcome Hub	North Edinburgh Arts Ltd	£ 60,000	23/01/2023	31/10/2023
16/01/2023	Self-contained Accommodation for People Experiencing Homelessness.	Bruntsfield Management Ltd	£ 232,892	23/01/2023	31/03/2027
16/01/2023	Self-contained Accommodation for People Experiencing Homelessness.	Josephs Accommodations Ltd	£ 243,628	17/01/2023	31/03/2027
16/01/2023	Framework Agreement for Learning and Development	Green Cross Training / Training for Care / Supportive Solutions Ltd (GB	£ 784,450	01/04/2023	31/03/2025

		/ McSence Communications Ltd / The Road Haulage Association Ltd / Robertson Training Ltd / City of Glasgow College / UK Learning Network / GTG Training / HGV Training Services Limited / Sibbald Training / Raeburn Training Ltd / Camilla Training Aspects (GB				
18/01/2023	Legacy Analogue Telephone Lines	BT Local Business Edinburgh	£	500,000	19/01/2023	31/12/2025
18/01/2023	Area Based Regeneration Magdalene, Bingham and Christians - Mechanical & Electrical Services	Harley Haddow (Edinburgh) Ltd	£	110,000	01/02/2023	01/02/2025
23/01/2023	City Centre Deep Clean	Ramora Limited	£	150,000	01/02/2023	01/04/2023
25/01/2023	Childminder Development Pilot	SCMA	£	67,293	25/01/2023	31/12/2023
26/01/2023	Design and replacement of communal high rise water tanks	Thomson Gray Limited	£	65,813	26/01/2023	26/01/2025
31/01/2023	Intelligent Email Security Platform	Egress Software Technologies	£	725,760	31/01/2023	30/01/2027
01/02/2023	Programme Management & Project Delivery Support for Housing Revenue Account Programme 22/23	Thomson Gray Limited	£	92,816	01/02/2023	01/02/2025
01/02/2023	Programme Management & Project Delivery Support for Housing Revenue Account Programme 22/23	Thomas & Adamson	£	451,492	01/02/2023	01/02/2025
07/02/2023	Project Management Services for Linksview & Cables Wynd Redevelopment	Faithful & Gould	£	1,853,073	07/02/2023	07/02/2026
10/02/2023	Weighbridge Maintenance and Software Contract	ITW Limited T/A Avery Weigh-Tronix	£	124,000	10/02/23	31/05/2025

13/02/2023	Care Homes Agency Staff	Newcross Healthcare Solutions Limited	£ 50,000	13/02/2023	15/01/2025
17/02/2023	Cultural Venues Ticketing	Spektrix	£ 322,250	26/06/2023	25/06/2026
18/02/2023	Homelessness Prevention Services - Food Education	Cyrenians	£ 443,250	01/04/2023	31/03/2028
23/02/2023	Teacher Supply Worker Booking System	Teacher Booker Ltd	£ 241,250	23/02/2023	28/02/2026
24/02/2023	Provision of Services for Women, Children and Young People Who Have Experienced Domestic Abuse	Shakti Women's Aid / Edinburgh Women's Aid / Four Square	£ 11,068,675	01/04/2023	31/03/2028
01/03/2023	Contract Management of Whole House Retrofit Project, Granton Medway	Thomson Gray Limited	£ 108,870	01/03/2023	01/03/2025
02/03/2023	Care and Repair Service	Care and Repair Edinburgh	£ 2,045,320	01/04/2023	31/03/2027
02/03/2023	Framework Agreement for Leasing & Treasury Advisory Services	Arlingclose	£ 175,000	06/03/2023	05/03/2026
06/03/2023	Dealing with Violence Training	McSence Communications Ltd / Maybo Ltd / Supportive Solutions Ltd	£ 78,956	06/03/2023	06/03/2025
07/03/2023	Shared Accommodation for People Experiencing Homelessness.	R1 PROPERTIES	£ 642,400	14/03/2023	14/03/2024
10/03/2023	Asset Management Information Strategy Support	EYE-I SYSTEMS LTD	£ 132,000	12/03/2023	11/03/2026
10/03/2023	Action Research to Inform the Future Shape of Carer Information, Advice and Support	Edinburgh Voluntary Organisations Council (EVOC)	£ 79,580	11/03/2023	30/12/2023
13/03/2023	Self-contained Accommodation for People Experiencing Homelessness.	Playfair Hotel Edinburgh Ltd	£ 127,840	13/04/2023	03/04/2027
13/03/2023	Independent Advocacy Services	AdvoCard; Partners in Advocacy; Voiceability Advocacy	£ 7,378,942	01/07/2023	30/06/2028
14/03/2023	Niddrie Mains Road and High Street - Design services	Atkins Limited	£ 78,700	14/03/2023	04/03/2024

21/03/2023	Landscape Design services for Gorgie Dalry 20 Minute Neighbourhood: Stage 1-2	Atkins	£ 114,400	21/03/2023	31/05/2024
28/03/2023	Local Heat and Energy Efficiency Strategy and Delivery Plan for Edinburgh	Turner & Townsend PLC	£ 82,215	29/03/2023	28/03/2024
30/03/2023	Photography and Video Services Framework Agreement	AGPD Ltd / Colin Hattersley Photography / Greg Macvean Photography / Ian Georgeson Photography / MBP Ltd / Raw Film Productions / Solo Films Production Limited / Granite Creative Productions / Tom Duffin Photographer	£ 140,000	06/04/2023	05/04/2026
30/03/2023	Northfield Drive and Grove Environmental improvements	Thomas & Adamson	£ 58,000	30/03/2023	01/12/2023

WORKS CONTRACTS AWARDED – 16

Award Date	Subject Matter	Name of Supplier	Estimated Value of the Contract	Start Date	End Date
01/04/2022	Edinburgh Shared Property Repairs Service	James Breck Ltd / Go-Wright Ltd / Apex Developments Ltd / B & D Roofing and Building Ltd / Watson and Lyall Limited / Saltire Roofing & Building Ltd	£ 4,000,000	01/04/2022	31/03/2024
01/04/2022	Supply, Delivery and/or Installation of Doors and Windows	Anglian Building Products / CMS Enviro Systems / CR Smith Manufacturing / Sidey	£ 44,000,000	01/04/2022	24/02/2024

		Solutions Limited / Sovereign Group Limited / Watson and Lyall Limited			
24/05/2022	Granton D1 Home Demonstrator Project - Main Contract	CCG (Scotland) Ltd	£ 16,338,788	19/04/2022	19/12/2023
15/06/2022	Construction Works for Western Villages Housing Project	CCG (Scotland) Ltd	£ 72,298,820	16/06/2022	29/10/2024
20/09/2022	Award of Ratho Library and Nursery	Clark Contracts	£ 2,892,121	22/09/2022	21/09/2023
13/10/2022	Construction Contract for Currie Community High School, Edinburgh	Kier Construction	£ 65,731,559	13/10/2022	12/10/2025
20/10/2022	Housing Capital Works - Magdalene Matters	Insulated Render Systems (Scotland) Limited	£ 2,764,110	09/01/2023	11/09/2023
31/10/2022	Kirkliston Primary School Annexe and Early Learning Centre Works	Tilbury Douglas Construction Ltd	£ 8,806,400	31/10/2022	31/10/2023
17/11/2022	Bankhead Depot Remodelling	Tilbury Douglas Construction Ltd	£ 3,402,120	17/11/2022	17/11/2023
23/11/2022	Granton Gas Holder Restoration	McLaughlin and Harvey Limited	£ 18,817,710	09/01/2023	02/07/2024
23/01/2023	Deanbank House Refurbishment	Maxi Construction Limited	£ 3,997,331	20/02/2023	08/12/2023
01/02/2023	Development Partner for Phase One (with potential of future phases) of Granton Waterfront, Edinburgh	Cruden Homes (East)	£ 3,679,916	01/02/2023	01/07/2024
21/03/2023	Principal Contractor of Maybury Primary School	Galliford Try Construction Limited t/a Morrison Construction	£ 28,493,373	21/03/2023	20/03/2025

15/04/2023	Roads and Transport Infrastructure Construction Framework	Aggregate Industries UK LTD / Boyd Brothers / Highway Barrier Solutions / Hillhouse Quarry Group Ltd T/A MacASPHALT / J H Civil Engineering Ltd / Kiely Bros Ltd / Lightways Contractors Limited / Luddon Construction Ltd / Mackenzie Construction Ltd / MacLay Civil Engineering Ltd Malcolm Hughes Land Surveyors Ltd / Markon Limited / National Testing Services / RJ McLeod (Contractors) Ltd / SOCOTEC UK Ltd / Story Contracting Ltd / T & N Gilmartin (Contractors) Ltd / Tarmac Trading Limited / Taziker Industrial / TIM DOODY & CO TD / VolkerLaser Ltd / WJ Scotland	£ 101,760,000	17/04/2023	01/09/2024
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**1. Making Procurement spend more accessible to local small businesses and third sector
(and we will do this by):**

What we said we would do	What we have done	Status
<p>Increasing engagement, working with key business and third sector to support “meet the buyer” events, workshops and awareness of contract opportunities</p>	<ul style="list-style-type: none"> ➤ The Council held a successful “in person” Meet the Real Buyer event aimed at small, medium local businesses in October 2022 in conjunction with Supplier Development Programme (SDP). Over 130 local businesses attended, and this event linked SMEs with commissioners and service representatives across the Council. The event offered practical in person support and training from the Council’s Procurement team, Business Growth and City Region Deal. The procurement team and council officers offered practical support on future contract opportunities and how to make this accessible for SMEs. ➤ The Council engages with SDP to deliver ongoing training and support for the SME sector with approximately four webinars available each month. Business Growth offer to start ups and continuous training and support to new businesses. ➤ Commercial and Procurement Services (CPS) offers a monthly supplier engagement session through virtual meetings. This is to offer support and advice to suppliers and assist them in navigating the processes in order to carry out business with the Council. ➤ A quarterly Supplier Newsletter continues to be communicated to current and prospective suppliers, with the inclusion of current and future tender opportunities, relevant ongoing initiatives that may be of interest as well as additional training opportunities for suppliers and upcoming supplier events. Additionally, a new supplier inbox has been created, to provide more accessibility and direct engagement with suppliers. In conjunction with this a new supplier database has been created to capture and support ongoing communications and raise awareness of opportunities. ➤ The Council continue to regularly engage with the Federation of Small Businesses, EVOC and First Port. Procurement Engagement officers liaise directly with Business Growth & Inclusion teams to highlight opportunities and plan targeted events. ➤ As included in foregoing report, Council spends with SMEs during 2022/23 was 50.5% of total core spend, and local spend was 37.3% of total core spend. ➤ Contract Standing Orders include the provision to support the use of local SMEs for purchasing under £50,000. At least one SME from the City of Edinburgh or a significant employer within the City of Edinburgh shall be invited to tender in any process for purchases/ contracts of an estimated value of £50,000 or less. 	<p>Complied</p>
<p>Working with wider Council delivery organisations such as Edinburgh Leisure to support these objectives</p>	<ul style="list-style-type: none"> ➤ Working with SDP, Business Growth, Capital City Partnership, and others to host and facilitate the aforementioned in person Meet the Buyer event in October 2022. With focus on Sustainable 	<p>Complied</p>

1. Making Procurement spend more accessible to local small businesses and third sector (and we will do this by):		
What we said we would do	What we have done	Status
	<p>Procurement, Fair Work Practices, Community Benefits and promoting SMEs to work with the Council.</p> <ul style="list-style-type: none"> ➤ Close working and support provided to Edinburgh Health & Social Care Partnership, including ongoing contracting and commissioning via attendance at the monthly Procurement Board meetings. Monthly contracting meetings were set up to identify contracts and highlight opportunities ➤ Regular meeting established with Edinburgh Leisure colleagues to review potential for collaborative outcomes as well as additional ad hoc support on specific projects and community benefits opportunities, including links to One City Trust and the new benefits portal supported via City deal funding. 	
Exploring alternative advertising routes to reach those not registered on Public Contracts Scotland	<ul style="list-style-type: none"> ➤ Working with Supplier Development Programme on specific projects to help promote new opportunities where market research indicates there are many micro and small businesses, for example to support delivery of Photography and Video Services and Sports and Physical Activities city businesses were provided with training on using the tender system to apply for opportunities. ➤ Supplier newsletter and ongoing engagement sessions, referred to above, to help increase awareness of opportunities to supply services to the Council. The newsletter past and present provides direct links into the Council advertised opportunities. ➤ A link to the council supplier information pages is also provided via the Good Stuff Network Edinburgh (Social Enterprise website). 	Complied
Continuing to apply lotting strategies that support small business	<ul style="list-style-type: none"> ➤ Established in Council procurement procedures and Contract Standing Orders that contracts are lotted appropriately to support SMEs in bidding for goods, services and works aligned to their business model and to support our local supply chain in securing Best Value for the Council. ➤ Some of the tenders key to supporting small business through lotting strategies in this report period include Asbestos Services – Domestic Property Framework, Edinburgh Shared Repairs 	Complied

