Dundee City Council

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CHANGING FOR THE FUTURE

Dundee City Council

Annual Procurement Report 2024-25

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Introduction and Background

Dundee City Council launched a Procurement Transformation Programme in December 2022, and the Council approved a 3-year Procurement Strategy covering the period 2024 to 2027. A copy of the Strategy can be found on the Council's Supplying to the Council Webpage.

The Procurement Strategy is reviewed annually in as part of the preparation of the Annual Procurement Report.

Why Report Annually on Procurement Activity?

Section 18 of the Procurement Reform (Scotland) Act 2014 (the Act) requires any public organisation to publish a procurement strategy and to prepare an annual report on its regulated procurements. This report covers the period from 1st April 2024 to the end of the Council's fiscal year on the 31st of March 2025.

The purpose of the Act is to support Scotland's economic growth through procurement activity.

The Act sets out what as a minimum, the Annual Procurement Report should contain and that it should address all matters contained in the organisation's Procurement Strategy.

The organisational 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 Procurement Strategy describes how procurement activity will contribute to the overall Council objectives contained in the Dundee City Council Plan 2022-27.

The priorities and outcomes for Corporate Procurement activity are:

- To obtain value for money from every purchase
- To make Dundee City Council a prized customer
- To be lean and efficient in our Procurement
- To achieve Social, Economic, and Environmental goals
- To trade only with suppliers who behave ethically

The Annual Procurement Report also includes the following information as required by the Procurement Reform (Scotland) Act 2014:

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

This report focuses on regulated procurements.

Policy Context

The Public Procurement Strategy for Scotland was published in 2023, and it is underpinned by a number of procurement enablers which are essential to its effective implementation.

In designing and delivering procurements, the Council aims to support the delivery of efficient, high-quality public services by aligning with the Scottish Government's key priorities: tackling child poverty, driving economic growth, addressing the climate emergency, and ensuring sustainable services that make a real difference in the daily lives of the citizens of the Dundee City Council area.

By working collaboratively with partners across the public, private, and third sectors, the Council are actively addressing issues of exclusion and inequality in society.

At the same time, Dundee City Council is committed to balancing public finances with the outcome it seeks to achieve, despite ongoing challenges such as inflation, supply chain disruption, and the cost-of-living crisis.

Through strategic procurement activity, the Council harnesses public spending to strengthen communities, reducing poverty, promoting inclusive economic growth, supporting local enterprises, expanding fair opportunities, and driving progress toward a net zero future.

