

Dundee City Council



# Annual Procurement Report

1 April 2022 - 31 March 2023



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## **2. Introduction**

Section 18 of the Procurement Reform (Scotland) Act 2014 (the Act) requires any public organisation obliged to publish a procurement strategy and to prepare an annual report on its regulated procurements. This report covers the period from 1<sup>st</sup> April 2022 to the end of the Council's financial year on 31<sup>st</sup> March 2023.

Dundee City Council is required to prepare a strategy and to comply with the Act. A Corporate Procurement Strategy was published in June 2018 setting out how the Council would approach its external spend on goods, services and works over the two-year period 2018-2020. A new procurement strategy for the Council has since been approved for a single year 2023-24.

The Corporate Procurement Strategy sets out the strategic aims and objectives that will improve, innovate and transform how the Council procures goods and services in support of the Council's objectives. The priorities and outcomes for Corporate Procurement are:

- Implementing a corporate, consistent and commercially focused approach to all procurement and commissioning activities;
- Improving the systems, skillset and knowledge base to support this approach;
- Embedding and sustainable procurement as 'business as usual' and securing maximum social value from the council's significant spending
- Ensuring legal compliance and governance
- Providing savings and Added Value
- Having a leaner, more efficient and effective procurement function

These strategic aims and associated objectives contribute to the Council Plan. The annual report must include:

- a. a summary of the regulated procurements that have been completed during the year covered by the report,
- b. a review of whether those procurements complied with the authority's procurement strategy,
- c. the extent that any regulated procurements did not comply, and a statement of how the authority intends to ensure that future regulated procurements do comply,
- d. a summary of any community benefit requirements delivered as part of a regulated procurement that were fulfilled during the year covered by the report,
- e. a summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report,
- f. a summary of the regulated procurements the authority expects to commence in the next two financial years,
- g. such other information as the Scottish Ministers may by order specify.

This report relates to all regulated procurements.

### **3. Dundee City Council Context**

The Council Plan 2022-27 sets out how the Council will play its part in achieving the vision set out in the City Plan. Over this period, the Council will build on the strong partnerships that already exist across the public, private, education and third sectors.

The Council's top priorities are directly supported by the council services. Corporate Procurement provides a centralised service to our clients by making sure their requirements for goods, services and works are procured in the most effective and efficient way to maximise the achievement of best value. There is also a Contracts Team who manage contracts on behalf of the Dundee Health and Social Care Partnership. A separate regulatory framework exists for Health and Social Care.

#### Social Challenges

- Tackling poverty through the Fairness Action Plan
- Giving children the best start in life with integrated Children and Families Services and enhanced early years provision
- Ensuring children are safe and protected at home, school and in the community
- Closing the attainment gap for children from poorer areas and those who are looked after
- Provide housing which is affordable and efficient to heat

#### Economic Challenges

- Implementing the Tay Cities Deal, which can generate an additional £900 million per annum for the Scottish economy and create up to 15,000 jobs over the ten-year life of the programme
- Focusing our activities over the next 20 years around a number of key sectoral strengths; life sciences, healthcare, digital technology, tourism and hospitality and creative industries
- Maximising the city's cultural led regeneration
- Promoting inclusive growth that helps to tackle the deep-rooted inequalities
- Tackling long term unemployment, helping our young people to engage in positive activity and enabling those in entry level jobs to progress to better paid fair employment

#### Environment Sustainability Challenges

- Delivering significant reduction in CO2 emissions
- Reducing Fuel Poverty
- Improving Air Quality
- Preparing a new Urban Biodiversity Plan
- Increasing the percentage of waste recycled
- Increasing the number of district heating schemes
- Increasing Active Travel – walking and cycling to work, school and for leisure
- Increasing ultra-low emission and electric vehicles
- Improving public transport through innovative approaches to sharing and smart travel
- Including planning guidance to require all new buildings to incorporate measures to reduce the level of carbon emissions; support renewable energy generation; and encourage the use of heat networks in new developments.
- Publishing a sustainable energy and climate change plan

### Community Safety Challenges

- Reduced levels of crime and fear of crime
- Reduced levels of domestic abuse
- Protection of vulnerable adults
- Reduced levels of re-offending
- Reduced levels of antisocial behaviour
- Improved road safety

### Health and Wellbeing Challenges

- Integrating Health and Social Care to deliver more care in the community
- Developing smart health and care strategies to benefit from advances in health technology
- Improving health and well-being of all citizens – especially for children and families
- Reducing substance abuse

### Organisational Challenges

- Make the best use of the financial resources available to us, ensuring best value for the public purse
- Have a flexible, skilled and motivated workforce
- Listen to, and be responsive to, our customers, shaping our services around their needs and focusing our resources where they are most needed
- Work closely with our partners, including local communities, to deliver a single set of outcomes for all citizens of Dundee

The Corporate Procurement Team underwent significant change during 2022, with the Corporate Procurement Manager leaving the Council and a new Procurement Manager being recruited during the year. This was accompanied by a number of unfilled vacancies in the procurement team, which existed during the year and all of which have since been filled. At the same time, the Council took the opportunity to design a Procurement Transformation Programme in collaboration with Scotland Excel, and this programme was launched in December 2022.

Procurement activity within the Council, has continued with a centralised approach, from both a Procurement and Payments perspective, although those two functions are now managed as separate teams. Performance metrics are used by the teams to continuously track performance and identify areas for further improvement, the metrics used are:

<b><u>Purchases</u></b>	<b><u>2021/2022</u></b>	<b><u>2022/2023</u></b>
Total Spend	£210.0m	£214.4m
Total number of suppliers	2,248	3,271
SME (small and medium enterprise) suppliers	1,379	1,359
SME Spend	43%	43%
Local Suppliers (Dundee City)	712	632
Local Spend (Dundee City)	34%	39%
Supported Business Spend %	0.35%	0.3%
£	£734k	£636k
<b><u>Payments</u></b>		



Total number of invoice payments	80,430	109,589
Invoices paid by electronic means	80,430	109,589
Value of invoices paid by electronic means	£210.0m	£214.4m
Invoices paid within 30 days	95%	90%
Dundee supplier invoices paid within 30 days	Not Reported	94%
Dundee supplier invoices paid within 14 days	Not Reported	90%

Payment performance has reduced slightly from the figures reported in previous years. From 2022, the Council has been tightening the payments arrangements, which will improve governance and supply management. However, in the short term, this has revealed previously unrealised issues with the wider payment practice, and those are now being addressed.