1. Making Procurement spend more accessible to local small businesses and third sector (and we will do this by):		
What we said we would do	What we have done	Status
	Framework, and Services for Women, Children and Young People who have Experienced Domestic Abuse.	
Supporting facilitation of sub-contract opportunities by suppliers	<ul style="list-style-type: none"> ➤ Established in Council procurement procedures that sub-contracting opportunities are facilitated, to support SMEs, including bidder events, and where appropriate, contractors are obliged to advertise sub-contracting opportunities on PCS. The most recent example is an event published via Supplier Development Programme for the Maybury Primary School construction. ➤ Embedded into contract specifications where appropriate, for example in the Hard Facilities Management Services contract which required SME supply chain opportunities and was supported through Supplier Development Programme events. 	Complied
Exploring the use of speedy payment options for small business	<ul style="list-style-type: none"> ➤ Adoption of standard terms and conditions for all regulated procurements to ensure the requirement for the Council to pay undisputed invoices within 30 days of receipt. ➤ All regulated procurements in period included terms and conditions regarding the prompt payment of Contractors making payment to their nominated sub-contractors. ➤ 95.7% of invoices met the KPI and were paid within 30 days during the reporting period. ➤ In view of 'Construction Policy Note 01/2019: Project Bank Accounts - Revised Thresholds and Procedures', roles and responsibilities identified and communicated across relevant Council Directorates to ensure continued adherence to those revised, as these requirements become more commonplace across the Council, reinforced by CPN 7/2020. 	Complied
Considering longer contract advertising periods where consortia opportunities exist	<ul style="list-style-type: none"> ➤ This is established in the Council's procurement procedures that collaborative bids are supported, and training is provided where the market indicates this would be preferred to ensure a valued and compliant bid is secured. ➤ Specific examples where longer period provided than statutory minimum in the reporting period includes Independent Advocacy Services, alongside this Prior information notices (PINs) are used to engage the market earlier prior to setting the timeline and considering support needs. In the reporting period 38 PIN notices were published by the Council. 	Complied

Improving Fair Work Practices Adopted by Suppliers (and we will do this by):

What we said we would do	What we have done	Status
<ul style="list-style-type: none"> ➤ Improving training and awareness for Council staff and bidding organisations 	<ul style="list-style-type: none"> ➤ Fair Work Practices training including outlining the mandatory Real Living Wage (RLW) requirements in regulated procurements delivered Procurement colleagues following the decision to adopt a mandatory position to pay all Council suppliers the RLW from 1st March 2023 ➤ Supplier Newsletters continue to deliver support and advice to suppliers by raising awareness of how to do business with the Council and what the Council's strategic procurement objectives are. Topics in the last year have highlighted supplier drop-in sessions and promoted the SDP programme (which offers free training to suppliers and assists them with bid writing). In addition there was a focus on the new "Skills Academy" which addresses the skills shortage in the construction industry and aims to encourage a more diverse and inclusive workforce. The promotion and awareness of The Real Living Wage, Fair Work Practices and Fair Trade Fortnight was also highlighted. ➤ Council procurement procedures (including Contract Standing Orders (CSOs), CSOs waiver form and template procurement requirement form/procurement plan) refreshed to make explicit reference to these strategic objectives and CSOs cascaded to Council staff with further information available for suppliers on the Council's external website. 	Complied
<ul style="list-style-type: none"> ➤ Seeking to apply the Fair Work criteria to every tender with a wider focus on ethical practices 	<ul style="list-style-type: none"> ➤ Regulations and statutory guidance embedded into the CSOs and Council procurement procedures, with explicit reference to Fair Work First and strategic objective around improving adoption of fair work practices by suppliers. ➤ Relevance of Fair Work Practices is considered for all regulated procurements, and adequately addressed where appropriate, with need for this embedded in the relevant procurement documentation templates including the Procurement Plan, Invitation to Tender, Evaluation Questions and the Terms and Conditions. ➤ As from 1st March 2023 the mandatory requirement that contractors for regulated procurements (those over £50,000 for services and suppliers and over £2M for works) shall pay contractors the RLW. ➤ Findings from Fair Work Convention Inquiry are being adopted sector specific practice considerations such as emphasis on collective voice with the construction sector. 	Complied

Improving Fair Work Practices Adopted by Suppliers (and we will do this by):

What we said we would do	What we have done	Status
<ul style="list-style-type: none"> ➤ Applying appropriate weightings in the evaluation of tenders 	<ul style="list-style-type: none"> ➤ Application of appropriate weightings is embedded in Council procurement procedures, and as set out in Sustainable Procurement Strategy a minimum weighting of 5% is applied in evaluation of tenders however this weighting is increased where appropriate, projects with a higher 10% weighting included Interpretation and Communication Support in British Sign Language (BSL), Adult Counselling and Psychological Therapies and Winter Festivals. ➤ Compliance demonstrated through management reviews and contract awards reported regularly to Finance & Resources Committee. 	Complied
<ul style="list-style-type: none"> ➤ Delivering Council commitments to modern slavery and construction industry practices 	<ul style="list-style-type: none"> ➤ Council's adoption of Charter against Modern Slavery and Construction Charter established in Council's procurement procedures. ➤ Training delivered to Council staff during the year included an awareness session by the National Crime Agency on Human Trafficking and Exploitation. Specialist procurement staff also attended an awareness session on the findings and recommendations of the Fair Work Convention inquiry into the construction sector. ➤ Where appropriate suppliers agree to adopt the Construction Charter, such as on recently awarded contracts, including the construction of Western Villages and Maybury Primary School. ➤ Development of Timetable to implement Recommendation of the Construction Inquiry Report and the Council Motion covering fair work practices such as Fair work weightings should be at least 10% of the contract quality evaluation criteria, training on fair work for staff, support for access by trade unions and improved contract management for these areas. 	Complied
<ul style="list-style-type: none"> ➤ Adopting new Fair Work First guidance and other tools which support raising awareness and delivery of best practice 	<ul style="list-style-type: none"> ➤ Council procedures and templates have been updated to reflect the most recent guidance around Fair Work First, and the mandatory RLW payment to suppliers involved in Council contracts from 1 March 2023, with training being given to relevant procurement staff. ➤ Compliance demonstrated through contract awards reported regularly to Finance & Resources Committee. 	Complied
<ul style="list-style-type: none"> ➤ Promoting Fair Trade suppliers/products 	<ul style="list-style-type: none"> ➤ CPS has an active representative at the Edinburgh Fairtrade City Steering Group. This involves collaboration with other members of the group including, Fair trade suppliers, SMEs and Elected 	Complied

Improving Fair Work Practices Adopted by Suppliers (and we will do this by):

What we said we would do	What we have done	Status
	<p>Members. The group encourages links between organisations to support and promote Fair Trade to increase more Fairtrade purchasing across the city.</p> <ul style="list-style-type: none"> ➤ Fair Trade products are promoted at all our in-person events hosted by CPS. This includes Fair Trade refreshments and snacks, sourced from a local supplier. CPS regularly endorse and support local suppliers via advertising at our events with a pop-up stand and promotional material. ➤ Supported and advertised both internally and via social media the awareness of Fair Trade Fortnight, to promote suppliers of Fairtrade Mark, WFTO guaranteed and fairly traded products across Scotland. This included the promotion of fairtrade fortnight throughout Edinburgh City Libraries, and included an offering of free fruit to selected schools working towards their Fair Trade accreditation. ➤ Supported annual review of Council's Fair Trade policy ensuring views of Edinburgh Fairtrade City Steering Group were represented ➤ Edible Edinburgh Sustainable Food City Plan is referenced in our procurement documents when buying foods. 	

Increasing Community Benefits Delivered by Suppliers (and we will do this by):

What we said we would do	What we have done	Status
<ul style="list-style-type: none"> ➤ Increasing awareness and education of community benefits through early engagement in tender opportunities 	<ul style="list-style-type: none"> ➤ Council procurement procedures (including Contract Standing Orders (CSOs), CSOs waiver form and template procurement requirement form/procurement plan) refreshed to make explicit reference to these strategic objectives, and CSOs cascaded to Council staff with further information on this. ➤ Regular contact with Contract Managers to raise awareness including training sessions, internal communications to highlight best practice and inclusion of community benefits as part of their regular meetings with suppliers. Cenefits system used to record, monitor, evidence and report on community benefits with Contract Managers taking responsibility for managing their own contracts. Newsbeat is regularly used to highlight good news stories for community benefits. Additional support is also provided through Contract Management Compliance Reviews. 	Complied

Increasing Community Benefits Delivered by Suppliers (and we will do this by):

What we said we would do	What we have done	Status
	<ul style="list-style-type: none"> ➤ Supplier newsletter highlights community benefit outcomes and suppliers provided guidance on community benefits and sources of support as part of the tender packs and registration link for the Benefits portal to report outcomes. ➤ Addressed in Bidder Days where relevant. 	
<ul style="list-style-type: none"> ➤ Working with stakeholders such as City Region Deal partners to ensure consistency in application and priorities 	<ul style="list-style-type: none"> ➤ Regular meetings with CCP, representatives of City Region Deal, to discuss and review activity on council contracts. ➤ Opportunities to support community requests submitted in the new community portal through the council's supplier community benefit programme being piloted in Granton area due to the large volume of regeneration. ➤ Hosting of community benefits discussions with other public bodies to identify opportunities for benefits that support net zero outcome and liaison with Scotland Excel on future community benefits programme. 	Complied
<ul style="list-style-type: none"> ➤ Tailoring the community benefits being sought to the sector involved and the priorities for the Council with an emphasis on outcomes that can easily be delivered 	<ul style="list-style-type: none"> ➤ Community Benefits required to be considered in all contracts over £50,000 for supplies, services and works. ➤ Guidance for staff updated on seeking community benefits, including consideration of options that meet priorities and improve community benefit deliverables through alternative means. ➤ Default weighting of 10% for community benefits, this percentage can be higher or lower as appropriate. ➤ Successful delivery of a number and range of different community benefits within period, as referred to in the foregoing report and reported to Finance & Resources Committee in contract award reports ➤ Use of model questions for contracts and frameworks to encourage appropriate and preferred benefits linked to our communities. ➤ Quarterly engagement with partners such as Capital City Partnership, Developing Young Workforce and third sector. 	Complied

Increasing Community Benefits Delivered by Suppliers (and we will do this by):

What we said we would do	What we have done	Status
<ul style="list-style-type: none"> ➤ Monitoring ratio of spend against community benefits offered to inform the minimum requirement level imposed by the Council 	<ul style="list-style-type: none"> ➤ Established in Council procurement procedures that menu of community benefits used, with over 60 available benefits listed each with a point value associated, the value of the contract determines the amount of points that the supplier is required to deliver, which will occur for every framework call-off. ➤ Community benefit officer has now been in post since August 2021 and continues to focus on community groups, third sector, service area and suppliers. The role has evolved to encompass stakeholder and supplier training and engagement. 	Complied
<ul style="list-style-type: none"> ➤ Reviewing scoring methodologies and applying best practice to achieve added value outcomes for the city 	<ul style="list-style-type: none"> ➤ Default weighting of 10% for community benefits, this percentage can be higher or lower as appropriate. ➤ Use of model questions for contracts and frameworks to encourage appropriate and preferred benefits linked to our communities. ➤ Successful delivery of a significant number and range of differing community benefits within the time period - 426 contracts with 2407 associated benefits have been delivered including 127 new jobs, 77 apprenticeships and employment for vulnerable groups and protected characteristics, 193 work experience placements, a range of community enhancements, charitable/community projects supported by supplier volunteers, education and outreach sessions and supply chain third sector opportunities, sponsorships including; support for Edinburgh School Uniform Bank, Breakfast Clubs, Fuel Bank Foundation and One City Trust. Every secondary school and 4 special schools now have at least 1 supplier partnership in place to encourage delivery of community benefits locally. 	Complied

Contributing to the Council's 2030 net zero carbon target (and we will do this by):