TO THE
MEMORY OF
DUNDEE MEN
WHO
FELL IN THE
WORLD WAR
1939-1945

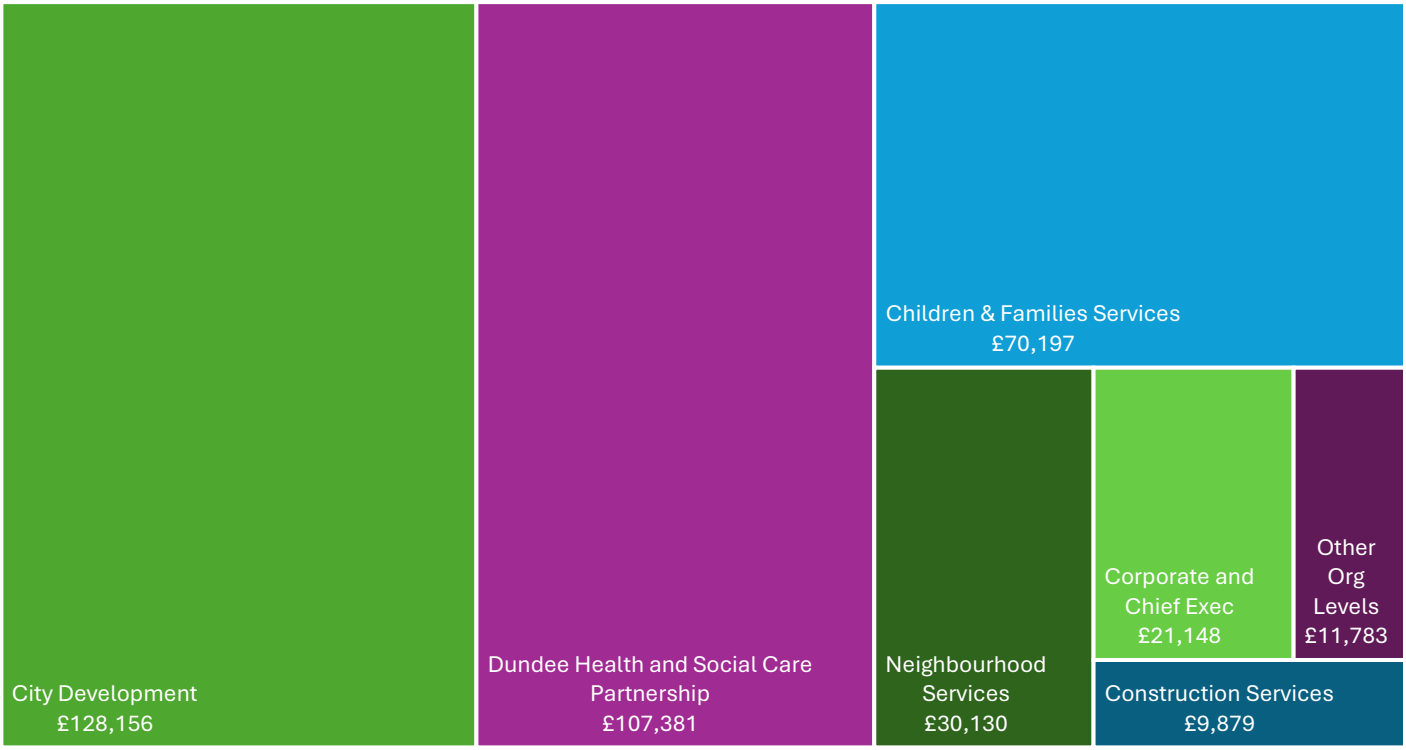
Dundee City Council Context

Procurement Spend and Structure

The Council's key priorities, as set out in the Council Plan, are actively supported by its service departments. Corporate Procurement plays a central role by delivering a coordinated procurement service that ensures goods, services, and works are sourced in a manner that is both effective and efficient, thereby maximising best value. Additionally, a dedicated Contracts Team manages contractual arrangements on behalf of the Dundee Health and Social Care Partnership, which operates under a distinct regulatory framework specific to health and social care services.

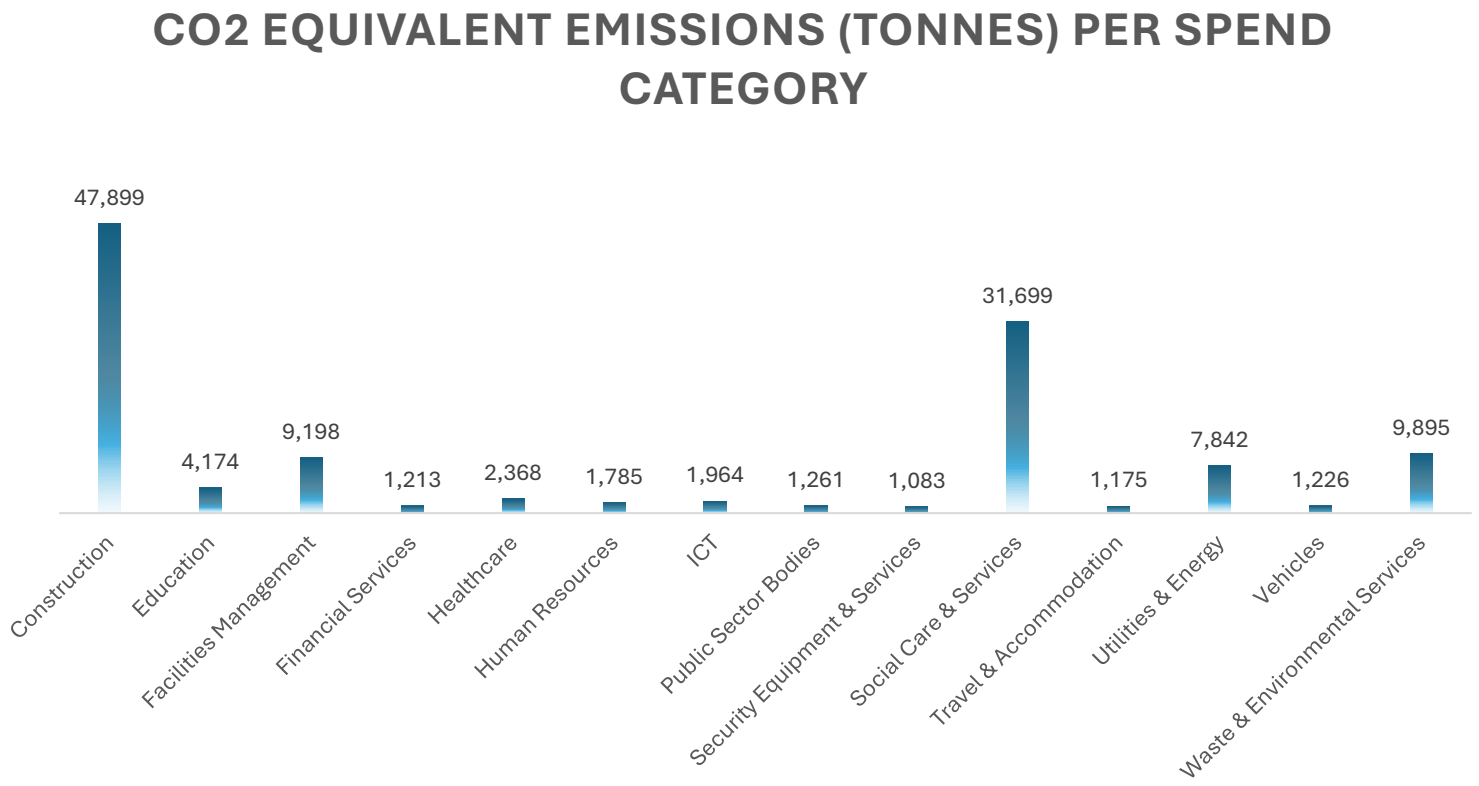
Dundee City Council has a spend level of **£378,677,780 for 2024/2025**. Below is a breakdown of spending by Internal Organisation Levels:

Spend by Internal Organisation Levels (£ ,000s)



Co2 Emissions per Category of Spend

The following analysis outlines the carbon footprint linked to expenditure on goods, services, and works:



CO_2 Equivalent Emissions (Tonnes) per Spend Category is a measure that helps us understand the environmental impact of our procurement activities. It estimates the total greenhouse gas emissions - expressed as carbon dioxide equivalents (CO_2e) - associated with each category of goods and services the Council purchases. This includes emissions from raw material extraction, manufacturing, transport, and disposal. By linking emissions data to spend categories such as Construction, Facilities Management, and Social Care, Dundee City Council can identify which areas have the highest carbon intensity and prioritise actions to reduce the footprint. This approach supports Dundee City Council's commitment to sustainable procurement and contributes to our wider net zero ambitions by making the climate impact of our spending more visible and actionable.

DCCs highest Scope 3 emissions are generated by Construction activity, and this category should be the priority for further detailed analysis on the emissions generated in the supply chain. Obtaining this analysis will be necessary if DCC is to mitigate the potential financial implications of the EU and UK Carbon Border Adjustment Mechanism (CBAM), a climate policy tool to encourage global decarbonisation, incentivising cleaner production methods, which is set to come into force in 2027. This is challenging where suppliers do not have robust carbon reporting systems.

Centralised Procurement Function

Dundee City Council operates a centralised procurement service with 7 x FTE Category Officers, covering the full range of Categories of Spend:

Category	
Construction Services (Goods, Works, Services)	Fleet
City Development (Works)	Children and Families (Education, and Social Work)
Corporate Services (inc. Events)	Housing (requirements that do not fit into the Categories mentioned above)
Facilities Management	Information and Communication Technology
Environment incl. Waste	Transport
Dundee Health and Social Care Partnership (DHSCP) (Goods)	

The Council also has a dedicated Social Care Contracts Team comprising 5 x FTE Contracts Officers, who cover the full range of health and social care – care and support commissioning requirements for both adults (Dundee HSCP) and Children (Children and Families Services):

Category
Care and Support Services

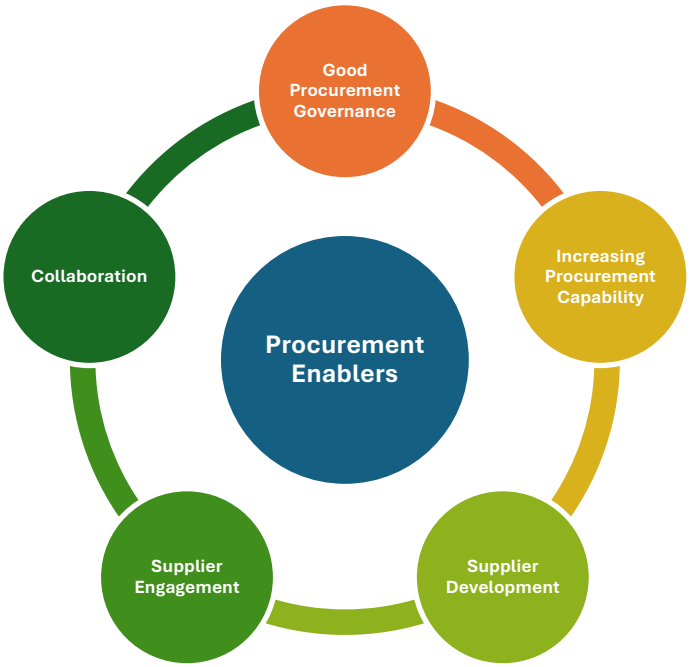
GO Awards 2024

At the GO Awards Scotland 2024/25, Dundee City Council was recognised as a finalist in the "Procurement Team of the Year Award" Category. The team featured alongside Scotland Excel for the Council's collaborative partnership approach.

The GO Awards celebrate excellence in public procurement across Scotland, highlighting innovation, collaboration, and social value in delivering public services.

Dundee City Council's Procurement Enablers

Dundee City Council utilises enablers to ensure compliance and risk management, to drive value for money, to improve efficiency enhance capability, and to delivery of the Council's strategic goals as set out in the Council Plan. The Council utilises a range of Procurement Enablers:



Good Procurement Governance

This is achieved through the Council's Standing Orders, and our aim is to be lean and efficient in our procurement processes.

Increasing Procurement Capability

Dundee City Council is strengthening the strategic procurement approach by investing in both the development of the corporate procurement team and by delivering cross-functional training sessions and workshops throughout the year.