During the latter part of the year, service departments and corporate procurement began the process of compiling a comprehensive forward plan for procurement of contracts, including both new projects and the renewal of expiring term contracts. This is now in place and is informing the activity of the procurement team.

## 4. Summary of Regulated Procurements Completed

A regulated procurement is any procurement for supplies or services with a value over £50,000 and for works contracts with a value of over £2 million. A regulated procurement is completed when the contract is awarded, and an award notice is published on Public Contracts Scotland web portal. This procurement activity is in line with Dundee City Council's Corporate Procurement Strategy.

Dundee City Council makes use of existing framework agreements where this provides best value. Framework agreements provide a legally compliant route to market which has been previously advertised through the channels required by procurement legislation. The use of framework agreements is part of the Scottish public sector procurement landscape, with the Scottish Government putting national frameworks in place for the whole of the Scottish public sector and Scotland Excel placing national frameworks for the local authority sector.

Dundee City Council completed 19 regulated procurements with a value of £15.5m during the period of the report. The table below shows a summary of regulated procurement activity:

Period 1 <sup>st</sup> April 2022 to 31 <sup>st</sup> March 2023	
Number of completed procurements	19
Estimated value of all completed procurements	£15.5m
Estimated savings from awarded contracts	£259k
Number of light touch contracts awarded	0

Appendix 1 shows all Regulated Contracts awarded by Dundee City Council directly between 1 April 2022 and 31 March 2023.

## 5. Review of Procurement Compliance

Mandatory Requirements of the Procurement Reform Act (Scotland) 2014 and Statutory Guidance Obligations lay out some mandatory requirements which the Procurement Strategy (2018 to 2020) includes, how the organisation intends to make sure that its regulated procurements will contribute to the carrying out of its functions and the achievement of its purposes, by:

- Working under the guidance of this strategy will ensure procurement is delivered in a compliant, effective, and efficient manner, provide a clear action plan for improvement and contribute to wider council objectives and priorities.
- Ensuring there is early engagement and clear communication channels between the Council Services and Corporate Procurement we will assist in achieving best value.
- The strategy will be monitored and reported as per the Monitoring, Reviewing and Reporting on the Strategy section of the strategy document, to make sure the key objectives are delivered, and best value is secured.

Objective	Performance against Objective
<b>Savings and Added Value</b>	<p><b>Compliant against:</b></p> <ul style="list-style-type: none"> <li>• Maximise the use of existing Category A, B and C1 contracts and framework agreements. This in itself is not a guarantee of best value.</li> <li>• All requirements are evaluated using Most Economically Advantageous Tender criteria</li> <li>• Lots considered for all procurements, where appropriate, including lots to promote SME/Third Sector and Supported Business participation</li> <li>• Maximising the impact of contracts with the inclusion of Community Benefit Clauses</li> <li>• Challenging the need and demand management</li> <li>• Consulting and engaging with those affected by its procurements by engaging with internal and external stakeholders through various approaches, including but not limited to – working directly with client services, Meet the Buyer events, Supplier Development Programme</li> </ul> <p><b>Key Future Workstreams:</b></p> <ul style="list-style-type: none"> <li>• Introduction of formal sourcing strategies for all regulated tender processes, underpinned by category strategies and an updated overarching procurement strategy.</li> <li>• A Procurement Steering Group, comprising key members of senior staff, will be established to review all category and sourcing strategies, and to drive and support initiatives for procurement savings, as well as sustainability and local economic impacts.</li> <li>• Savings targets to be implemented to impact on revenue budget 2024/25</li> </ul>

Objective	Performance against Objective
<b>Legal Compliance and Governance</b>	<p><b>Compliant Against;</b></p> <ul style="list-style-type: none"> <li>• The Council's Standing Orders and Tender Procedures apply to all contracts made by or on behalf of the Council for the execution of works, the supply of goods and materials and the provision of services, unless the contract is made under a framework agreement, in which case the framework conditions apply.</li> <li>• Procurement Team provides training and guidance to Officers on procurement process</li> <li>• Internal Audits ensure Officers are compliant with procurement process</li> <li>• Tender opportunities advertised on Public Contracts Scotland advertising portal for regulated procurements</li> <li>• Engagement with the Supplier Development Programme to help support SME's to bid for Council contracts</li> <li>• All procurement activity undertaken must comply with the above process and procedures which secures compliance with the Act and Statutory Guidance.</li> </ul>



	<p><b>Key Future Workstreams:</b></p> <ul style="list-style-type: none"> <li>• Not all regulated spend can be attributed to compliant contracts. This is due in some measures to aggregation of smaller purchases and in others, to a failure to give notice of awards within framework contracts. This will be addressed through staff training and more complete and frequent reporting of procurement activity.</li> <li>• Percentage spend with contracted suppliers is a key performance indicator for corporate procurement but has not previously been calculated. This will be reported on annual basis from 2023/24 onwards,</li> </ul>
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Objective	Performance against Objective
<b>Sustainable Procurement Duty</b>	<p><b>Fully Complied</b></p> <ul style="list-style-type: none"> <li>• The Sustainable Public Procurement Prioritisation tool (SPPPT) was completed and will be reviewed annually with all category teams using sustainability tests.</li> <li>• The flexible framework was completed producing an action plan that will be reviewed annually</li> <li>• Incorporated Sustainable Procurement objectives within the Corporate Procurement Strategy</li> </ul> <p><b>Key Future Workstreams:</b></p> <ul style="list-style-type: none"> <li>• Category strategies will create a detailed framework for relevant sustainability goals and those will be implemented through individual sourcing strategies</li> </ul>