What we said we would do	What we have done	Status
<ul style="list-style-type: none"> ➤ Seeking expert support such as from Zero Waste Scotland in educating and awareness raising for Council staff involved in tendering and managing contracts 	<ul style="list-style-type: none"> ➤ Procurement staff have also completed FRESK training run by the Council's Carbon Manager. This was an interactive workshop highlighting the fundamentals behind climate change, and to help understand how to take action. This workshop was also completed for colleagues out with CPS to embed understanding of the Carbon Emission Reduction Programme (CERP) and it's commitments. 	Complied

Contributing to the Council's 2030 net zero carbon target (and we will do this by):

What we said we would do	What we have done	Status
	<ul style="list-style-type: none"> ➤ Keep Scotland Beautiful – delivered additional training sessions for CPS and Council colleagues on understanding the climate emergency and exploring the specific actions that the council can take to reduce emissions, including through the tendering of contracts. ➤ Council procurement is represented on cross sector Climate and Procurement Forum, supported by Scottish Government, with information cascaded to wider CPS team and other colleagues. ➤ Shared resources with public sector colleagues from government, universities, colleges, prison service, NHS and other authorities via the Knowledge Hub with examples of collaborative projects reviewed to identify opportunity. ➤ Production and input to Primary Impact Area for Climate Change (PIACC) guides shared with the internal team and wider public sector organisations. ➤ CPS colleagues continue to undertake carbon literacy training, through Scottish Government sustainable procurement toolkit. This toolkit has now been extended for use by non-procurement staff. 	
<ul style="list-style-type: none"> ➤ Engaging with suppliers and experts to understand carbon-reducing actions that can be delivered in different contract sectors and building into specifications 	<ul style="list-style-type: none"> ➤ Engaging with experts and Zero Waste Scotland to develop prioritisation tool for new procurements ➤ Changeworks as Council's Housing Energy Projects Delivery Partner, to help manage grant funding programmes linked to energy retrofit and installation of low zero carbon technologies. ➤ As highlighted above the Council is making use of resources that share details of collaborations to provide insight on how we can progress better outcomes. Climate actions are included in appropriate tenders. ➤ We are engaging with suppliers via the Council's Consultation Hub to better understand what opportunities can be delivered both as part of the specification and through community benefits. ➤ One of the specific objectives of the new Council Records Management Service was to reduce the impact of transport, storage and destruction on the environment. 	Complied
<ul style="list-style-type: none"> ➤ Increasing whole-life costing approach to evaluation criteria 	<ul style="list-style-type: none"> ➤ Whole life cost considered early at the time of strategy development, with evaluation focused on a balanced cost, quality and sustainability threshold. 	Complied

Contributing to the Council's 2030 net zero carbon target (and we will do this by):

What we said we would do	What we have done	Status
<p>and learn from others through best-practice forums</p>	<ul style="list-style-type: none"> ➤ Focus shifting from 'price only' evaluation, to Whole Life Costing procurement supporting the local economy. ➤ Whole Life costing included within procurement service templates, to be considered on every appropriate opportunity. ➤ Continual monitoring on the use of whole-life costing within our tender approach, with Best Practice shared and recorded for future reference, making use of the Scottish Government toolkits to prepare suitable tenders and shared information on the knowledge hub. 	
<ul style="list-style-type: none"> ➤ Considering potential for reuse, repair and recycling of goods and materials in scoping requirements on a routine basis to prevent waste 	<ul style="list-style-type: none"> ➤ Assessing the potential for reuse, repair and recycling is now embedded in the procurement planning stage with further examples of this included in the new Supply of Taxi & Private Hire Car Plates contract ethical disposal and reuse for example WarpIT is adopted in the scope. ➤ Repair rather than replace contract in place for housing property where engineered or cosmetic repairs undertaken instead of replacing item e.g. baths, worktops and doors. 	Complied
<ul style="list-style-type: none"> ➤ Adopting industry standards to ensure consistency in approach with the market and clear measurement tools understood by all 	<ul style="list-style-type: none"> ➤ Established in Council's procurement procedures that suitable standards and certifications sought in tender exercises. ➤ New Schools are being built to Passivhaus standard. ➤ Application of Housing Service's net zero design guide for new home developments, including at Western Villages Granton. The Design Guide was refreshed in November 2020 and sets a high standard in quality design, placemaking and sustainability. The design approach to homes follows fabric first principles supplemented by the provision of renewable heat and onsite renewable electricity. In addition, KPI targets for all Housing construction projects adhere to guidance set by Zero Waste Scotland in relation to targeting on site levels of waste. 	Complied

Delivering Savings and Best Value Outcomes (and we will do this by):

What we said we would do	What we have done	Status
<ul style="list-style-type: none"> • Working together to identify opportunities and challenge current models of delivery 	<ul style="list-style-type: none"> ➤ Long established regular dashboard reporting to Directorate management teams including on Purchase to Pay (P2P) compliance, contracted spend and purchase card spend as well as ongoing dialogue relating to expiring contracts and procurement pipeline activity, and regular Procurement/Project boards to support services areas and projects, as well as other cross-Council groups. ➤ Close working with colleagues across the organisation to identify new and innovative solutions. A new innovation strategy and action plan has been created to seek new opportunities, challenge the existing models of delivery which will strive for improvement, as markets continue to be challenging. This includes working with suppliers and partner organisations to identify alternative models. ➤ Services considered on a cross-directorate (Council wide) basis to deliver holistic solutions, this approach, and early intervention, being embedded in procurement procedures and Procurement Planning templates. ➤ Best Value efficiencies generated from within the Commercial and Procurement Services team and by Directorates, captured within the Commercial Pipeline tracker, with savings secured in 2022/23 included in the foregoing report. 	Complied
<ul style="list-style-type: none"> • Challenging the demand for goods and services and seeking to rationalise core requirements 	<ul style="list-style-type: none"> ➤ Continuing to work closely with Schools to seek to consolidate purchasing requirements. Working closely with our Educational and Children's Services commissioning team, we are able to understand collective requirements across our school estate, purchase on a 'Council' wide basis, and challenge demand where it appears bespoke or unnecessary. ➤ Have identified a potential £32m of new savings in 2022/23 through procurement activity, which is in excess of the £10m figure in the Strategy, as noted in foregoing report. 	Complied
<ul style="list-style-type: none"> ➤ Engaging markets, benchmarking values and collaborating when appropriate with city partners or wider 	<ul style="list-style-type: none"> ➤ Market engagement and benchmarking established in Council's procurement procedures, including use Prior Information Notices and Supplier Events, including examples noted elsewhere. ➤ Engagement with partner organisations to better understand market capability/capacity, and opportunities for collaboration, such as with Scottish Futures Trust and EVOC. 	Complied

Delivering Savings and Best Value Outcomes (and we will do this by):

What we said we would do	What we have done	Status
	<ul style="list-style-type: none"> ➤ Regular engagement on user intelligence groups on national frameworks sharing information on market challenges such as commercial meeting with Scotland Excel and work with Scottish procurement and Crown Commercial colleagues. 	
<ul style="list-style-type: none"> ➤ Supporting robust contract management actions to ensure contracts deliver to financial and non-financial performance requirements, including contractual commitments around social value and community benefits 	<ul style="list-style-type: none"> ➤ The Contract and Grants Management (CAGM) team oversees strategy and Council-wide best practice. ➤ Contract management framework is used by contract managers in all Council service areas. It is a toolkit for contract management activities throughout a contract's lifecycle and has a strong focus on supplier management and compliance and was co-produced with corporate teams across the Council (including Risk, Resilience, Information Governance, Health and Safety and Internal Audit) as well as contract managers. ➤ The CAGM team support service areas to identify operational efficiencies, reviewing the Council's spend with the top suppliers, securing better outcomes, Best Value and improved performance. ➤ Programme of Contract Management Compliance Reviews undertaken on Tier 1 and Tier 2 contracts, with themes fed back to Directorates to support best practice. Targeted training is provided to support delivery of any compliance review recommendations. ➤ Training provided to service area colleagues in the last 12 months, on topics covering all aspects of Contract Management including using the Contract Management framework, templates, use of systems such as PCST and Cenefits, Community Benefits evidence and reporting and records retention. Additionally, support was offered to Contract Managers with contract variation, extensions and cost impacts following Brexit and Covid, and the issues on supply chains and increasing prices. ➤ Supplier performance is tracked and monitored by the relevant contract manager with innovations and lessons learned recorded in contract records and community benefits measured using our bespoke Cenefits system. Full roll out of the PCST system use to support contract management for our higher value/complexity/risk contracts is ongoing and close to completion. ➤ The standard supplier agenda template includes a standing item on supplier innovation and developments encouraging ongoing dialogue focused on continuous improvement. 	<p>Complied</p>

Delivering Savings and Best Value Outcomes (and we will do this by):

What we said we would do	What we have done	Status
	<ul style="list-style-type: none"> ➤ Key performance indicators are used, particularly on higher value and high risk contracts, to ensure suppliers perform and continually improve. ➤ Development of relationships with major framework providers and counterpart teams in other local authorities, public sector and third sector organisations. Identifying best practice to secure Best Value and drive continuous improvement across sectors, including ongoing Supplier Engagement Sessions and Supplier Newsletter. 	Complied
<ul style="list-style-type: none"> ➤ Applying whole life costing models to ensure end-to-end requirements are included 	<ul style="list-style-type: none"> ➤ Whole life costing approach is embedded in Council's procurement procedures and considered early at the time of strategy development, with evaluation focused on a balanced cost, quality and sustainability threshold; ➤ Ensuring a shift from 'price only' evaluation, to Whole Life Costing procurement supports the local economy; ➤ Whole Life costing is included within procurement service templates, to be considered on every appropriate opportunity; and ➤ Continual monitoring on the use of whole-life costing within our tender approach, with best practice shared and recorded for future reference. 	

Ensuring Legal Compliance and Robust and Transparent Governance (and we will do this by):

What we said we would do	What we have done	Status
<ul style="list-style-type: none"> ➤ Training officers in the procedures and policies which must be considered to ensure compliance requirements are met 	<ul style="list-style-type: none"> ➤ The Engagement Team within CPS facilitate and deliver a diverse range of training sessions to promote compliance and provide strategic direction both to internal procurement colleagues and the wider Council across all service areas. This training is delivered in a variety of different methods including workshops, lunch and learns, face to face and virtual training sessions. The sessions are supplemented by external specialists where appropriate e.g. commercial law firms, fraud specialists etc. ➤ Regular Schools Procurement forum held bi-monthly throughout 2022/2023, to match the academic year, offering support, advice and updates on relevant contracts, and to keep them 	Complied

Ensuring Legal Compliance and Robust and Transparent Governance (and we will do this by):

What we said we would do	What we have done	Status
	<p>informed of any changes to procurement processes and to increase compliance. Additionally bespoke training sessions were delivered to both Business Managers, and Head Teachers in Autumn 2022 to increase compliance and ensure CSO's / Procurement Regulations were being followed.</p> <ul style="list-style-type: none"> ➤ The Engagement Team are providing ongoing valuable procurement support and advice to the new Schools Commissioning team to ensure a smooth transition for the new team, in terms of relevant procurement processes, regulations and policies, etc. ➤ Contract Management online learning was developed and is accessible for all Council staff to improve commercial awareness and improve supplier relationships/delivery of service. Additionally a series of in-person contract managers training sessions were undertaken throughout the FY on key themes to support adherence to policies and procedures. ➤ Contract Standing Order training events continue to be provided on a planned programme and ad hoc on demand to service areas. ➤ Mini Competitions and Framework Call Off training. Learning and development programme extended to wider Council to support tender document development and to increase compliance specifically around recording of contracts. ➤ Intranet continues to be regularly updated with library of support documentation and changes such as modifications to the Contract Standing Orders, Grants Standing Orders, Contract Management Framework and relevant policies and charters e.g. Construction Charter and community benefits. 	
<ul style="list-style-type: none"> ➤ Providing regular updates for specialist staff on changes to regulations, case law, statutory guidance, policy and social value outcomes 	<ul style="list-style-type: none"> ➤ Encouragement, mentoring and support to staff to embrace learning opportunities and undertake appropriate CIPS training, resulting in over 90% of specialist procurement staff holding or working towards professional qualifications. Three staff secured full membership in the last reporting period. ➤ Support to a procurement apprentice working on SVQ and up to three procurement trainees in specialist development with on the job and study opportunities provided. ➤ Staff study towards and attainment in CIPS Level 4 Diploma and Level 5 and 6 advanced Diploma. 	Complied