Procurement Team members have student membership or membership status of the **Chartered Institute of Purchasing and Supply (CIPS)**. The institute provides a structured path of qualifications, designed to support individuals at various stages of their careers in procurement and offers a tiered qualification framework:

- Level 4 Diploma
- Level 5 Advanced Diploma – This builds strategic procurement skills.
- Level 6 Professional Diploma – This is the final step toward achieving MCIPS status.

Dundee City Council's procurement team have achieved the following professional qualification status:

- 2 x MCIPS Qualified (leaders)
- 2 x CIPS Level 4 qualified, including one undertaking Level 5
- 4 x underway with their CIPS learning journey Level 4

Supplier Development

The Council supports suppliers by offering opportunities to strengthen their bidding capabilities. Through targeted procurement initiatives, the Council is enabling SMEs and third sector organisations (key contributors to Dundee's business community), to access and benefit from public sector contracts.

In addition to the Annual Meet the Buyer Tayside Event which was held in March 2025 (mentioned later in this report), Dundee City Council conducted pre-tender supplier engagement activity throughout the reporting period:

- Scaffolding Services (Feb 2025)
- Café Provision (Leisure and Culture Dundee) (Jun 2025)
- Outline Business Case - Dundee Delivery Model and Initial City Centre Heat Network Programme (Oct 24)

Dundee City Council publishes Prior Information Notices on Public Contracts Scotland (PCS) in cases where the supplier market can help inform the final specification of requirements or may require a longer lead time to prepare for tendering.

The following PINs were published in the period:

- Crichton Street Young Persons Hub Internal Alterations
- Care and Support Framework for Adults in Dundee
- Outline Business Case: Dundee Delivery Model and Initial City Centre Heat Network Programme (Legal Advisory Services)
- Parking Meters Solutions (Managed Service)
- Provision of Cycling Services
- Supply of Ticketing System and related Services to Caird Hall Venue, Dundee

Engagement

By promoting early supplier engagement, the team is able to set proportionate and effective requirements. Also, through contract management, the Council ensures that the intended outcomes are successfully delivered.

Supplier Engagement Activities can extend to a number of activities as outlined below:

Collaboration

By enhancing collaboration and engagement with partners and procurement Centres of Expertise, the Council strengthens its collective impact and drives more effective procurement outcomes.

Dundee City Council is leading procurement exercises for the following collaborative requirements for the 3 Tayside Councils, and Tayside Contracts:

- Procurement support provided for 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 Flexible Framework is in place which provides a route to market for services in support of pupil equity funding, attainment challenge and other services, which is also open to both Angus and Perth & Kinross Councils
- Winter Roads Weather Forecasting (awarded May 2024)
- CCTV Public Space (in development)
- Cashless Catering (in development)
- Occupational Health Services (in development)

The Council Plan 2022-2027

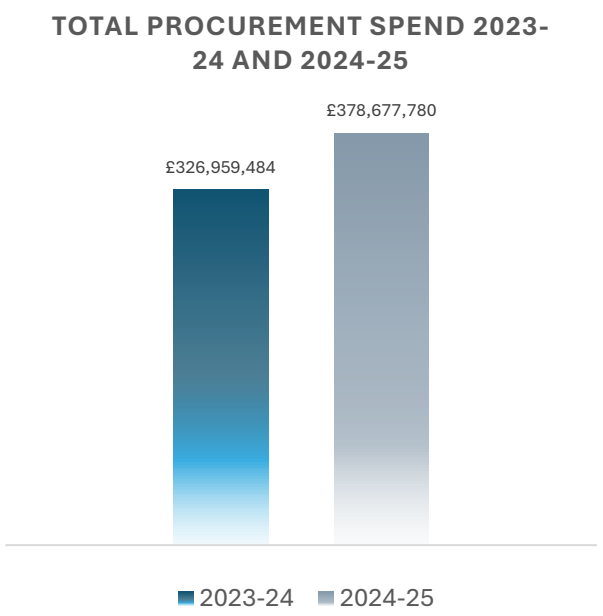
The Council Plan 2022–2027 outlines the Council's role in contributing to the vision set out in the City Plan 2022-2032. Throughout this period, the Council will continue to strengthen its well-established partnerships across the public, private, education, and third sectors. The Procurement Strategy details how procurement activities will directly support the achievement of the Council Plan's objectives.

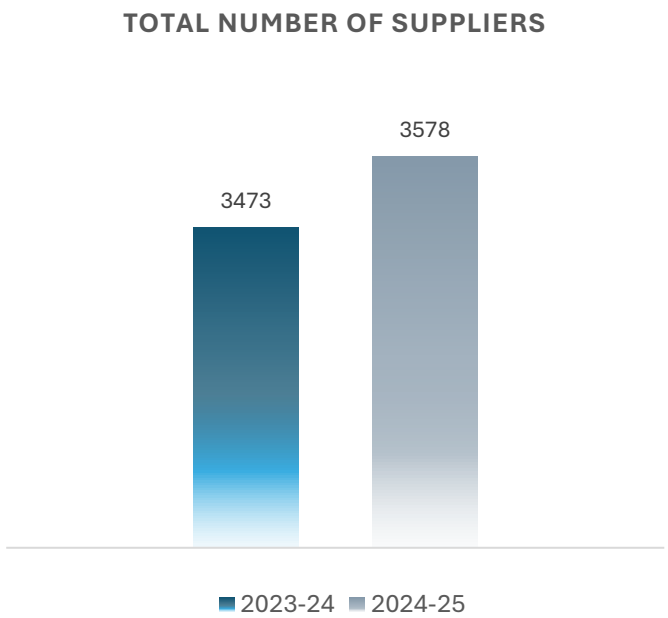
The Procurement Strategy details how procurement activity will help achieve the objectives outlined in the Council Plan.