Objective	Performance against Objective
<b>Community Benefits</b>	<p><b>Fully Complied</b></p> <ul style="list-style-type: none"> <li>• Dundee City Council's Community Benefit through Procurement Policy has been in place since 2012, with an update approved by Committee as part of the 2018/19 Annual Procurement Report. While community benefits must be considered for all procurement processes at or above £4 million in value the sustainable procurement duty may result in the inclusion of community benefit requirements at lower thresholds. Dundee City Council has adopted the approach to consider the inclusion of Community Benefits in all procurements, where appropriate.</li> </ul> <p><b>Key Future Workstreams:</b></p> <ul style="list-style-type: none"> <li>• Continue to maximise the social and economic impact of the major developments across the city being led by the council</li> <li>• Making better use of council spend data and grow local tool to better monitor and track council spending with local and generative business</li> </ul>

	<ul style="list-style-type: none"> <li>The Community Wealth Building Strategy will be developed to maximise the impact of Dundee City Council's procurement spend on the local economy.</li> </ul>
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<b>Objective</b>	<b>Performance against Objective</b>
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<b>Living Wage</b>	<p><b>Fully Complied</b></p> <ul style="list-style-type: none"> <li>Payment of a living wage - to persons involved in producing, providing or constructing the subject matter of regulated procurements. Fair Work practice criteria is included in all relevant procurement exercises</li> <li>Dundee City Council is an accredited Living Wage employer and as part of our accreditation carry out an annual review of all contracts to assess the number of individuals not being paid the living wage. An action plan is then developed.</li> </ul> <p><b>Key Future Workstreams:</b></p> <ul style="list-style-type: none"> <li>Continuing the work already started with major private sector employers and business organisations such as the Chamber of Commerce &amp; Scottish Enterprise to build further commitment to the Living Wage and Fair Work in Dundee</li> </ul>
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<b>Objective</b>	<b>Performance against Objective</b>
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<b>Promoting compliance with Health &amp; Safety within contracts</b>	<p><b>Fully Complied</b></p> <ul style="list-style-type: none"> <li>Promoting compliance with health and safety at work, including how a supplier/sub-contractor demonstrates compliance. Health and safety criterion forms part of the evaluation for all relevant and appropriate contracts. This element is a pass/fail criterion within the preselection (SPD) stage.</li> </ul>
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<b>Objective</b>	<b>Performance against Objective</b>
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<b>The procurement of fairly and ethically traded goods and services</b>	<p><b>Fully Complied</b></p> <ul style="list-style-type: none"> <li>Ethically traded goods and services are considered for all appropriate contracts</li> </ul>
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<b>Objective</b>	<b>Performance against Objective</b>
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<b>Community Health and Wellbeing and Animal welfare in Procurement of food</b>	<p><b>Fully Complied</b></p> <ul style="list-style-type: none"> <li>Procurement requirements relating to Food procurement focus on nutritional quality, health and wellbeing, minimising environmental impact such as packaging and sourcing as well as the application of appropriate animal welfare standards in accordance with all relevant legislation.</li> </ul> <p><b>Key Future Workstreams:</b></p> <ul style="list-style-type: none"> <li>Corporate Procurement will review all catering contracts used to identify opportunities to improve food quality and sustainability</li> </ul>
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<b>Objective</b>	<b>Performance against Objective</b>
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<b>Payment of invoices within 30 days</b>	<p><b>Fully Complied</b></p> <ul style="list-style-type: none"> <li>The provision of prompt payment – no later than 30 days after invoice by the organisation to a supplier and/or sub-contractor, or by</li> </ul>
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	<p>a sub- contractor to a sub-contractor. Prompt payment clauses requiring a 30-day payment term are embedded within our contractual terms and conditions.</p> <ul style="list-style-type: none"><li>• The Council achieved 90% of all invoices being paid within 30 days, with 129,311 invoices paid in 2022/23</li></ul> <p><b>Key Future Workstreams:</b></p> <ul style="list-style-type: none"><li>• Further development of Purchase to Pay processes and systems are already underway</li></ul>
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## **6. Community Benefits Summary**

Community Benefits in Dundee City Council are well established with a Community Benefit through Procurement Policy in place since 2012, and a refreshed policy approved by Committee in June 2018. While community benefits must be considered for all procurement processes at or above £4 million in value the sustainable procurement duty may result in the inclusion of community benefit requirements at lower thresholds. Dundee City Council has adopted the approach of considering the inclusion of Community Benefits in all procurements, where appropriate.

### **A Summary of Construction Activity from April 2022 to March 2023**

<b>Supplier Development</b>	
Local actual Construction Spend (within 35 miles)	£24.2m
Average Percentage of total Spend which was local (within 35 miles)	74%
Average Local Labour (within 35 miles)	85%
<b>Employment and Skills</b>	
Employment Opportunities Created	24
New Start Employment Opportunities (previously unemployed, redundant, graduates or new entrants)	19
Project Initiated Modern Apprenticeships	5
Existing Modern Apprentices	35
Work Experience Opportunities	49
<b>Awareness Raising Activity</b>	
Awareness Raising Events and Activities Delivered	41
Individuals Supported through Awareness Raising	3841

Appendix 2 provides more details of some of the activities which have been undertaken within construction contracts and provides examples of non-construction activity Community Benefits.

## **7. Supported Business Summary**

Supported Businesses make an important contribution to the Scottish economy, through the goods and services they deliver, but also by providing meaningful employment, training and social support for those who may otherwise be excluded from the workplace.

This is an important element of the sustainable procurement duty and the steps taken by the organisation to facilitate the involvement of supported businesses in regulated procurements will therefore be helpful to demonstrating compliance with that duty.

Dundee City Council has taken a proactive approach in working with Dovetail Enterprises, a Dundee based supported business. Key activities have been the sourcing and supply of furniture and other household goods for clients of the Scottish Welfare Fund, as well as furniture supply for Council establishments. Spend with Dovetail Enterprises over the period 2022/23 was £636,133. This spend has assisted in both

sustaining and creating new employment opportunities within Dovetail. Further supply chain integration opportunities continue to be explored with other supported businesses. Dundee City Council is fully committed to considering opportunities for Supported Business, wherever possible.