Ensuring Legal Compliance and Robust and Transparent Governance (and we will do this by):

What we said we would do	What we have done	Status
	<ul style="list-style-type: none"> ➤ Development and Implementation of Commercial Training Plan for staff, covering variety of different training opportunities e.g. refresh on savings methodologies, demand management, and procurement systems. ➤ Training and CPD events undertaken from external providers and legal experts, including updates on case law and a session on fraud risk to public sector procurement. 	
<ul style="list-style-type: none"> ➤ Reviewing standard documentation to reflect regulatory changes and best practice 	<ul style="list-style-type: none"> ➤ Regulations and statutory guidance embedded into the Contract Standing Orders and reviewed on an annual or as required basis. ➤ Council standard contract terms and conditions reviewed annually. ➤ Standard core templates reviewed annually, including PRF, Procurement Plan and CSOs Waiver Form to reflect changes to CSOs, legislation, Council objectives and best practice. ➤ CSOs have provided the policy to amend and improve processes and procedures utilised to support compliance of commissioning for goods, works and services required. ➤ Regulated procurements tendered via PCS and PCS-t website. ➤ Case Law under the new regulations is reviewed to incorporate good practice and learning into own processes and documentation. ➤ Council Procurement Handbook under review and updated to keep it relevant and to reflect current guidance 	Complied
<ul style="list-style-type: none"> ➤ Reviewing and improving controls within the procurement remit to ensure compliance with purchase systems and procedures, including the Contract Standing Orders 	<ul style="list-style-type: none"> ➤ P2P process continues to be strictly controlled by both Commercial & Procurement Services and Banking & Payment Services, ensuring payment to suppliers occurs in a timeous fashion. As aforementioned, compliance performance is then reported to Directorates across the Council. ➤ As part of the City of Edinburgh Council 2022/23 External Audit, Azets reviewed and audited the processes and controls in place relating to the Council's Oracle system to ensure these remain robust. ➤ The requirement to consider IFRS16 legislation relating to leases defined as a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration, is incorporated into a number of our templates and Terms and 	Complied

Ensuring Legal Compliance and Robust and Transparent Governance (and we will do this by):

What we said we would do	What we have done	Status
	<p>Conditions to satisfy this requirement, this information will now be included in our Directorate dashboard information to Directorates and reported monthly to our Finance team.</p> <ul style="list-style-type: none"> ➤ Statistics in relation to purchase orders in Oracle are collated and communicated monthly to Directorates across the Council. Purchase Card spend, HMRC IR35 and CSOs waivers are also captured within regular Management Information performance statistics and communicated to Directorates accordingly. ➤ Oracle requisitions that can be defined as Shadow IT have an additional check to ensure that the supplier is on the new Shadow IT register. Similarly, HMRC IR35 compliance continues to be monitored and policed accordingly as part of processing any Purchase Orders. ➤ ‘Vendor form’ captures required information including ‘micro businesses’, GDPR legislative compliance (relating to privacy statement and secure transfer of sensitive data) and links to the Council’s key policies as available on the external website. ➤ Robust bank account change process, to ensure that when a supplier alters bank details on multiple occasions in short time period, a review of the financial stability of the supplier will be triggered. This process raises awareness of potential supplier instability and ensures up to date review of supplier financial evaluation is undertaken. These procedures were updated in the reporting period as a result of a number of fraud attempts relating to bank account changes. ➤ The Oracle e-Business suite (Oracle) includes a Contracted supplier and Waiver Store. These stores are directly linked to the Contract Register and Waiver Register. This improves visibility of contracted suppliers. Additional prompts are also being used to monitor and control spend level on a contract or agreement basis. ➤ CPS is actively supporting the Oracle upgrade as part of the Council’s ERP programme, inclusive of User Acceptance Testing (UAT) and has completed a number of “quick wins” and learning processes, to improve efficiency of our systems, as well as a review of purchasing categories to improve the quality of management information. Two rounds of UAT are now complete, with UAT3 scheduled for summer 2023, and go-live later in the year. 	

Ensuring Legal Compliance and Robust and Transparent Governance (and we will do this by):

What we said we would do	What we have done	Status
<ul style="list-style-type: none"> ➤ Ensuring regular reporting of procurement activity and compliance to committee. 	<ul style="list-style-type: none"> ➤ Annual report submitted to Finance & Resources Committee, Scottish Government and available on the Council's website. ➤ Council's Contract Register available on the Council's website. ➤ Regular reporting of Contract Awards to Finance & Resources Committee for approval. ➤ Six monthly reports to Finance & Resources Committee in respect of contracts awarded under delegated authority. 	Complied

Promoting Innovative and Best Practice Solutions (and we will do this by):

What we said we would do	What we have done	Status
<ul style="list-style-type: none"> ➤ Engaging with clients at early stages of identification of need and scoping 	<ul style="list-style-type: none"> ➤ Regular dashboard reporting to Directorate management teams including on P2P compliance, expiring contracts and procurement pipeline activity, and regular Procurement/Project boards to support services areas and projects. ➤ Future contract planning 'horizon scanning' with Directorates of expiring contracts and opportunities to consider change. ➤ Close working with 'customers' across and external to the organisation to identify new and innovative solutions – challenging the existing, striving for improvement. ➤ Services considered on a cross-directorate (Council wide) basis to deliver holistic solutions, this approach, and early intervention, being embedded in procurement procedures and PRF/Procurement Plan templates. ➤ Best Value efficiencies developed from within the Commercial and Procurement Services team and by Directorates, captured within the Commercial Pipeline tracker. 	Complied
<ul style="list-style-type: none"> ➤ Seeking relevant examples of market innovations and sharing models and best practice 	<ul style="list-style-type: none"> ➤ Regulated procurements embrace market engagement, research and benchmarking in order to maximise quality and value. Frequent working with business and third sector engagement 	Complied

Promoting Innovative and Best Practice Solutions (and we will do this by):

What we said we would do	What we have done	Status
	<p>organisations such as Scottish Care, Supplier Development Programme, Partnership4Procurement and Edinburgh Voluntary Organisations Council (EVOC).</p> <ul style="list-style-type: none"> ➤ Regular collaboration with other local authorities and/or public-sector partners, benchmarking undertaken to establish baseline and learn of best practice within the sector, including with Scottish Futures Trust. ➤ Use of output-based specifications to drive market innovation and new technology where suitable. ➤ Ongoing commitment and active contribution to Scotland Excel collaborative approach with all our local authority partners and with Scottish Procurement. ➤ Active engagement with Scotland Excel, the Council being the first local authority to agree an SLA with Scotland Excel to help secure Best Value from its membership, including sharing of lessons learned from Scotland Excel’s work with other local authorities. ➤ Regular engagement through Scottish Government Local Procurement Forum (SGLPF), Scotland Excel user groups and Scottish Procurement Policy Forum, where share knowledge and best practice. 	
<ul style="list-style-type: none"> ➤ Allowing the opportunity for variant bids where there is potential technological and market advancement 	<ul style="list-style-type: none"> ➤ Council’s established procurement procedures permits variant bids where appropriate, something that is assessed through the development of the project, including use of Prior Information Notices, Bidder Days and engagement with the market to assess scope for such potential. 	Complied
<ul style="list-style-type: none"> ➤ Challenging the status quo 	<ul style="list-style-type: none"> ➤ Supporting ongoing dynamic/flexible purchasing system for securing additional temporary accommodation for vulnerable citizens and assessing suitability for use in other services. ➤ Engagement with Suppliers on price and other market pressures ensuring information is shared with others to improve market awareness and opportunities to secure better value. ➤ Proactive reporting and challenge to services areas on use of CSOs waivers, to assist improvements in compliance and value for money. ➤ Contract Management compliance reviews as noted above. 	Complied

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New Procurements				
Brief Contract Description	Contract Estimated Value £	Expected Contract Notice Date	Expected Award Date	Expected Start Date
Accredited Pathways for Education services	20,000,000	01/10/2023	01/04/2024	01/05/2024
Vehicle Recovery and Repair Framework Agreement	850,000	01/10/2023	01/06/2024	01/07/2024
Emergency Generators for Care Homes	450,000	01/10/2023	01/06/2024	01/07/2024
Recurring Procurements				
Brief Contract Description	Contract Estimated Value £	Expected Contract Notice Date	Expected Award Date	Expected Start Date
Provision of Young Peoples Services	686,000	01/10/2023	30/03/2024	21/04/2024
Vehicle Recovery and Repair Framework Agreement	850,000	01/10/2023	01/06/2024	23/06/2024
Emergency Generators for Care Homes	450,000	01/10/2023	01/06/2024	23/06/2024
Cleaning Equipment, Purchase, Repair & Maintenance	1,200,000	01/10/2023	01/06/2024	23/06/2024
Payroll Support Service Framework Agreement	658,658	01/10/2023	01/04/2024	23/04/2024
Aluminium Street Lighting Columns Framework	800,000	01/10/2023	15/02/2024	08/03/2024
Garden Aid and Ad Hoc Grounds Maintenance Work	2,400,000	01/10/2023	01/03/2024	23/03/2024
Provision of Funeral Services	250,000	30/10/2023	01/03/2024	23/03/2024
Disabilities Complex Care Housing and Support Service	5,300,000	30/10/2023	30/06/2024	22/07/2024
Housing Consultancy Framework Agreement	1,140,000	31/10/2023	30/06/2024	22/07/2024
Supported Bus Services	5,000,000	31/10/2023	30/06/2024	22/07/2024
Subsidised Childcare for Working Parents	2,000,000	01/11/2023	29/02/2024	22/03/2024

Insurance for Council Assets Programme	25,000,000	01/11/2023	01/07/2024	23/07/2024
Test Kits and Screening for Controlled and Illegal Drugs	370,000	01/11/2023	01/07/2024	23/07/2024
Commercial and Residential Property Advisory Services	500,000	02/11/2023	02/07/2024	24/07/2024
Harm Reduction Services	3,400,000	30/11/2023	30/07/2024	21/08/2024
Decriminalised Parking and Traffic Enforcement (DPE) Services	70,000,000	30/11/2023	30/07/2024	21/08/2024
Civic Clocks	110,000	01/12/2023	12/03/2024	03/04/2024
Supply of school uniforms	500,000	01/12/2023	01/08/2024	23/08/2024
Cleaning Services for Cultural Performance, Conferencing and Events Venues	1,000,000	02/12/2023	02/08/2024	24/08/2024
Car Club Services	300,000	03/12/2023	03/08/2024	25/08/2024
Specialist Event Support Crew & Equipment Hire	600,000	31/12/2023	31/08/2024	01/09/2024
Tree Planting and Watering Framework Agreement	400,000	15/01/2024	15/09/2024	07/10/2024
Temporary Security Alarm Systems	960,000	15/01/2024	15/09/2024	07/10/2024
Learning & Teaching- Resources to Support Curriculum Delivery	2,000,000	18/01/2024	01/08/2024	23/08/2024
Lift service and maintenance contract	710,806	21/01/2024	21/09/2024	13/10/2024
Residential Care, Special Schools and Supported Accommodation	20,000,000	30/01/2024	30/09/2024	22/10/2024
Housing Capital Works Framework	200,000,000	30/01/2024	30/09/2024	22/10/2024
Forestry and Arboriculture Works	280,000	01/02/2024	01/10/2024	23/10/2024
Independent Advocacy and Children's Rights Service	1,010,000	01/02/2024	01/10/2024	23/10/2024
Residential service for complex needs.	4,223,908	01/02/2024	01/10/2024	23/10/2024
Empty Homes and Estates Clearance, Garden Maintenance & Minor Works	3,500,000	12/02/2024	12/10/2024	03/11/2024
Building Energy Management System (BEMS) Servicing & Maintenance Contract	1,266,000	01/03/2024	01/11/2024	23/11/2024
New Build Housing Framework Agreement	300,000,000	01/03/2024	01/11/2024	23/11/2024

Professional Services Framework	150,000,000	17/03/2024	17/11/2024	09/12/2024
Framework for Day Opportunities	7,720,184	01/04/2024	01/12/2024	23/12/2024
Housing Energy Projects – Delivery Partner	2,088,000	07/04/2024	07/12/2024	29/12/2024
Rope Access Surveys, Minor Repairs and Associated Services Framework Agreement	460,000	28/04/2024	28/12/2024	19/01/2025
Structural Testing Of Street Lighting Columns	461,624	19/05/2024	19/01/2025	10/02/2025