Council Objective	How Procurement Will Contribute
Reduce child poverty and inequalities in incomes, education and health	• Promote fair work first practices and payment of the Scottish living wage in procurement processes. • Establishment of a dynamic community wish list (portal) that can assist bidding organisations in the delivery of Community Benefits in procurement exercises. • Provision and ongoing development of procurement routes in support of the Scottish Welfare Fund. • Encourage suppliers and contractors to recruit modern apprentices and graduate trainees. • Utilise Community Benefit clauses within procurement activity to provide work experience, mentoring and other learning opportunities.
Deliver Inclusive Economic Growth (including Community Wealth Building)	• Continue to develop Social and Economic sustainability principles into procurement in a relevant and proportionate manner with a particular focus on embedding community benefit clauses within all contracts, where this is appropriate. • Encourage participation in tendering opportunities by including lotting within tender documents, to increase opportunities for SMEs to participate. • Work with the Supplier Development Programme (SDP) to assist locally based SMEs and Third Sector organisations in bidding for tender opportunities. • Ensures that the Council's own procurement procedures are as accessible as possible for SMEs and Third Sector organisations and that they do not create unnecessary barriers to participation.
Tackle Climate Change and Reach Net Zero Emissions by 2045	• Incentivise contractors to bring forward sustainable solutions to deliver contracts, using outcome specifications where practical. • Ensure sustainability is considered in developing the specification for every procurement.

Council Objective	How Procurement Will Contribute
	• Continue to utilise the Scottish Government's sustainability tools to identify sustainable risks and opportunities relevant to the council's spend profile including reducing carbon emissions and greenhouse gases, maximising recycling and reuse and the avoidance of hazardous materials.
Build Resilient and Empowered Communities	• Increase engagement with local suppliers and contractors at the initial stages of procurement processes, ensuring that specifications are deliverable and the best route to market is chosen. This will be one that provides best value for the Council in a way that includes opportunities for involvement by those organisations that wish to play a part, either in a main or sub-contracting role. • Working to develop Third Sector and generative organisations to become part of the Council's supply chain, to meet the needs of operations where possible.
Design a Modern Council	• A modern Council must also be a learning Council. Corporate Procurement will provide engagement routes with local organisations and companies and ensure that through pre-tender engagement, Council services are appraised of best practice and innovative solutions from the private sector. • By using outcome specifications, this will encourage suppliers to deliver innovative solutions to the Council's needs. • The procurement function itself is changing and is becoming much more driven by data analysis. Corporate Procurement will engage with this and ensure that the Council is able to take advantage of opportunities provided by emerging technology. • Link to key suppliers using technology, to give the Council greater visibility of the suppliers' stock levels and delivery schedules and allow those suppliers to have greater visibility of future demand levels.

The Scottish Government provides a spend analysis tool for all public sector organisations, and this is managed by DXC Technology. Each year the Council uploads its spend data to the DXC Scottish Procurement Hub and this in turn provides analysis for the Council in terms of spend categorisation, spend with local suppliers, spend with small and medium suppliers etc.





Procurement activity within the Council, has continued with a centralised approach, from both a Procurement and Payments perspective, although the two functions are managed as separate teams.

The Public Sector is a demanding customer, and Contracts must ensure the highest level of service standards. However, the Council also needs to ensure that the contract requirements are always proportionate both to the size of the contract and the complexity and risk of the commission being undertaken. Where possible, the Council will seek to divide larger contracts into lots, to allow smaller suppliers an opportunity to bid. Below is a breakdown of statistics with SMEs:

Supplier and Contractor size	2023/2024	2024/25
SME (small and medium enterprise) suppliers	1,160	1,262
SME Spend	£145,680,281	£150,675,701
SME Spend as % of total spend	45%	39.79%

The regulatory framework that public procurement operates under is aimed at providing equal access to contracts across the UK. The UK are members of the Government Procurement Agreement (GPA) and for procurements above the GPA thresholds, equal access is granted to the 48 countries who are members of the agreement. While operating within the regulatory framework, Dundee City Council encourages participation by local companies and organisations in line with the Council's ambitions for promoting local economic growth and Community Wealth Building. One of the ways the Council does this is through engagement with local companies and organisations, including the annual Tayside 'Meet the Buyer' event, held in Dundee.

This year's event was held in March 2025. More information about engagement with local contractors is provided in **Appendix 2**.