## **8. Future Regulated Procurement Summary**

Appendix 3 – details the upcoming tenders to be undertaken by Dundee City Council in the coming two years.

## Appendix 1 – Summary of Regulated Procurements awarded between 1 April 2022 and 31 March 2023

Document ID	Published Date	Title	Contract Awarded To	Value
722296	02/03/2023 10:35	Tender for the Supply of Gateway Services	Elevator (GB) / Elevator (GB)	£7,227,500
724557	07/03/2023 14:48	Award of Mini Comp via SXL Framework for the Supply and Delivery of Building and Timber Materials 03-18 Lots 1-9	Grafton Merchanting GB (GB) / Jewson Ltd (GB) / Joinery and Timber Creations (65) Limited (GB)	£2,109,784
694630	25/05/2022 13:17	Award of MC via DCC Framework for the Service, Maintenance, Repair and Installation of Passenger/Goods Lifts – LOT2 – Dallfield Court MSD	Caltech Lifts Limited (GB)	£1,366,362
727281	27/03/2023 15:43	Award of Mini Comp under National LGPS Framework for Pensions Administration Software	Heywood (GB)	£1,350,000
714546	23/11/2022 16:06	Award of Mini Competition under CCS DPS RM6138 Insurance Services	Zurich Insurance (GB)	£1,321,286
725082	07/03/2023 15:14	Award of Mini Comp via SXL Framework for the Supply and Delivery of Electrical Materials Ref: 09-19 Lots 1-7	Edmundson Electrical Ltd (GB) / YESSS (A) Electrical Ltd (GB)	£551,278
724988	07/03/2023 15:08	Award of Mini Comp via SXL Framework for the Supply and Delivery of Trade Materials Lots 2,3 and 4	White, Milne (Decco) Ltd (GB) / PPG Architectural Coatings (GB)	£374,909
706444	09/09/2022 15:51	Award of Mini Comp for Supply of PVCu Windows at Hilltown via DCC Framework PROC/CDD/19/01 (Lot1)	Sidey Solutions Limited (GB)	£197,948
704272	22/08/2022 18:41	Award of MINI COMP VIA NHS DIGITAL WORKPLACE SOLUTIONS FRAMEWORK AGREEMENT SBS/19/AB/WAB/9411 RE THE SUPPLY OF STORAGE	Specialist Computer Centres (GB)	£139,993
727627	30/03/2023 09:05	Repair and Maintenance of Chilled and Hot Water Drinking Appliances and Associated Equipment	Lovats Catering Engineering Services Ltd (GB)	£118,527



727159	27/03/2023 08:50	ITT for the Supply of Radio 1 Big Weekend Shuttle Buses	Stagecoach East Scotland (GB)	£116,100
693550	16/05/2022 18:45	Award of MC AS PER SXL ELECTRICAL MATERIALS FRAMEWORK- LIGHTING MATERIAL AT KIRK STREET MSD	YESSS (A) Electrical Ltd (GB)	£109,991
691779	29/04/2022 13:00	Award of MC via DCC Framework for the Service, Maintenance, Repair and Installation of Passenger/Goods Lifts – Lot 2 Ann Street Lift Replacement	Caltech Lifts Limited (GB)	£98,808
696603	10/06/2022 13:13	Award of MC under SXL Electrical Materials Framework - Lighting Material at Kirk St MSD, Dundee	Edmundson Electrical Ltd (GB)	£83,733
690844	20/04/2022 19:18	Award of Supply and Delivery of Roofing Materials	SIG ROOFING & ROOFLINE (GB)	£83,563
704271	22/08/2022 18:37	Award of MINI COMP VIA CCS RM3808 LOT 2 RE THE SUPPLY OF CISCO UCS HARDWARE	Virgin Media Business (GB)	£81,740
702809	08/08/2022 15:57	Award of Mini Competition for the Supply and Delivery of Roofing Materials under Lot 9 of the SXL Building and Timber Materials Framework	SIG ROOFING & ROOFLINE (GB)	£69,816
710819	19/10/2022 22:45	Award of Coupar Angus Rd / Lochee Rd Active Freeway	Jacobs U.K. Limited (GB)	£64,931
696279	08/06/2022 15:30	Award of MC under SXL Electrical Materials Framework - Cabling Material at Kirk St MSD, Dundee	YESSS (A) Electrical Ltd (GB)	£50,464

## Appendix 2 - Community Benefits Update - April 2022 to March 2023

### 1. Introduction

This section provides an overview of the Community Benefits approach in Dundee City Council and provides details of outcomes for current and past programmes. The report provides summaries of Community Benefit activity for the past year but also provides the cumulative total for projects to date and highlights achievements. While community benefits are now implemented across the range of the council's procurement activity the largest projects remain in the Construction Area. Unlike previous years rather than focusing on the figures the report intends to tell the stories of Community Benefits by including case studies and examples of the types of activities delivered.

### 2 Economic Recovery

As with previous years the programme continues to be affected indirectly by the pandemic and the change in economic conditions. While sites remained open some projects have remained delayed due to re-costings and redesign and contractors can be more risk averse to employing people from disadvantaged groups. At the same time employability partners and schools continue to report challenges with the engagement and readiness of candidates to participate in programmes.

### 3. Approach in Dundee

Community Benefits clauses are well established within Dundee City Council. For construction contracts the employment and skills minimum targets are provided using benchmarks based on the Client Based Approach developed by the Construction Industry Training Board (CITB) and endorsed by the Scottish Government. This provides a range of minimum targets based on the type and estimated value of the contracts. Contractors can increase these targets during the tender process, but when agreed, these become a mandatory element of the contract. The approach focuses on the development of Community Benefits in the areas of

- **Supplier Development** including Small to Medium Enterprise and social enterprises development activities and developing guidance to encourage local suppliers to compete for Council contracts.
- **Employment and Skills Activity** including activities to secure new employment opportunities including Modern Apprenticeships, share vacancies and secure work experience opportunities
- **Community and Awareness Raising Activity** including development of awareness raising activity, community programmes and donation of materials

In 2022- 2023 the programme expanded to cover additional areas. These included:

- **Environmental Outcomes** – a new measure added to encourage and record contractors' delivery of environmental focused activities including education programmes on biodiversity, renewable energy and waste management and recycling.
- **Community Projects** – minimum targets for contractors to deliver projects which support communities, these can include community clean ups, support voluntary or charitable organisations to deliver projects or sponsorship. This will support the Community Wishes programme which is being developed as part of the Community Wealth Building Approach.