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Glossary

Term	Description
Best Value	The legal duty to secure continuous improvement in the performance of the Council's functions as set out in section 1 of the Local Government in Scotland Act 2003.
CIPS	The Chartered Institute of Procurement and Supply (CIPS) is the leading body representing the field of procurement and supply chain management.
Collaboration	When two or more groups of people or organisations engage in procurement work together for mutual benefit.
Commercial Awareness	Evidence of commercial acumen. Awareness of the need for efficiency, cost-effectiveness, customer/stakeholder support, a knowledge of the sector and the services the organisation provides and will provide in the future, considering the strategic objectives, current economic climate, etc. A track record of appropriate procurement skill and experience, evidence of on-going/continual training and development. (desirable and post/org specific) professional qualification/undertaking or willingness to undertake as appropriate.
Contract Management	The process of monitoring the performance of a supplier to contract.
Co-production	The real and meaningful involvement of the citizens of Edinburgh including future recipients of the service and key stakeholders and suppliers (both current and potential) in how and what community services and related goods and works are delivered with regard to the National Standards for Community Engagement.
Demand Management	To take costs out of an organisation by addressing the drivers for spend, aligning spend to business need and eliminating unnecessary consumption. Demand management examples: Challenging requirements that specify brand or other over specification.
Framework Agreement	An agreement or other arrangement between one or more contracting authorities and one or more economic operators which establishes the terms (in particular the terms as to price and, where appropriate, quantity) under which the economic operator will enter into one or more contracts with a contracting authority in the period during which the framework agreement applies.
Procurement strategy	Strategy for procurement within an organisation (can be called policy).
Small Medium Enterprise (SME)	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.
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.
Supplier; Provider; Contractor	An entity who supplies goods or provides services or execution of works.
Supply Chain	All activities, resources, products etc. involved in creating and moving a product or service from the supplier to the procurer.
Supported Business	Either the organisation's main aim should be the social and professional integration of disabled or disadvantaged persons, or the contract should be performed within a sheltered employment programme.

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Sustainable Procurement Strategy

March 2020 to March 2025

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Foreword



Edinburgh is one of the best cities in the world in which to live, work and study. It is also the fastest growing city in Scotland, with more than 50,000 new residents expected over the next 20 years. While this is undoubtedly a sign of the city's success, it is not without challenges and consequent pressures on our communities, on housing, schools,

care services, and on the infrastructure we all rely on. It will therefore be critical how the Council uses its considerable spending power to manage the impact of these pressures, particularly difficult financial pressures, while delivering commitments to make our city greener and fairer.

The updated Sustainable Procurement Strategy continues to put sustainability at the heart of the procurement programme from now until 2025. Sustainability delivered through Council spend will help promote the economic, environmental and social outcomes that support growth, and address those challenges the city is facing.

Closer working with key stakeholders is central to the delivery of the strategy, building on existing networks to improve engagement with communities, businesses, third sector organisations and strategic partners.

The strategy also builds on a strong foundation of achievements delivered in previous years, including over £190m of savings since 2012, increased capacity and skills,

embedded co-production and collaboration and improved sustainable outcomes. These achievements will still be important in the coming years, and the principles remain a core element of the strategy, but as the Council looks to address key challenges of poverty, citizen well-being and climate change the central priorities for the Council's procurements must align and support wider outcomes.

The core focus moving forward will be:

- Fair Work First – improving ethical employment, including suppliers paying the Living Wage and encouraging diversity in the workplace
- Net zero city – taking dramatic steps to make sure we reach our Net Zero 2030 target through embracing new technologies and ways of delivering services through close working with key partners
- local spend – improving growth in the city by helping small and medium sized enterprises (SMEs), social enterprises, the voluntary sector and supported business to grow with support for tendering
- community benefits – supporting local jobs, training and the capacity building of local supply chains

By delivering in these areas and continuing to seek financial savings and Best Value outcomes, the Council can be confident that its procurement activity will benefit all stakeholders.

Councillor Mandy Watt

Convener of Finance and Resources Committee

Introduction and procurement vision



Edinburgh is a city full of vibrancy and opportunity. As a Council, we are working hard to ensure that all residents can share in Edinburgh's success. However, despite economic growth, over 20% of our children remain in poverty and one in six households still have no adult in work. Supporting the most disadvantaged in our society to progress and prosper remains one of the most critical challenges the city faces. At the same time, the environment within which Edinburgh's economy operates is undergoing significant change. We need a refreshed strategic approach to the Council's procurement activity, to help the city adapt to new economic relationships emerging post-Brexit, to transition to a low carbon economy, and to manage the impacts and opportunities arising from technological change and a growing city.

Importantly, with the well-documented pressure on public finances, we also need to continue to ensure we are securing Best Value by purchasing only what we need to and managing our suppliers effectively through robust contract management.

This strategy takes account of that wider context, and the recently published Public Procurement Strategy for Scotland 23-28, the first national procurement strategy, recognises the central role that public sector procurement has in assisting the Council to deliver its key outcomes, putting procurement at the heart of a sustainable economy to maximise value for our local communities.

Backed by a strong focus on compliance with the regulatory framework, and the Council's internal controls, this strategy will help ensure the Council's purchasing activity supports sustainable growth and protects our environment, while also confronting the challenges that Edinburgh is facing.

Dr Deborah Smart
Executive Director of Corporate Services

Council's Procurement Vision

To be a leader in Scottish public sector procurement and contract management, with a high-performing customer-focused Commercial and Procurement Services team that identifies, creates and secures significant financial and non-financial benefits for the city of Edinburgh. A team that works collaboratively with colleagues, key partners and citizens, and visibly drives positive change within the Council.

This vision statement has been developed by the Council's procurement team to support implementation of this strategy and delivery of its key objectives.

Strategy rationale and context

Recent changes to procurement regulations and statutory duties are now embedded and public sector procurement has a greater role than ever before in supporting delivery of key social, economic and environmental outcomes. The impact of Brexit has not brought about immediate change to these regulations and duties but has had a bearing on markets we engage with to support Council objectives. In 2019 the Council launched a new programme of change designed to respond to the opportunities and challenges facing the city, now and in the future. Following the pandemic, new and unexpected challenges have been faced as we transition into a phase of recovery. The war in Ukraine and the emerging cost of living crisis mean that more than ever the Council needs to make best use of our significant public procurement spend to promote a green and just economic recovery.

The Council has recently approved a new Business Plan for the period 2023-27. With a particular focus on tackling poverty, delivering a net zero city by 2030 and improving residents' wellbeing by creating good places to live and work, it is designed to guide all savings and spending decisions the city makes between now and 2027.

This Business Plan sets out the three priorities for the next phase of the city's development and for the way we will reform our services. We will use this plan to guide our budget and investment decisions, ensuring that spending is focused on those activities with the biggest impact.

The first Public Procurement Strategy for Scotland has been published with the aim of delivering a wellbeing economy and using public procurement spending power to deliver sustainable and inclusive economic growth. This Strategy

aligns closely with the aspirations set out in national Strategy and aims to help deliver those objectives.

The Council currently spends over £800million per annum on goods, services and works and in supporting this programme it is critical that the spending power of the Council is utilised to influence and actively promote positive change.

The Council supports the principles and implementation of Community Wealth Building as an inclusive approach to economic development. This commitment to developing Community Wealth Building approaches is incorporated as an action within the Edinburgh Economy Strategy, agreed in 2021, as well as the Council's new Business Plan. Key principles of Community Wealth Building where procurement has potential influence include the Council's commitment to Fair Work practices, the progressive procurement of goods and services and making financial power work for local places including a low carbon economy, supporting benefits through City Region Deal and other capacity building projects.

The previous strategy was aligned to the Council's Business Plan 2016-2020 and the Commercial Excellence Programme and delivered many improvements and benefits.

These included:

- saving and Best Value outcomes
- improvements in processes and policies
- increased expertise, capacity and effectiveness
- more co-production of services
- sustainability focus
- innovative ways of working.

Public Procurement Strategy 2023 to 2028 - vision and roadmap. Which all public sector bodies can align to and deliver against



The strategy will also support delivery of the Scottish Government’s National Outcomes. In particular, using the Scottish Government’s National Performance Framework aims to:

- Create a more successful country.
- Give opportunities to all people living in Scotland.
- Increase the wellbeing of people living in Scotland.

- Create sustainable and inclusive growth.
- Reduce inequalities and give equal importance to economic, environmental and social progress.

This strategy will help drive delivery of the National Outcomes which in turn reflect our obligations under the Sustainable Procurement Duty requires us to buy in a way which is:

- Good for business and employees.
- Good for society.
- Good for places and communities.
- Open and connected.

Supporting Council objectives

The City of Edinburgh Council's Business Plan has three strategic priorities which shape our work during 2023 to 2027. The three core priorities are to:

1. Create good places to live and work in Edinburgh
2. Take all the local actions needed to end poverty in Edinburgh, and
3. Work to deliver a net zero city by 2030

Our three core priorities are interlinked and interdependent. They connect all the major strategies and Council policies agreed in the past few years, through the shared goals and commitments of the [Edinburgh Partnership](#) and towards our long-term ambitions for Edinburgh to be a fair, welcoming, pioneering, and thriving city, as expressed by the [2050 Edinburgh City Vision](#).



Procurement's role in delivering this

Strategic procurement will support the delivery of these priorities by ensuring the requirements for goods, services and works are procured in a way that supports the Council objectives and maximises the opportunity for effective and efficient successful outcomes that deliver Best Value.

The key priorities that have been identified are those that align with Council aims to tackle poverty through Fair Work, initiatives that grow opportunities and capacity in the city. To use community benefits to support **community wealth building and prioritise assisting the delivery of the Council's net zero target and accelerate our just transition to a net zero economy.**

Key strategic objectives

This strategy sets out the Council's key strategic procurement objectives:

- 1 Making procurement spend more accessible to local small businesses and third sector
- 2 Improving Fair Work practices adopted by suppliers
- 3 Maximising the impact of procurement in achieving social and economic outcomes and increasing community benefits delivered by suppliers
- 4 Contributing to the Council's 2030 net zero city target
- 5 Deliver savings and Best Value outcomes
- 6 Ensuring legal compliance and robust and transparent governance
- 7 Promoting innovative and best practice solutions

1 Making procurement spend more accessible to local small businesses and third sector

Aim

- To ensure the procurement team and wider council officers consider how we support the recovery of the local economy post Covid by making proportionate decisions about the market options for local business and third sector organisations to access public spend.
- To develop community wealth building approaches in public procurement

We will do this by

- Increasing engagement, working with key business and third sector to support “meet the buyer” events, workshops and awareness of contract opportunities
- Work with community planning partners and other anchor institutions in the development of community wealth building approaches in public procurement
- Working with Council partner organisations such as Business Gateway, Supplier Development Programme, Federation of Small Businesses and the Edinburgh Third Sector Interface to support these objectives
- Continuing to apply lotting strategies that support small business
- Supporting facilitation of sub-contract opportunities by suppliers

- Continue to improve prompt payment in the supply chain for public sector contracts, including the use, where appropriate, of project bank accounts.
- Considering longer contract advertising periods where consortia opportunities exist.
- Consider innovation for all regulated procurements, continuing to innovate procurement processes to broaden engagement of SMEs.
- Improve commercial opportunities for supported businesses.

We will demonstrate delivery by

- Maintaining and improving the volume of local businesses accessing and being successful in Council procurement opportunities

2 Improving Fair Work practices adopted by suppliers

Aim

- To ensure Fair Work outcomes are promoted internally and externally and procurement is used to influence and increase positive fair work and socially responsible outcomes which benefit the city by addressing poverty and inequality.

We will do this by

- Requiring suppliers pay employees delivering Council contracts the [Real Living Wage](#)
- Applying the [Fair Work First criteria](#) to every tender with a wider focus on ethical practices including security of pay and contracts, flexible working and targeted recruitment and training requirements, is the main way in which we use public procurement to tackle in-work poverty and by extension, child poverty.
- Improving training and awareness for Council colleagues and bidding organisations
- Applying appropriate weightings in the evaluation of tenders
- Continue to record all commitments made by suppliers on Fair Work outcomes and commitments to pay the real Living Wage in our contracts and frameworks. This includes asking bidders if they are signatories to the Living Wage accreditation.
- Delivering Council commitments to modern slavery and construction industry practices

- Applying the [Construction Charter Commitments](#) (“the Charter”) to Council procurement activity.
- Working with suppliers to raise awareness of the need to reduce the pay gap and create a more diverse and inclusive workplace

We will demonstrate delivery by

- Increasing the number of more socially responsible businesses delivering Council contracts and an increase in supplier living wage accreditation

3 Maximising the impact of procurement in achieving social and economic outcomes and increasing community benefits delivered by suppliers

Aim

- Continue to use public procurement as a means to drive a wellbeing economy by creating quality employment and skills and providing opportunities for local SMEs, third sector and supported businesses to bid for public contracts and to participate in public sector supply chains.
- To build on community benefits delivered to date by increasing the volume and value added to local communities through wider social, economic and environmental outcomes.