Below are some key statistics on Local Spend:

Supplier and Contractor Geography	2023/2024	2024/2025
Number of Local Suppliers (Dundee City)	562	534
Local Suppliers (Dundee City) as a percentage of whole	16.11%	14.92%
Local Spend Figure (Dundee City)	£151,600,000	£211,787,664
Local Spend (Dundee City) as a % of Total Procurement Spend	46.38%	55.93%
Regional Spend (Tayside & Fife) as a % of Total Procurement Spend	52.65%	61.22%
Scottish Spend as a % of Total Procurement Spend	86.54%	84.48%

It is important that the Council's suppliers and contractors are paid accurately and in good time. Given the substantial number of payments made by the Council each year, the process needs to be highly automated, and every opportunity is examined to use modern payment methods of getting payments to suppliers as quickly and efficiently as possible.

Dundee City Council Payments	2023/2024	2024/2025
Total number of invoice payments	111,145	104,077
Invoices paid by electronic means	111,145	104,077
Value of invoices paid by electronic means	£326,959,484	£378,677,780
Invoices paid within 30 days	90%	95%
Dundee supplier invoices paid within 30 days	94%	95%
Dundee supplier invoices paid within 14 days	88%	91%

Hays Travel

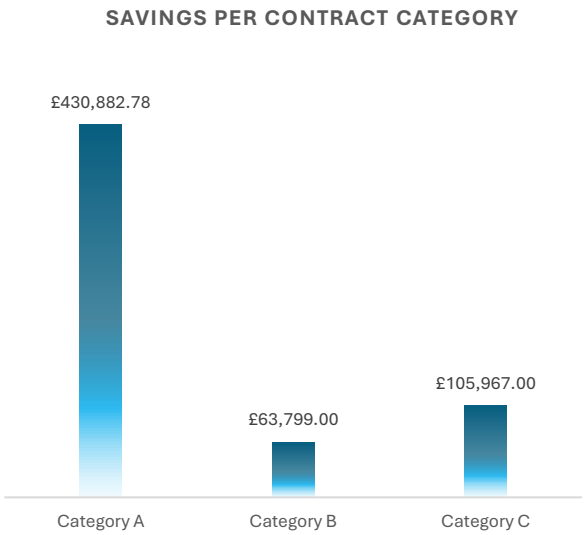
Summary of Regulated Procurements Completed

A regulated procurement is any procurement for supplies or services with a value of 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 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 39 regulated procurements with an estimated value of £27,033,475 during the period of the report. The table below shows a summary of regulated procurement activity:

Period 1st April 2024 to 31st March 2025	
Number of Regulated Procurements completed	39
Estimated value of all completed Regulated Procurements	£27,033,475



In the current climate, finding savings through procurement is key. By having clear specifications, building stronger relationships with suppliers, using clear data, and taking advantage of improved digital tools, the Council is ensuring best value from Procurement activity.

The Category C savings are those saved directly through procurement activity undertaken by the Procurement Team and are realised budget savings. Category A and B savings are those reported by the Regional and National Procurement Centres of Expertise. (definition of Category classification is provided in Appendix 4). Savings achieved through competitive procurement exercises are estimated to be in excess of £2.7m for 2025/2026.

Appendix 1 shows all Regulated Contracts awarded by Dundee City Council directly between 1 April 2024 and 31 March 2025.

Summary of Procurements Completed

Progress Against KPIs

Our aim is to be lean and efficient in procurement, in accordance with the Council's Standing Orders.

Once initiated, a procurement process should be completed as efficiently as possible. To support this, processes will ensure thorough preparation in advance, enabling the process to proceed without unnecessary delays. For regulated procurements, the target is to issue the award of the contract within **60 days of advertising** the tender opportunity, which means that with appropriate pre-authorisation to make the awards, the Council will be awarding contracts within 30 days of the tender submission deadline date. Minimising the time between tender submission and contract award is particularly important to suppliers, especially in times of raw material and supply chain price volatility. A shorter timeframe allows suppliers to secure pricing with their own supply chains shortly after submitting their bids.

Key Performance Indicator

Whilst it is important to have the key target of 60 days, it is recognised that this is not achievable across all regulated procurements, particularly if the procurement involves a higher volume of tender clarifications. It is a stretching target but to support the ambition to optimise efficiency in procurement processes, the following secondary benchmarks are in place:

Year	Average Days	Achieved Days
Year 1 (2023-24)	90 days	Not Measured
Year 2 (2024-25)	90 days	110 days
Year 3 (2025-26)	70 days	TBA

Measurement of spend with contracted suppliers helps the Council to maximise the benefits of the agreements, to drive best value, and spend is consolidated to get better value in future tender exercises.

Analysis of spend with a contracted supplier is indicating the following:

Year	Target % of Spend with Contracted Suppliers	Achieved Days
Year 1 (2023-24)	80%	Not Measured
Year 2 (2024-25)	80%	80%
Year 3 (2025-26)	85%	TBA

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 (2023 to 2024) 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 this strategy's guidance 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 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.