While these outcomes have been added to new projects a time lag in reporting will mean that the outcome will be reported in future annual reports.

#### 4. Community Wealth Building

Community Wealth Building provides opportunities to maximise the social and economic benefits of procurement spending. In 2023/24 Procurement Strategy, the Community Benefits approach will redevelop into a Procurement Community Wealth Building (CWB) Strategy, this will focus on measures to:

- Maximising local spend both directly and indirectly through subcontractors
- Explore measures to support generative business (social enterprises, cooperatives, employee owned business and supported business to be able to access public sector contracts
- Continue to promote Fair Work including the Living Wage through procurement
- Develop a Community Wishes approach for Dundee
- Establish an CWB Procurement partners group to take forward CWB priorities at a partnership level Explore options to improve sustainability through procurement

#### Community Wishes

The approach was first developed in Perth and Kinross Council but is now being adopted in a range of councils across the country and by other organisations including NHS. The basic principle is that communities are asked to articulate small projects or asks which they would like to see delivered in their community, or to support their local group. These can be wide ranging but include support for small installation, maintenance or clean-up projects, materials or volunteering time to complete projects, printing leaflets, decorating, undertaking surveys, sponsorship etc. These requests are then moderated by the council to ensure that they can be undertaken i.e. having planning consent and crucially that they are wanted by the wider community before being published on an online portal. Contracted providers are then directed to this list where they are asked to select a wish to fulfil as part of their contracted required community benefit. The benefit for contractors is that it allows them to focus their expertise more directly in the delivery of their community benefit, allows them to target specific communities or interests and by being moderated protects them from supporting organisations or projects which have not been through any assessment. For local communities, it allows them to access skilled labour and expertise from a range of contractors and to deliver small projects which will make a real difference to their community or group. A Community Wishes approach is currently under development with a view to being ready to launch in Summer 2024.

#### 5. Summary of Achievements Capital Construction Programmes

This section provides an update on Community Benefits which have been secured as part of Dundee City Councils Community Benefits Approach. The Procurement Reform Act requires organisations to report on a number of contracts, over £4 million, which include Community Benefits.

##### Activity from April 2022 to March 2023

<b>Supplier Development</b>	
Local actual Construction Spend (within 35 miles)	£24.2m
Average Percentage of total Spend which was local (within 35 miles)	74%
Average Local Labour (within 35 miles)	85%
<b>Employment and Skills</b>	
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Project Initiated Modern Apprenticeships	5
Existing Modern Apprentices	35
Work Experience Opportunities	49
<b>Awareness Raising Activity</b>	
Awareness Raising Events and Activities Delivered	41
Individuals Supported through Awareness Raising	3841

Projects with activity in this period include Harris Academy Extension, the Young Peoples Home, Camperdown Hub, Olympia Refurbishment, Michelin Innovation Parc, Derby Street Housing Project and Broughty Ferry to Monifieth Active Travel project.

Examples of programmes delivered as part of these projects include

### Harris Academy Extension

Starting in January 2022, by the end of March 2023 the programme to extend Harris Academy had resulted in 2 Employment opportunities, one of which was filled by someone previously unemployed, an opportunity for an existing apprentice, and 5 awareness raising events. These have included a Careers event, jobs fair and work experience information sessions for Harris pupils and their parents



### The Camperdown Hub

The Camperdown Hub provides a focus for food growing in the city with groups of volunteers using the facility to grow local fruit and vegetables which are made available to local communities. In addition to securing 94% of spend locally and delivering 2 work experience opportunities and 4 awareness raising opportunities focused on the environment, the project team also delivered a significant Community Project. 10 young people from Robertson's Youth Volunteering project, along with 9 staff and local volunteers delivered a volunteering day at the site, which delivered 4 timber beds, re-sheeted a poly tunnel, and connected 3 external water supplies to enhance the facility. All materials were recycled from Robertson's sites or donated





## Michelin Innovation Parc

The duration and location of this project has allowed it to deliver significant amounts of community benefits. To March 2023 this activity including 6 employment opportunities, 2 apprenticeships, 26 opportunities for existing apprentices and 22 work experience placements including school pupils from Harris, Grove, and St Pauls; employability clients from Helm and Alexander Community Decorating and Dundee and Angus College. The project team have also delivered a significant programme of awareness raising activities often in partnership with MSIP. This has included employment guidance courses with schools, Helm and the Adult Employment service including a programme for Refugees. The team also contributed to a number of schools event including the MSIP EXP in September 2022 which saw more than 500 school pupils from across the city attend.



## Broughty Ferry to Monifieth Active Travel Project

Although, recently started, by March 2023 the McLaughlin and Harvey project team had already been able to make strong connections within the local community building on contacts made during their Flood Defence Project. The contractor was able to help local community interest company Braw Tea with set up costs and signage to allow them to open their community café project which aims to support women to build their confidence and gain vital work experience to access further training or employment. Jackie McKenzie, Director of Braw Tea CIC said *'MCLH's support has been tremendous in helping us to realise Braw Tea Cafe to become a reality. MCLH were able to fund the equipment we needed to get the project to completion as well as fire extinguishers and proper building signage. We now have over 15 volunteer women and many repeat customers. I cannot thank MCLH enough -your support absolutely ensured this project could take off and would never have happened otherwise. Every penny we raise is invested back into supporting the women with employability support training and ensuring we are here for many years to come.'*



### 6. Cumulative Outcomes for Dundee City Council Projects to end March 2023

For Capital Construction projects activity is also shown cumulatively and includes recent and current Waterfront, School, Housing and Individual Projects.