We will do this by

- Increasing awareness and education of community benefits through early engagement in tender opportunities
- Consider community benefit opportunities at the development stage of our regulated procurements and where appropriate, request either mandatory or voluntary community benefits.
- Working with stakeholders such as City Region Deal partners to ensure consistency in application and priorities
- Tailoring the community benefits being sought to the sector involved and the priorities for the Council with an emphasis on outcomes that can easily be delivered

- Support the principles of the [No One Left Behind](#) delivery plan through targeted equality and employability-related Community Benefits in Procurement
- Reviewing scoring methodologies and applying best practice to achieve added value outcomes for the city

We will demonstrate delivery by

- Increasing the volume and value of community benefits secured through Council contracts

4 Contributing to the Council's 2030 net zero city target

Aim

- To address the climate and nature crises and support the delivery of the Council's 2030 net zero target we will work with Council officers and external partners to deliver opportunities that help address the climate and nature emergency and the circular economy agenda.

We will do this by

- Seeking expert support such as from Zero Waste Scotland and in educating and awareness raising for Council staff involved in tendering and managing contracts
- Engaging with suppliers and experts to understand carbon-reducing actions that can be delivered in different contract sectors and building into specifications and ensuring that suppliers are committed and actively engaged in supporting a Just Transition to net zero
- Actively consider the impacts of Climate Change, the nature emergency and related environmental considerations early in procurements and commissioning activity, and apply relevant criteria in all procurement processes, where relevant and proportionate to do so
- Increasing whole-life costing approach to evaluation criteria and learn from others through best-practice forums
- Considering potential for reuse, repair and recycling of goods and materials in scoping requirements on a routine basis to prevent waste

- Adopting industry standards to ensure consistency in approach with the market and clear measurement tools understood by all
- Ensuring the procurement team have undertaken up to date carbon literacy training

We will demonstrate delivery by

- Identifying and reporting on % of influenceable procurements covered by a Scottish Procurement climate change plan to build awareness of the climate change emergency and record how Council suppliers will respond

5 Delivering savings and Best Value outcomes

Aim

- To support the Council budget savings and improve the value achieved from third party delivery we will work closely with our customers and key stakeholders to improve efficiency and reduce expenditure.

We will do this by

- Working together to identify opportunities and challenge current models of delivery
- Supporting the delivery of the Council's Medium Term Financial Plan
- Challenging the demand for goods and services and seeking to rationalise core requirements
- Engaging markets, benchmarking values and collaborating when appropriate with city partners or wider

- Supporting robust contract management actions to ensure contracts deliver to financial and non-financial performance requirements, including contractual commitments around social value and community benefits
- Applying whole life costing models to ensure end-to-end requirements are included

We will demonstrate delivery by

- Identifying and reporting on procurement contribution to effective and efficient outcomes that achieve savings targets

6 Ensuring legal compliance and robust and transparent governance

Aim

- To ensure all procurement staff and Council officers involved in procurement processes have full awareness of the impact of the regulations and contract standing orders which apply to procurement activity.

We will do this by

- Training officers in the procedures and policies which must be considered to ensure compliance requirements are met
- Providing regular updates for specialist staff on changes to regulations, case law, statutory guidance, policy and social value outcomes
- Reviewing standard documentation to reflect regulatory changes and best practice

- Reviewing and improving controls within the procurement remit to ensure compliance with purchase systems and procedures, including the Contract Standing Orders
- Ensuring regular reporting of procurement activity and compliance to committee
- Regular review of audit actions, and updating of risk register and processes

We will demonstrate delivery by

- Submitting the annual procurement report to committee each year, submitting regular reports to committee on contract awards and giving confidence internally and externally that regulations are complied with and mitigate the scope for procurement challenge

7 Promoting innovative and best practice solutions

Aim

- To seek opportunities for innovative solutions for products, services or works required by the Council and challenge the market to offer improved solutions.

We will do this by

- Engaging with clients and suppliers at early stages of identification of need and scoping
- Direct suppliers to the supplier-led National Innovation Service
- Seeking relevant examples of market innovations and sharing models and best practice

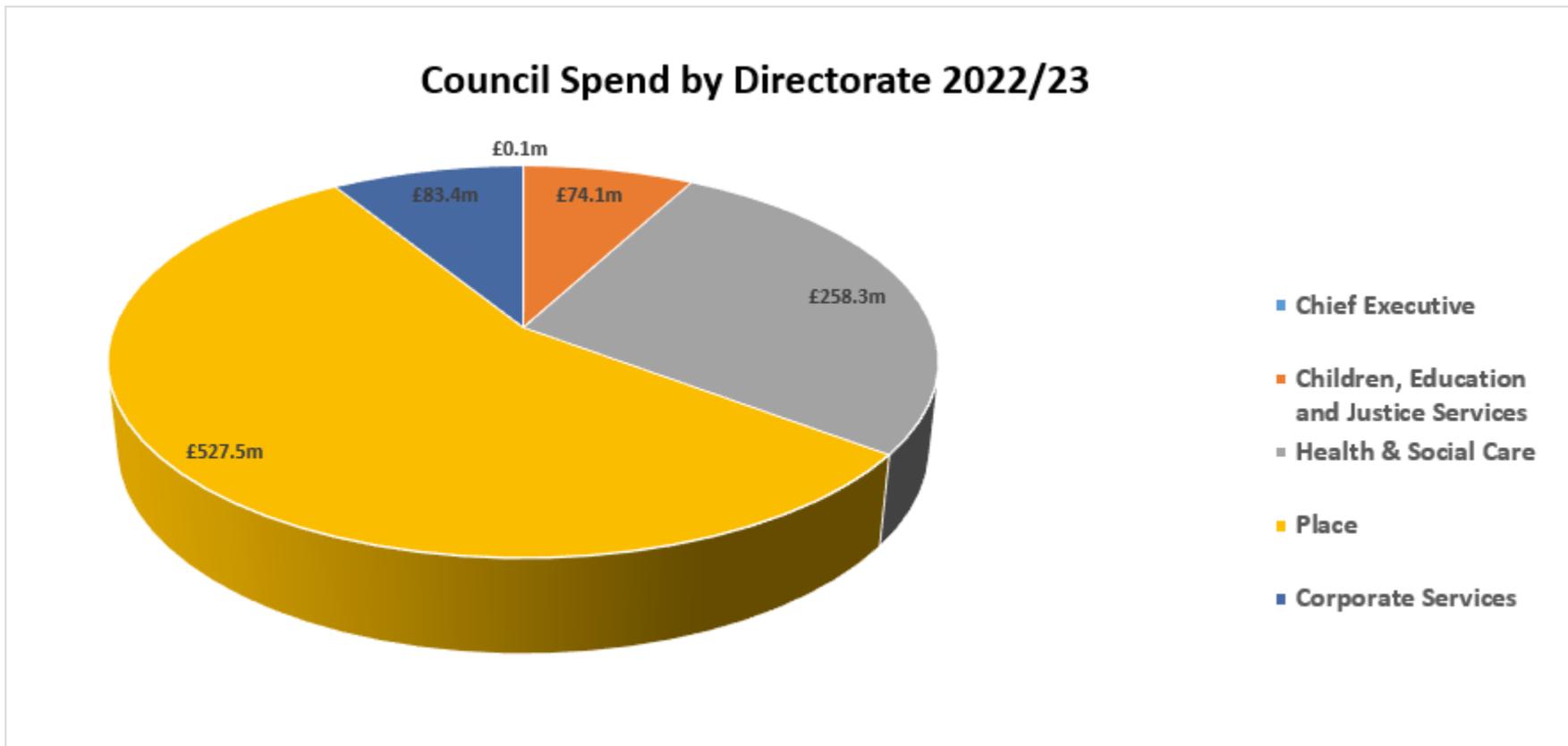
- Knowledge sharing and creation of innovation network with Edinburgh anchor organisations such as universities
- Allowing the opportunity for variant bids where there is potential technological and market advancement
- Challenging the status quo

We will demonstrate delivery by

- Identifying and reporting on procurement contribution to new ways of delivering improved services and products that demonstrate improved value for the Council and citizens

Council spend

In 2022/23 the Council's spend with third parties was approximately £943 million. The first pie chart on this page shows the spend for each Council Directorate in 2022/23. The highest Directorate spend was in the Place Directorate (with £527m) followed by Health and Social Care Partnership (with £258m), Corporate Services (with £83m) and then the Children, Education & Justices Services Directorate (with £74m).



Monitoring, reviewing and reporting

The strategy will be reviewed annually and reported to the Finance and Resources Committee.

The strategy has been the subject of public consultation and developed in consultation with key stakeholders, including the Federation of Small Businesses, Edinburgh Voluntary Organisations Council, Edinburgh Social Enterprise, Council officers and Council suppliers.

The Council will publish an annual procurement report on its procurement activities following the end of each financial year and submit the report to the Scottish Government by the end of August. The report will include:

- a summary of the regulated procurements completed during the year
- a review of compliance with the strategic procurement objectives
- details where compliance was not achieved and actions to address that
- the community benefits imposed and delivered
- a summary of the regulated procurements expected to commence in the next two financial years.

Performance in delivering the strategic objectives set out in this strategy will be monitored using an action plan (Appendix

3). The action plan will inform the Annual Report which will be reported to the Corporate Leadership Team (CLT) and Finance and Resources Committee

In addition:

- a six-monthly report on contracts awarded under delegated authority and the contract standing orders will be reported to Finance and Resources Committee
- a regular report to Finance and Resources Committee setting out regulated recurring contracts expiring in the next year and a pipeline of procurements currently in-hand
- regular monitoring of procurement activities will be reported on dashboard reports to the relevant Executive Directors and their management teams
- Annual reporting on the procurement questions as part of the Public Bodies Climate Change Report to the Scottish Government
- Sustainable Procurement updates in the annual Council Emissions Reduction Plan
- Percentage of suppliers paying the Real Living Wage
- delivery of this strategy will be regularly reviewed by the Head of Commercial and Procurement Services.

Supplier support

The Council website 'Business' page provides information and further links to support for those interested in doing business with the Council.

The website contains key information including:

- Links to Public Contracts Scotland, the main portal used to advertise contract opportunities
- Details of key organisations the Council collaborates with on framework agreement opportunities including Scotland Excel and Scottish Procurement
- The Council contract register which provides details of 'live' contracts along with the dates these are due to end providing insight to future tenderers
- Details of the regulations that govern procurement activity
- Details about the Council payment terms and how to submit a valid invoice
- Details about the standard terms and conditions of contract

- The Council's Contract Standing Orders.

Wider support to those new to tendering for public contracts is available including:

- [Business Gateway](#)
- [Supplier Development Programme](#)
- The Scottish Government's [Supplier Journey](#).

The Council supports annual 'Meet the Buyer' events and will look to accommodate more local events which target support aligned to key priorities.

Future engagement will include opportunities for suppliers to feedback to the Council on an ad-hoc basis through dedicated supplier email account, in addition to the regular market engagement for specific projects and organised events.

Capacity and skills

To deliver the Council strategy the capacity and skills of procurement professionals and other officers will continue to be managed through:

- providing opportunities for modern apprentices and trainees to develop the skills needed
- supporting continuing professional development of experience individuals using the **Scottish Government Competency Framework** to ensure knowledge is up to date and aligned to developments in the sector
- engaging with other local authorities, public sector organisations and other relevant organisations to support knowledge transfer
- providing mentoring, coaching and work shadow opportunities
- developing and delivering in-house workshops, training and guidance to support commercial awareness and legislative knowledge
- continuing to assess procurement standards using the PCIP model and other self-assessment tools such as CIPFA benchmarking to ensure continuous improvement
- providing training and support in use of tendering applications such as Public Contracts Scotland and PCS-t (electronic tender, evaluation and contract management system)
- providing training and support around contract management.
- **Using the Scottish Government sustainability and Fair Work practice tools and guidance and provide support to colleagues across the Council on the application of these to ensure best practice is achieved through procurement activity to drive forward these important enablers.**

Ownership and contact details

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Appendix 1 – Additional influencing factors

Legal framework

Public procurement activity in Scotland is governed by a legislative framework which includes:

- European treaties and directives
- Procurement Reform (Scotland) Act 2014
- Public Contracts (Scotland) Regulations 2015
- The Procurement (Scotland) Regulations 2016
- Utilities Contracts (Scotland) Regulations 2016
- Concessions Contracts (Scotland) Regulations 2016
- Case law.