The below table outlines the objectives set out by the Procurement Reform Act (Scotland) 2014 and what Dundee City Council is doing to achieve these:

Objective	Performance against Objective
Savings and Added Value	**Complying:** • Maximise the use of existing Category A, B and C1 contracts and framework agreements. This is not a guarantee of best value. (definition of Category classification is provided in Appendix 4) • All requirements are evaluated using the Most Economically Advantageous Tender criteria. • Lotting of Tender Opportunities is considered for all procurements, including Lots to promote SME/Third Sector and Supported Business participation • Maximising the impact of contracts with the inclusion of Community Benefit Clauses • Challenging the need and demand management • Consulting and engaging with those affected by its procurements by engaging with internal and external stakeholders through various approaches, including but not limited to - collaborating directly with client services, Meet the Buyer events, Supplier Development Programme.

Objective	Performance against Objective
	Key Development: • Formal sourcing strategies adopted for all regulated tender processes, underpinned by category strategies, as appropriate, and an continually updated overarching corporate procurement strategy. • 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. This will coincide with the implementation of the revised Standing Orders (Autumn 2025). • Savings targets to impact on revenue budget.
Legal Compliance and Governance	**Complying:** • 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. • The Procurement Team provides training and guidance to Officers on the procurement process. • Internal Audits ensure Officers are compliant with the procurement process. • Tender opportunities advertised on Public Contracts Scotland advertising portal for regulated procurements. • Engagement with the Supplier Development Programme to help support SMEs to bid for Council contracts. • All procurement activities undertaken must comply with the above process and procedures which secures compliance with the Act and Statutory Guidance • Percentage spend with contracted suppliers is a key performance indicator for corporate procurement which is monitored. See KPIs. • Weekly Bulletin of Contract Notices and Contract Awards is published internally to the Council. Weekly Bulletin of Notices and Awards

Objective	Performance against Objective
	Key Development: • Not all regulated spend can be attributed to spend with contracted suppliers. This is partially due to multiple smaller purchases with the same contractor. This is further due to administrative failure to enter contract awards to the Contracts Register, particularly in relation to framework call offs. This will be addressed through staff awareness and more complete and frequent reporting of procurement activity.
Sustainable Procurement Duty	**Complying:** • Incorporated Sustainable Procurement objectives within the Corporate Procurement Strategy. • Community Wealth Building Strategy and Action Plan has been developed to maximise the impact of Dundee City Council's procurement spend on the local economy. **Key Development:** • Category strategies will create a detailed framework for relevant sustainability goals and those will be implemented through individual sourcing strategies. • The procurement team is working with the Scottish Government to undertake the Flexible Framework exercise and embed the Sustainable Public Procurement Prioritisation tool (SPPPT) • The procurement team will roll out the use of the SPPPT and Sustainability Test for appropriate categories across the Council.
Community Benefits	**Complying:** • Dundee City Council's Community Benefit through Procurement Policy has been in place since 2012, with an update to be approved by Committee as part of the Annual Procurement Report and is also embedded within the Community Wealth Building Action Plan. While community benefits must be considered for all procurement processes at or above £4 million (works) or £50,000 (services) in value the sustainable procurement duty may result in the inclusion of community benefit requirements at lower thresholds. Dundee City Council has adopted an approach which is to consider the inclusion of Community Benefits in all procurements over £100,000, where appropriate.

Objective	Performance against Objective
	Key Development: • Continuing to maximise the social and economic impact of the major developments across the city being led by the Council. • Making better use of council spend data and Business Development sources to better monitor and track council spending with local and generative business.
Living Wage	**Complying:** • Payment of a living wage - to people involved in producing, providing, or constructing the subject matter of regulated procurements. Fair Work First criteria is included in all relevant procurement exercises. • Dundee City Council is an accredited Living Wage employer. Dundee continues to be a leader in promotion of the Living Wage, being the UK's first Living Wage Place. The Living Wage Action group, which procurement supports continues to promote Living Wage as an effective tool to evidence Fair Work. **Key Development:** • Continuing the work already started with major private sector employers and business organisations such as the Chamber of Commerce & Scottish Enterprise to build further commitment to the Living Wage and Fair Work in Dundee.
Promoting compliance with Health & Safety within contracts	**Complying:** • 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 selection stage (SPD), and a scored element in award criterion as appropriate.
The procurement of Fairly and Ethically Traded goods and services	**Complying:** • Ethically traded goods and services are considered for all appropriate contracts.
Community Health and Wellbeing and Animal Welfare in Procurement of Food	**Complying:** • 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.

Objective	Performance against Objective
	Key Development • Corporate Procurement will review all catering contracts used to identify opportunities to improve food quality and sustainability.
Payment of invoices within 30 days	**Complying:** • The provision of prompt payment – no later than 30 days after invoice by the organisation to a supplier and/or sub-contractor, or by a sub-contractor to a sub-contractor. Prompt payment clauses requiring a 30-day payment term are embedded within contractual terms and conditions. • The Council achieved 95% of all invoices being paid within 30 days, with 104,077 invoices paid in 2024/25. **Key Development:** • Ongoing development of Purchase to Pay processes and systems.