Given the nature of contracts, covering more than one financial year Information is provided also cumulatively since the beginning of the Community Benefit programme.

<b>Supplier Development</b>	
Local Actual Construction Spend (within 35 miles)	£133.9m
<b>Employment and Skills</b>	
Employment Opportunities Created	333
New Start Employment Opportunities (previously unemployed, redundant, graduates or new entrants)	165
Project Initiated Modern Apprenticeships	120
Existing Modern Apprentices	346
Work Experience Opportunities	474
<b>Awareness Raising Activity</b>	
Awareness Raising Events and Activities Delivered	564
Individuals Supported through Awareness Raising	18,639



**Capital Programmes Community Benefits Cumulative Table to End of March 2023**

Contract	Local Spend	% Local Spend	%Local Labour	Employment opportunities	New Starts	Project Initiated Apprentice	Existing Apprentice	Work Experience	Awareness Raising Events	Individuals AR Events
V&A	£7,049,138	9%	65%	52	22	18	50	26	28	728
Railway Station	£4,466,985	25%	43%	15	10	6	6	16	16	250
Camperdown Dock to Airport	£3,325,000	75%	77%	5	3	0	5	8	24	807
Waterfront 4	£3,705,677	41%	58%	11	7	3	0	7	7	146
Waterfront Site 6	£5,483,472	78%	95%	11	3	8	25	25	34	1,059
Waterfront Place	£5,523,295	71%	72%	7	7	1	0	1	0	0
North East Campus	£8,352,200	67%	87%	17	5	12	25	45	42	1,915
Coldside Primary	£6,883,390	54%	79%	12	4	8	25	53	44	1,445
Baldragon	£11,685,020	70%	76%	18	8	10	22	24	31	454
Menzieshill (Tayview)	£4,796,249	54%	79%	10	5	5	21	48	34	1,533
Sidlaw View	£6,051,929	84%	73%	8	5	3	13	23	33	857
Harris Academy	£2,414,976	24%	52%	15	7	8		21	29	411
Caird Avenue Nursery	£2,000,172	82%	88%	2	1	2	6	16	15	27
Balmerino Nursery	£1,244,307	86%	96%	2	1	1	5	4	6	153
Harris Extension	£263,989	69%	98%	2	1	0	1	0	5	872
Alexander Street	£4,933,727	39%	99%	26	9	2	37	19	8	58
Derby Street	£21,155,254	72%	71%	19	9	7	15	18	36	1,404
Young Peoples Home	£2,237,612	85%	76%	5	5	0	4	7	3	250
DCC & Angus Residual Waste	£6,214,456	8%	52%	49	15	10	7	34	48	2,724
Menzieshill Com Centre	£7,943,422	83%	84%	1	2	5	25	25	19	859
Regional Performance Sports Centre	£4,537,783	50%	48%	25	17	6	26	13	32	1239
Broughty Ferry Flood Defence	£9,163,129	85%	90%	14	11	5	0	14	30	383
Michelin Innovation Park	£3,183,902	51%	77%	1	1	4	20	2	2	30
Olympia Refurbishment	£1,758,370	78%	n/a	2	2	0	3	3	5	575
Camperdown Growing Hub	£719,400	94%	76%	0	0	0	2	2	4	49
BF to Monifeith Active Travel	£25,671	68%	100%	0	0	0	0	0	0	0

<b>Totals</b>	<b>£133,946,152</b>	<b>62%</b>	<b>76%</b>	<b>333</b>	<b>165</b>	<b>120</b>	<b>346</b>	<b>474</b>	<b>542</b>	<b>18,639</b>
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## 7. Future Construction Programmes

In addition to the Construction Contracts reported there are several new construction projects planned to start in financial year 2023/24 including the £100 million East End Campus development which will deliver a minimum of

- 8 new start employment opportunities (to those previously unemployed or redundant)
- 11 project-initiated apprenticeships
- 10 existing apprenticeships
- 31 Work experience opportunities
- 22 Awareness Raising Activities
- 10 Environmental Activities
- 5 Community Wishes/ Projects

## 8. Community Benefit Examples Non-Construction

The construction area remains the largest and of Community Benefits non-construction areas also feature community benefit requirements. It is noted that lower value contracts can be time consuming to negotiate and monitor, with outcomes often confined to awareness raising activity or work placement. In the future it is hoped that contractors with lower value contracts will be directed to the Community Wishes system once established. The following section provides examples of some of the activity developed from March 2022 and March 2023 include:

### Business Gateway - Elevator

The Business Gateway contractor for Tayside, Elevator are a social enterprise committed to delivering business support services to the business of Tayside. In addition, they also deliver an extensive Community Benefits programme of activities in schools and communities which include the provision of business grants through the Elevator Foundation. An example of this is Chloe Oswald, proud owner of luxury chocolate business Chocolatia, who received £2,800 in grants and expert to allow her to improve her website and packaging. Chloe stated, *“Now that my business has grown, I reached out because there’s still a lot about business that I need help with. It’s great to know that Elevator and Business Gateway are there to help me throughout my journey. The Elevator Foundation has given me the confidence to take the next step, and the funding will allow me to produce an even better product that I can be extremely proud of!”*

Elevator also delivered 2 valuable work experience opportunities to school pupils. This included Klaudia Filpaiak. She was involved in the Transform Business Festival and took part in every festival meeting with the designated team and supported the team with event planning and logistics, attendee management, on-site support, and post-event evaluation. On the festival day itself, Klaudia, helped receive feedback by approaching attendees with iPads to complete a quick survey – this gave us information that is critical in helping us improve for the festival in 2024.