Procurement and Commercial Improvement Programme

The Council's procurement function is subject to regular audit by Scotland Excel on behalf of Scottish Government and endorsed by Audit Scotland. The Procurement and Commercial Improvement (PCIP) assessment reviews the strength of policies and procedures driving procurement performance in:

- leadership and governance
- development and tender
- contract
- key purchasing processes.

The Council is in the highest PCIP performance band and above the local authority average in 2019. Our procedures are designed around this programme which identifies best practice in the sector.

The Council will continue to engage with this programme and its future iterations.

Appendix 2 – Mandatory requirements of the Procurement Reform (Scotland) Act 2014 and Statutory Guidance Obligations

The Act specifies that the Council’s procurement strategy must include certain minimum requirements as to how the Council intends to ensure that its procurement activity will achieve particular outcomes.

Requirements	Council response
<p>Procurements will contribute to the Council carrying out its functions and the achievement of its purposes</p>	<ul style="list-style-type: none"> ▪ Consultation was undertaken with lead officers in the Council to ensure the strategy was aligned to Council priorities and national outcomes and supports Council objectives ▪ Discussions and input from key stakeholders including Federation of Small Businesses, Social Enterprise Edinburgh, Edinburgh Poverty Commission. EVOC, Council suppliers and public consultation via the Council website resulted in high support for the key priorities which align to the economy and net zero carbon strategies of the Council ▪ Effective consultation will continue to deliver the strategy and will also take place during procurement exercises to ensure priorities and Council outcomes continue to be delivered ▪ The delivery of regulated procurements against the strategy will be monitored to support achievement of the outcomes
<p>Procurements will deliver value for money</p>	<ul style="list-style-type: none"> ▪ Delivering savings and Best Value outcomes is one of the strategic objectives of the Council, further information being given earlier in key strategic objective 5 ▪ Value for money will be delivered by ensuring the best balance of cost, quality and sustainability is applied to each procurement ▪ Whole life costing will be a key consideration on procurements ▪ Early engagement on market insights, innovations and benchmarking will inform purchasing strategies ▪ Proportionate application of regulations will ensure relevant markets are engaged, including SME, third sector and supported businesses ▪ In determining purchasing strategies there will be challenge of demand and identification of benefits and opportunities, including income generation ▪ Application of a robust contract management framework and guidance suite will deliver best practice approach to managing contract performance ▪ Added value will be delivered from community benefits

Requirements	Council response
Procurements will treat relevant economic operators equally and without discrimination	<ul style="list-style-type: none"> ▪ Ensuring legal compliance is one of the strategic objectives of the Council, further information being given earlier in key strategic objective 6 ▪ Procurement activity will be delivered in accordance with the Council Contract Standing Orders which embed the key principles of relevant procurement legislation ▪ There will be engagement with economic operators who require extra support with bidding, building partnerships or consortia with support offered by Business Gateway, Supplier Development Programme, Social Enterprise Edinburgh, EVOC, Partnership for Procurement (P4P), British Association for Supported Employment (BASE) and other appropriate agencies
Procurements will be conducted in a transparent and proportionate manner	<ul style="list-style-type: none"> ▪ Ensuring legal compliance is one of the strategic objectives of the Council, further information being given earlier in key strategic objective 6 ▪ Procurement activity will be delivered in accordance with the Council Contract Standing Orders which embed the key principles of relevant procurement legislation ▪ There will be work with sectors who identify barriers to participation in Council procurements to ensure proportionate approaches are applied in line with the key objectives to support SME, social enterprise, voluntary sector and supported businesses ▪ There will continue to be regular reporting to committee and publishing of contract opportunities and required information ▪ There will be the exploration of additional advertising opportunities to engage organisations more widely
Procurements will comply with the Council's sustainable procurement duty	<ul style="list-style-type: none"> ▪ This is met by a number of the strategic objectives of the Council, further information being given earlier in key strategic objectives 1, 2, 3, 4 and 6 ▪ There will be engagement with the Scottish Government and the application of new sustainability tools to support prioritisation and identification of opportunities for environment, social and economic outcomes ▪ Implementation of the strategic objectives in the strategy will deliver on key priorities which include Fair Work practices, positive local economic impact, increased community benefits and support to the climate change ambitions of the Council ▪ There will be improved monitoring, measurement and reporting on climate change and circular economy outcomes which procurement processes will enable Council service areas to achieve
A statement on the Council's general policy on the use of community benefit requirements	<ul style="list-style-type: none"> ▪ Increasing community benefits is one of the strategic objectives of the Council, further information being given earlier in key strategic objective 3.

Requirements	Council response
	<ul style="list-style-type: none"> ▪ The Council will increase the volume and value of community benefits secured and delivered by Council suppliers, further information being given earlier in key strategic objective 3 ▪ There will be improved monitoring and reporting using Cenefits software solution ▪ There will be guidance and engagement on proportionate opportunities to support local communities and other target groups
<p>A statement on the Council’s general policy on consulting and engaging those affected by its procurements</p>	<ul style="list-style-type: none"> ▪ The Council has embedded co-production in its procurements using different approaches that align with the requirements and impact of change where appropriate. This is included in the Contract Standing Orders and will continue in the new strategy ▪ To ensure effectiveness, reviews will take place to identify what is working well and what can be improved to ensure communities, users of Council services and interest groups are involved in key procurements e.g. the provision of care to children and adults
<p>A statement on the Council’s general policy on the payment of a living wage by suppliers</p>	<ul style="list-style-type: none"> ▪ Improving Fair Work practices is one of the strategic objectives of the Council, further information being given earlier in key strategic objective 2 ▪ Payment of the Real Living Wage by suppliers is now a mandatory requirement in Council regulated contracts, where conditions are appropriate. As part of the Council's Living Wage City status suppliers are encouraged to become accredited with the aim of doubling the number of Living Wage accredited businesses to over 900 across the city over the next few years Monitoring is embedded in procurement procedures and will continue to be reported ▪ The Fair Work First (FWF) initiative (an extension of the Fair Work Convention’s Framework to drive success, wellbeing and prosperity for individuals, businesses, organisations and society) has been adopted to improve ethical work practices and Living Wage accreditation.
<p>A statement on the Council’s general policy on promoting compliance by contractors and sub-contractors with Health and Safety at Work etc Act 1974.</p>	<ul style="list-style-type: none"> ▪ Health and Safety, and the protection of workers and members of the public, is a very important consideration for the Council, and it is expected that Council contractors and sub-contractors will share the same approach ▪ Health and Safety criteria are included in the assessment of appropriate contracts and embedded in the procurement process and procedures ▪ Suitable terms and conditions to secure the necessary controls around Health and Safety are included in Council contracts ▪ The Council has adopted the Construction Charter, which is promoted and adopted in procurements, with related activity reported to Committee

Requirements	Council response
<p>A statement on the Council’s general policy on the procurement of fairly and ethically-traded goods and services</p>	<ul style="list-style-type: none"> ▪ The Council has a Fair Trade policy which promotes the purchase of fairly and ethically-traded goods and services, and Council procurement activity is aligned to that, the policy being kept under review and performance reported annually to committee ▪ The Council has also signed up to the International Fair Trade Charter
<p>A statement on the Council’s general policy on how it intends its approach to the procurement of food to improve health, wellbeing and education of its communities and promote the highest standards of animal welfare</p>	<ul style="list-style-type: none"> ▪ The Edible Edinburgh approach is applied to procurements for the provision of food, and supports the improvement of health, wellbeing and education of communities and high standards of animal welfare ▪ Opportunities for sustainable food purchasing will be considered and adopted where appropriate ▪ The Council will ensure all legislative requirements around food purchasing are complied with
<p>Payments will be made so far as practicable to contractors and sub-contractors no later than 30 days after invoice</p>	<ul style="list-style-type: none"> ▪ The Council’s 30-day payment target is being achieved in approximately 95% of invoices and potential system improvements are being considered within the financial system upgrade programme ▪ Purchase cards are utilised to support speedy payment for small local purchasing where appropriate ▪ Project Bank Accounts are adopted for appropriate contracts to help secure sub-contractor payments ▪ Suitable contract terms and conditions are adopted with prompt payments required where sub-contracting is most likely to utilised

Appendix 3 – Strategy Delivery Plan

1 Making procurement spend more accessible to local small businesses and third sector			
Objective	Delivery Actions	Proposed Milestones/Steps	Owner
<ul style="list-style-type: none"> To ensure the procurement team and wider council officers consider how we support the recovery of the local economy post Covid by making proportionate decisions about the market options for local business and third sector organisations to access public spend. To develop community wealth building approaches in public procurement 	1) Increasing engagement, working with key business and third sector to support “meet the buyer” events, workshops and awareness of contract opportunities	Event / Meet the Buyer / Workshop delivered with local/third sector business focus in 2023/24.	Commercial and Procurement Service (CPS); Service areas; Partner agencies
	2) Work with community planning partners and other anchor institutions in the development of community wealth building approaches in public procurement	Engage with Business growth team with links to Edinburgh partnership groups to agree procurement enablers which support community wealth building.	CPS; Service areas; Partner agencies
	3) Working with Council partner organisations such as Business Gateway, Supplier Development Programme, Federation of Small Businesses and the Edinburgh Third Sector Interface to support these objectives	Review stakeholder engagement strategy and plan, monitor and report activities. Facilitate wider team awareness sessions	CPS; Service areas; Partner agencies
	4) Continuing to apply lotting strategies that support small business	Strategy/plans for each tender considers small business and lotting approach	CPS; Service areas;
	5) Supporting facilitation of sub-contract opportunities by suppliers	Where market engagement identifies delivery scope for sub-contracting, arrange facilitation as appropriate	CPS; Service areas; Suppliers; Partner Agencies
	6) Continue to improve prompt payment in the supply chain for public sector contracts, including the use, where appropriate, of project bank accounts.	Where appropriate, include prompt payment criteria in relevant tender and/or project bank administration	CPS; Service areas; Financial service team
	7) Considering longer contract advertising periods where consortia opportunities exist.	Review at strategy/planning stage, market knowledge/engagement to set appropriate timeline	CPS; Service areas;

1 Making procurement spend more accessible to local small businesses and third sector			
Objective	Delivery Actions	Proposed Milestones/Steps	Owner
	8) Consider innovation for all regulated procurements, continuing to innovate procurement processes to broaden engagement of SMEs.	Consider wider engagement options to direct SMEs to opportunities, working with stakeholders and lessons/good practice from other authorities. Document in plans.	CPS; Service areas;
	9) Improve commercial opportunities for supported businesses.	Review supported business register on a regular basis, engage and promote through supply chains.	CPS; Service areas;

2 Improving Fair Work practices adopted by suppliers			
Objective	Delivery Actions	Proposed Milestones /Steps	Owner
To ensure Fair Work outcomes are promoted internally and externally and procurement is used to influence and increase positive fair work and socially responsible outcomes which benefit the city by addressing poverty and inequality.	1) Requiring suppliers pay employees delivering Council contracts the Real Living Wage.	Document within the strategy/ensure market insight and apply using appropriate criteria.	CPS; service area; Partner agencies
	2) Applying the Fair Work First criteria to every tender with a wider focus on ethical practices including security of pay and contracts, flexible working and targeted recruitment and training requirements, is the main way in which we use public procurement to tackle in-work poverty and by extension, child poverty.	Review seven elements of Fair Work First criteria at planning stage of every tender; Review market and use sector insight to shape priority order/elements; Apply Fair Work criteria to tender documentation	CPS; service area
	3) Improving training and awareness for Council colleagues and bidding organisations	Fair Work criteria guidance provided to colleagues and bidding organisations – include Edinburgh specific detail	CPS; partner agencies
	4) Applying appropriate weightings in the evaluation of tenders	Default of not less than 5% quality weighting; higher where sector issues have been identified.	CPS; service area
	5) Continue to record all commitments made by suppliers on Fair Work outcomes and commitments to pay the real Living Wage in our	Management information collected and reported in recommendation report and annual report.	CPS; service area

2 Improving Fair Work practices adopted by suppliers			
Objective	Delivery Actions	Proposed Milestones /Steps	Owner
	contracts and frameworks. This includes asking bidders if they are signatories to the Living Wage accreditation		
	6) Delivering council commitments to modern slavery and construction industry practices	Modern Slavery/Construction sector Charters reviewed for updates; included guidance.	CPS
	7) Applying the construction Charter commitments (the Charter) to council procurement activity	Modern Slavery/Construction sector Charters included with tender documents / Fair Work criteria shaped to address and ensure legal requirements met.	CPS
	8) Working with suppliers to raise awareness of the need to reduce the pay gap and create a more diverse and inclusive workspace	Work with HR and other stakeholders to review diversity and inclusivity criteria and industry best practice; apply as appropriate	CPS; service area;

3 Maximising the impact of procurement in achieving social and economic outcomes and increasing community benefits delivery by suppliers			
Objective	Delivery Actions	Proposed Milestones/Steps	Owner
a) continue to use public procurement as a means to drive a wellbeing economy by creating quality employment and skills and providing opportunities for local SMEs, third sector and supported businesses to bid for public contracts and to participate in	1) Increasing awareness and education of community benefits through early engagement in tender opportunities	Regular updates via staff newsletters via the Orb on the community benefits being delivered by council suppliers; contract manager forum updates.	CPS; service areas
	2) Consider community benefit opportunities at the development stage of our regulated procurements and where appropriate, request either mandatory or voluntary community benefits	Assessment based on requirement, value and term to ensure maximum impact; document assessment and decision; approval by senior officer.	CPS; service areas
	3) Working with stakeholders such as City Region Deal partners to ensure consistency in application and priorities	Regular engagement on community needs and projects in place; attend community benefit forums via partner agencies to share good practice application	CPS; service areas; partner agencies

3			
Maximising the impact of procurement in achieving social and economic outcomes and increasing community benefits delivery by suppliers			
Objective	Delivery Actions	Proposed Milestones/Steps	Owner
public sector supply chains b) To build on community benefits delivered to date by increasing the volume and value added to local communities through wider social, economic and environmental outcomes.	4) Tailoring the community benefits being sought to the sector involved and the priorities for the Council with an emphasis on outcomes that can easily be delivered	Assess at early stage what relevant sectors deliver well and which align to council priorities; target mandated outcomes which are easy to achieve to avoid poor outcome	CPS; service areas
	5) Support the principles of the No One left behind delivery plan through targeted equality and employability-related Community Benefits in Procurement	Mandate job outcomes for priority groups in relevant tenders which will provide longer term opportunity for employment outcomes – high value/term contracts/ local infrastructure.	CPS; service areas
	6) Reviewing scoring methodologies and applying best practice to achieve added value outcomes for the city	Model scoring methods to ensure they influence the desired outcome but maintain best value.	CPS

4			
Contributing to the Councils 2030 net zero target			
Objective	Delivery Actions	Proposed Milestones/Steps	Owner
To address the climate and nature crises and support the delivery of the Councils 2030 net zero target we will work with Council officers and external partners to deliver opportunities that help address the climate and nature emergency and the circular economy agenda	1) Seeking expert support such as from Zero Waste Scotland and in educating and awareness raising for Council staff involved in tendering and managing contracts	Carbon reduction tools and learning events incorporated into development plans for staff in specialist procurement and contract manager posts.	CPS; service area
	2) Engaging with suppliers and experts to understand carbon-reducing actions that can be delivered in different contract sectors and building into specifications and ensuring that suppliers are committed and actively engaged in supporting a Just Transition to net zero	Zero waste prioritisation plan and sustainability tools used to support supplier engagement on relevant opportunities to reduce carbon. Carbon reduction plans identified and relevant to the sector.	CPS; service area
	3) Actively consider the impacts of Climate Change, the nature emergency and related environmental considerations early in procurements and	Assessment made at commissioning and planning stage of each tender; risks and	CPS; service area

4			
Contributing to the Councils 2030 net zero target			
Objective	Delivery Actions	Proposed Milestones/Steps	Owner
	commissioning activity, and apply relevant criteria in all procurement processes, where relevant and proportionate to do so	opportunities documented to support criteria application or non-application as appropriate. Strategy/Plan documentation approved by senior officer.	
	4) Increasing whole-life costing approach to evaluation criteria and learn from others through best-practice forums	Develop criteria as best practice emerges; carbon reduction measures/tools adopted in line with statutory guidance	CPS; service area
	5) Considering potential for reuse, repair and recycling of goods and materials in scoping requirements on a routine basis to prevent waste	Review specification and evaluation criteria to ensure application as required; review at relevant gateway stages and report outcome.	CPS; service area
	6) Adopting industry standards to ensure consistency in approach with the market and clear measurement tools understood by all	Access standard sustainability tools and case studies to ensure measures applied are clear and consistent with market/sector practice.	CPS; service area
	7) Ensuring the procurement team have undertaken up to date carbon literacy training	Training record maintained; new training and refresh where appropriate	CPS

5			
Delivering savings and Best Value outcomes			
Objective	Delivery Actions	Proposed Milestones / Steps	Owner
To support the Council budget savings and improve the value achieved from third party delivery we will work closely with our customers and key stakeholders to improve	1) Working together to identify opportunities and challenge current models of delivery	Consider a range of options to meet current delivery need; explore alternative models reaching out to partner agencies as appropriate;	CPS; service area
	2) Supporting the delivery of the Council's Medium Term Financial Plan	Analysis of spend activity; assess alternative options; engage stakeholder groups to explore opportunities and escalate where required.	CPS; service area

5			
Delivering savings and Best Value outcomes			
Objective	Delivery Actions	Proposed Milestones / Steps	Owner
efficiency and reduce expenditure	3) Challenging the demand for goods and services and seeking to rationalise core requirements	Identify commercial drivers within the specification; benchmark and reduce as appropriate	CPS; service area
	4) Engaging markets, benchmarking values and collaborating when appropriate with city partners or wider	Use tools available to identify current cost/value of the requirement; ensure budget sufficient; identify best sourcing option.	CPS; service area
	5) Supporting robust contract management actions to ensure contracts deliver to financial and non-financial performance requirements, including contractual commitments around social value and community benefits	Ensure contract management framework adopted at handover; provide resources to support ongoing management; Cenefits access, monitoring and reporting; contract management forum/ learning events provided.	CPS; service area
	6) Applying whole life costing models to ensure end-to-end requirements are included	Use costing tools to support assessment of acquisition, implementation, maintenance, disposal elements for product and other relevant purchases to identify true cost.	CPS; service area

6			
Ensuring legal compliance and robust and transparent governance			
Objective	Delivery Actions	Proposed Milestones / Steps	Owner
To ensure all procurement staff and Council officers involved in procurement processes have full awareness of the impact of the regulations and contract standing orders	1) Training officers in the procedures and policies which must be considered to ensure compliance requirements are met	Regular checks in place at key gateway stages; gateway reviews on key projects to ensure policy addressed; issues address via regular training plan – reviewed annually or as required.	CPS; Legal & Risk
	2) Providing regular updates for specialist staff on changes to regulations, case law, statutory guidance, policy and social value outcomes	Policy and legislation updates communicated as and when received; register maintained of new policy notices.	CPS; Legal & Risk; Scottish Government;

6			
Ensuring legal compliance and robust and transparent governance			
Objective	Delivery Actions	Proposed Milestones / Steps	Owner
which apply to procurement activity	3) Reviewing standard documentation to reflect regulatory changes and best practice	Updated as required; register of changes maintained; document library current with older documents archived.	CPS;
	4) Reviewing and improving controls within the procurement remit to ensure compliance with purchase systems and procedures, including the Contract Standing Orders	System controls used to identify potential compliance issues for review on a case-by-case basis; procedure reflect current risk/audit requirements.	CPS; Legal & Risk
	5) Ensuring regular reporting of procurement activity and compliance to committee	Procurement reports to F&R committee in line with CSOs; Annual report meets statutory obligations	CPS;
	6) Regular review of audit actions, and updating of risk register and processes	Monthly review of audit actions, risk register reviewed quarterly or as required; improvement actions progressed in agreed time.	CPS;

7			
Promoting innovative and best practice solutions			
Objective	Delivery Actions	Proposed Milestones / Steps	Owner
To seek opportunities for innovative solutions for products, services or works required by the Council and challenge the market to offer improved solutions	1) Engaging with clients and suppliers at early stages of identification of need and scoping	Post Market engagement notices and wider communications including stakeholder networks, internet sources and CIPS	CPS; Service area
	2) Direct suppliers to the supplier-led National Innovation Service	Where relevant signpost or provide links to the Scottish Government resources via PCS.	CPS; Service area
	3) Seeking relevant examples of market innovations and sharing models and best practice	Market engagement, including stakeholder networks, internet sources, user intelligence groups and CIPS	CPS; Service area

7	Promoting innovative and best practice solutions		
Objective	Delivery Actions	Proposed Milestones / Steps	Owner
	4) Knowledge sharing and creation of innovation network with Edinburgh anchor organisations such as universities	Networking events e.g., meet the buyer, and other partnership engagement opportunities used to explore new initiatives	CPS; Service area
	5) Allowing the opportunity for variant bids where there is potential technological and market advancement	Use market engagement and sector updates from wider sources such as CIPS to support alternative bid options.	CPS; Service area
	6) Challenging the status quo	Use market insights to challenge standard specifications, delivery models to ensure best practice solution is identified	CPS; Service area

Appendix 4 – Glossary

Term	Definition
Best Value	The legal duty to secure continuous improvement in the performance of the Council's functions as set out in section 1 of the Local Government in Scotland Act 2003.
Circular economy	A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life.
Collaboration	When two or more groups of people or organisations engage in procurement work together for mutual benefit
Commercial awareness	Evidence of commercial acumen. Awareness of the need for efficiency, cost-effectiveness, customer/stakeholder support, a knowledge of the sector and the services the organisation provides and will provide in the future, considering the strategic objectives, current economic climate etc. A track record of appropriate procurement skill and experience, evidence of on-going/continual training and development. (desirable and post/org specific) professional qualification/undertaking or willingness to undertake as appropriate.
Community Benefits	Requirements which deliver wider benefits in addition to the core purpose of a contract. These can relate to jobs, training and other social-economic and/or environmental benefits.
Contract Management	The process of monitoring the performance of a supplier to contract.
Co-production	The real and meaningful involvement of citizens including future recipients of the service, key stakeholders and suppliers (both current and potential) in how and what community services and related goods and works are delivered with regard to the National Standards for Community Engagement.
Fair Work First	Working with Employers and Partners to deliver investment in skills and training, no inappropriate use of zero hours contracts, action on gender pay, genuine workforce engagement, including with trade unions, and payment of the real Living Wage.

Term	Definition
Flexible Framework	A self-assessment mechanism that allows organisations to measure and monitor their progress on sustainable procurement over time.
Framework Agreement	An agreement or other arrangement between one or more contracting authorities and one or more economic operators which establishes the terms (in particular the terms as to price and, where appropriate, quantity) under which the economic operator will enter into one or more contracts with a contracting authority in the period during which the framework agreement applies.
National Outcomes	Describe what the Government wants to achieve over the next ten years, articulating more fully this Government's purpose. They help to sharpen the focus of government, enable our priorities to be clearly understood and provide a clear structure for delivery. Read more about the National performance Framework outcomes.
Public Contracts Scotland	The national advertising portal used to advertise all Scottish public-sector goods, services or works contract opportunities.
Regulated Procurements	Contracts above contract threshold values where the relevant regulations apply (above £50,000 for goods and services contracts and above £2,000,000 for works contracts).
Small Medium Enterprise (SME)	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 Enterprise	A revenue-generating business with primarily social objectives whose surpluses are reinvested for that purpose in the business or in the community, rather than being driven by the need to deliver profit to shareholders and owners.
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.
Supplier /Contractor	An entity who supplies goods or provides services or execution of works.
Supply Chain	All activities, resources, products and the like involved in creating and moving a product or service from the supplier to the procurer.

Term	Definition
Supported Business	Either the organisation's main aim should be the social and professional integration of disabled or disadvantaged persons, or the contract should be performed within a sheltered employment programme.
Third Sector	Part of an economy or society comprising non-governmental and non-profit-making organisations or associations.
Whole Life Costing	The costs of acquiring goods or services (including consultancy, design and construction costs, and equipment), the costs of operating it and the costs of maintaining it over its whole life through to its disposal – that is, the total ownership costs. These costs include internal resources and overheads.