Above Chloe Oswald, of Chocolatia



## MVV Environment Baldovie

In addition to Community Benefits delivered during the construction of the new state of the art energy from waste combined heat and power facility the contractor will also deliver a substantial CB programme during the service period. The new energy from waste facility will process approximately 110,000 tonnes of waste per year, providing an environmentally sustainable waste treatment solution for Dundee City Council and Angus Council by keeping residual (non-recyclable) waste out of landfill. This included spending over half a million pounds on local subcontractors in 2022 – 2023 to help to service and maintain the plant bringing vital money into the local economy. They also delivered 2 new apprenticeships: a programme of high-quality work experience for young people in Dundee and Angus and an extensive awareness raising programme delivering 15 awareness raising activities and visits supporting 269 people and a programme of environmental themed activities reaching a further 81 individuals.

This included MVV UKs first female engineering apprentice, Lindsey Dunbar, a former student at Craigie High School, has joined us as a Multi-Skilled Engineering Apprentice. MVV is committed to supporting apprenticeship opportunities in areas related to our industry; we have built a good working relationship with the local college as we are keen to upskill young people and train the next generation of engineers



## Health and Social Care Team – Fair Work Practice Test of Change

The Health and Social Care Contracting Team have been committed to encouraging Fair Work in their contracts for some time with contractors already required to pay the Real Living Wage and implement a range of fair work approaches including paid inductions, PVGs and uniforms. Despite this contracting arrangement with some providers paying shifts and others paying contact time continued to affect the sector and its ability to attract staff. The department developed the Fairer Working Conditions in Home Care test of change programme to pilot the use of full shift payment for home care contracted staff. This pilot was very successful, and June 2023 was adopted by the Integrated Joint Board. The report also highlights other elements of Fair Work which will be implemented when the contracts are relet later this year. These are

- Providers should pay staff the living wage for the whole shift including travel and training.



- Providers should not use zero-hour contracts, although it is recognised that sessional work can be mutually beneficial to some staff and employers. Where staff are not recruited on a sessional basis, they should be offered a guaranteed hours contract.
- Travel as part of work should be funded by the provider.
- Staff should be provided with the equipment they need to undertake their role and should not incur any additional cost for this, e.g., uniform/phone, etc.
- Staff should be provided with the training they need to complete their role and should not incur a cost from this. Attendance should be paid for mandatory training including induction.
- Staff should not be asked to pay for any checks associated with safe recruitment procedures.
- Providers should recognise Trade Unions who have membership within their employment.
- Reasonable provision should be made to support workers to achieve SVQ qualifications and career progression.

This Commitment to implementing Fair Work will make a massive difference to the experience of Home Carers in Dundee and recognise the important service they deliver.

## Meet the Buyer Tayside

Dundee City Council with support from Supplier Development Scotland delivered the Meet the Buyer Tayside Event in March 2023. This event brought together procurement staff from Perth and Kinross, Angus and Fife Councils, NHS Tayside, Social Security Scotland, the Colleges and Universities, Housing Associations, Support organisations and major construction contractors with current public sector projects. Over 400 contractors registered to the event with more than 300 attending on the day. As well as an opportunity to speak to procurement staff there was also an opportunity to learn more about the public sector procurement portal Public Contracts Scotland, the Supplier Development programme and what makes a good tender. Robertson Construction also provided a presentation on the new the requirements of the new Passivhaus environmental standard which will be used in the new East End Campus development. Feedback from participants and stall holders with people welcoming the opportunity to meet again in person after the pandemic



### **Appendix 3 – Future regulated procurements**

#### Extract from Forward Plan 2023-2025

##### Children and Families

Counselling in Schools (Scottish Govt) Tayside wide across several providers  
Community Mental Health and Wellbeing  
Speech and Language Therapy  
School Transport  
Additional Support Needs - Home to School Transport (via Taxi)  
Dundee and Angus College provision  
Various providers from services framework - school contracts from Pupil Equity Fund  
Early Learning and Childcare - Partner providers  
Family Wellbeing Fund - Services contract team  
Purchase of kitchen equipment  
On-going third sector contracts

##### City Development

Pathfinder Electric Vehicle Infrastructure Programme  
City Marketing Contract  
Dundee Airport - Public Service Obligation  
City Centre Strategic Investment Plan - City Streets / Union Street & City Lights  
Bus Shelter Cleaning & Maintenance  
Taxi Contracts - School Transport  
Union Street Design  
Active Travel Schools Team Partnership Agreement  
Replacement of parking meters  
Cycle Parking/ Shelters  
Future Maintenance Contract - LEZ ANPR Cameras  
Traffic Signal Maintenance Contract  
Bus Partnership Fund - Detailed Design & Modelling  
Traffic Modelling & Surveys  
Contaminated Land / Site Investigations Framework  
Civil Engineering Construction Framework  
Topographical / Drone Surveying  
Habitat Surveying  
Gas Soundness  
Servicing and Cleaning of Boilers flues  
Air Handling & Air Conditioning Systems  
The Crescent Biomass - Maintenance & Heat Source  
Water Hygiene Monitoring  
Fire Extinguisher Services  
Heating & Ventilation Controls (Building Management Controls)  
Swimming Pool Equipment  
Kitchen canopies, Ductwork, extract ventilation.  
Fume Cupboards  
Water Sampling Programme  
Kitchen Catering Equipment  
Boosted Water Tank & Pump Systems  
Roller Shutter Doors  
Medical Baths and Lifting Equipment  
Automatic Doors  
Lightning Protection Systems  
Emergency Lighting - Area 1  
Intruder Alarms  
In-Service Inspection and Test of Electrical Equipment - Area 1 (PAT Testing)



Fire Detection and Alarm, EVC & PAVA Systems  
City Square Complex/Caird Hall/Olympia, Fire Detection and Alarm, EVC & PAVA Systems  
Periodic Inspection and Test of Electrical Installations - Area 1

### Neighbourhood Services

Stores - Material  
External small plant tools and access hire  
PPE and consumables  
Small Plant  
Scaffold  
Skips  
Welfare and Containers  
Security Screens  
Asbestos  
Double Glazed Units  
3rd Sector Procurements  
Removals  
Cleaners  
Furniture, Fixtures and Fittings  
Paint Packs - Painting Vouchers  
Electrical Repairs (White good Repairs)  
House Exchange - Clarion  
Hotels (Corporate)  
Preferred Supplier - Review  
TV Aerials  
CCTV (GT, LW HG)  
Container Stores  
Housing Options Hub  
Language Line.  
Sundries for Temporary Accommodation  
District Heating Supply  
Specialist Works  
Secure Door Entries - Service and Install  
Sprinklers  
Annual Non-Domestic Gas Servicing  
Bin Chutes Cleaning  
Communal Boiler Service  
CCTV Servicing  
Controlled Entry Equipment Servicing  
District Heating  
District Heating Energy Billing units  
District Heating - Plant Rooms  
Dry Riser and Roof Fan Servicing  
Fire Fighting Equipment Service  
Legionella Inspections  
PV Repairs and Servicing  
Sprinkler Systems Servicing  
Water Quality Checks  
Treatment of glass  
Treatment of co-mingled recyclate  
Treatment of mixed scrap metal  
Treatment of paper & cardboard  
Treatment of food waste - Garden waste permits  
Purchase of bins & containers  
Purchase of shredder  
Headstone Safety

Forestry Services including Ash Dieback

Corporate Services

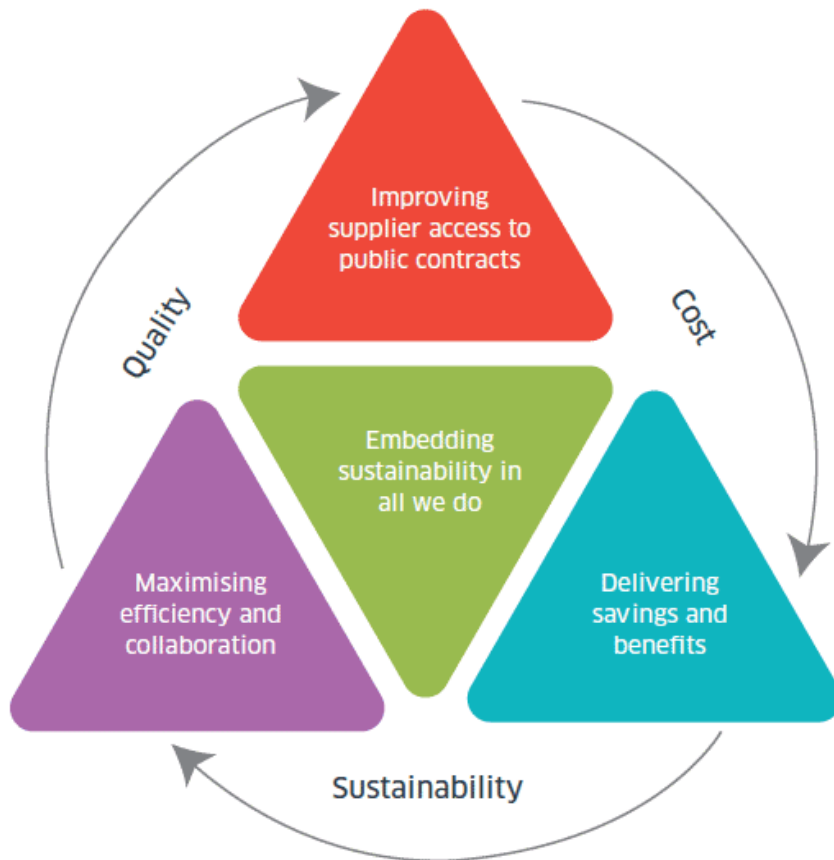
Revenues and Benefits System

Outgoing Mail

Insurance Providers

Tenants Contents Insurance Scheme

## Appendix 4 – Scottish Model of Procurement and Collaborative Working



The key objective for Corporate Procurement is to demonstrate continuous improvement, service excellence and build on the foundations that have been put in place since creation of the Corporate Procurement team in 2014. This approach will be underpinned with the principles of public procurement - transparency, integrity, openness, fairness, non-discrimination, equal treatment, competition, and accountability.

The Council participates in collaborative contracts put in place nationally by the Crown Commercial Service, in Scotland by Scottish Procurement and Scotland Excel, locally by Tayside Procurement Consortium, as well as those of other UK based central procurement bodies. The Corporate Procurement Team works with all the organisations listed to ensure that optimum collaborative opportunities are taken, but at the same time ensuring contract management is carried out at a local level to ensure best value is achieved for Dundee City.



The Council is committed to collaborative procurement and actively takes part in many National and Sectoral contracts. We continue to look for collaborative procurement opportunities that will support the delivery of benefits for the Council and its communities.

Dundee City Council also acts as lead authority on a number of collaborative contracts including:

- Managed Print/MFD Contract – Corporate Procurement Manager is Tayside Lead for contract which supports 3 Local Authorities, Dundee & Angus College, Tayside Contracts, and various 3rd Sector organisations.
- Lead Authority procurement support provided on National Entitlement Card
- Dundee City Council have created a number of construction framework agreements, which are being written not only for use by Dundee City Council, but also being made available to Angus, Perth & Kinross Councils, as well as Tayside Contracts.
- A Children and Families Support Services framework was introduced in 2019 to provide services in support of pupil equity funding, attainment challenge and other services which is also open to both Angus and Perth & Kinross Councils

A project to review the procurement approach across Tayside is underway to look at further collaborative working opportunities, this work is being led by Scotland Excel and further updates will be provided as this programme progresses.

As well as contractual collaboration Corporate Procurement works closely with our partner organisations in other areas where collaborative benefits may be realised, for example with:

- Tayside Cities Meet the Buyer event – organised by Dundee City Council’s Economic Development and Corporate Procurement teams – the most recent event in 2020 attracting exhibitors from all Public Bodies as well as main contractors working in the Tayside area. The event was attended by over 300 delegates, generating very positive feedback, along with spin-off one to one training sessions being provided to individual delegates to assist them in bidding for public sector opportunities.
- Supplier Development Programme – Corporate Procurement Manager is a Board Member and along with Economic Development colleagues supports the Regional Officers Group. This has resulted in further collaborative working with Perth &

Kinross, Angus and Fife Councils in the area of Supplier & Economic development opportunities





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