Community Benefit Summary

Dundee City Council's Community Benefits in procurement approach is well established. A Community Benefit through Procurement Policy has been in place since 2012, a refreshed policy was approved by Committee in June 2018 and a further refresh due to go to committee in September 2025. While community benefits must be considered for all procurement processes at or above £4 million (for works) and £50,000 (for services), Dundee City Council has adopted an approach which is to consider the inclusion of Community Benefits in all procurements over £100,000 where appropriate. This is to ensure a focus on contracts with the biggest impact.

A Summary of Construction Activity for 2023-24 and 2024-25

Supplier Development	2023-24	2024-25
Local actual Construction Spend (within 35 miles and 40 miles with MP3 and SCAPE contracts)	£36.186m	£55.054m
Average Percentage of total Spend which was local (within 35 miles)	74%	69%
Average Local Labour (within 35 miles)	81%	73%
Employment and Skills		
Employment Opportunities Created	27	40
New Start Employment Opportunities (previously unemployed, redundant, graduates or new entrants)	8	23
Project Initiated Modern Apprenticeships	4	29
Existing Modern Apprentices	27	68
Work Experience Opportunities	19	38
Awareness Raising Activity		
Awareness Raising Events and Activities Delivered	46	38
Individuals Supported through Awareness Raising	3,087	2057
Environmental Outcomes		
Environmental Activities or Events	22	7
Individuals Supported through Environmental Activities	254	216
Community Wishes		
Community Wishes within Capital Programmes	7	8

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.

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Supported Business Summary

Supported Businesses make a significant contribution to the Scottish economy, not only through the delivery of goods and services, but also by fostering inclusive employment, training, and support opportunities for individuals who may otherwise face barriers to entering employment.

This aligns directly with the objectives of the sustainable procurement duty, which seeks to advance social, economic, and environmental well-being through public procurement. Demonstrating proactive engagement with Supported Businesses in regulated procurement processes provides clear evidence of compliance with this duty and reinforces the public sector's commitment to inclusive economic growth.

Scottish Procurement has in place a sourcing solution - Reserved for Supported Businesses DPS, which covers a range of commodity areas.

Dundee City Council made the decision to reserve purchasing to Dovetail for in-scope requirements, which has facilitated the involvement of Dovetail, a locally based supported business.

Dundee City Council's annual expenditure with Dovetail averaged £738,525 during the period from 2021 to 2024.

Procurement activity has spanned a range of commodity areas, with orders placed by various Council stakeholders, including:

- **Furnishings:** Supplied to households assessed as eligible by Housing, Social Work, or the Scottish Welfare Fund.
- **Joinery Products:** Primarily supporting the Council's in-house Joinery Service within Construction Services.

Supported Businesses	2023/2024	2024/2025
Value of Spend with Supported Businesses	£845,000	£796,161
Percentage of Total Spend with Supported Businesses	0.10%	0.21%

Dovetail enterprises ceased trading in March 2025. Dundee City Council has made interim alternative arrangements to source furnishings via a Scotland Excel Framework, and Joinery Products from local Joiners and Joinery specialists, as required. We will continue to consider reservation of contracts to Supported Business as part of individual Sourcing Strategy processes.

Future Regulated Procurements 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 1st April 2024 and 31st March 2025

Document ID	Title	Total Value	Contract Awarded To
780624	Award of Invitation to Quote for Specialist Consultancy to Support Business & Commercial Development for Dundee Ice Arena	£50,000.00	IPW...
782996	Award of T1197 JOINERY AND RAINWATER AT VARIOUS ADDRESSES IN DUNDEE (DCC/CS/66/24)	£52,345.00	EC2 Limited
785357	Award of 'STREETS AHEAD ROAD STANDARDS UPDATE	£54,600.00	AECOM
790524	Award of Invitation to Quote for Timber Windows & Door Replacement at Rockwell Schoolhouse (DCC/CD/154/24)	£55,841.23	Alexander Oastler Limited
792415	Service and Maintenance of CDT Equipment	£56,100.00	Active Energy Solutions Ltd
785219	Award of Mini Competition for the Supply of Boilers via Scotland Excel Construction Materials Fwk:1422 Lot 3.1	£57,967.35	City Plumbing Supplies Holdings Limited
792446	Tender for the Service & Maintenance of Fan Convectors & Air Curtains	£59,190.00	Scan Building Services Ltd
786752	Tender for the Service, Maintenance, Repair and Installation of Passenger/Goods Lifts	£9,200,000.00	Caltech Lifts Ltd / ADL Lift Services Ltd / Caltech Lifts Ltd
775867	Award of MINI COMPETITION FOR T1198 WINDOWS AND DOORS AT VARIOUS ADDRESSES IN DUNDEE (DCC_CS_39_24)	£63,583.05	Sovereign Group Limited
780087	Award of Invitation to Quote for T1206 Re-Advertised Joinery and Rainwater at Menzieshill 11th Dev (DCC/CS/92/24)	£64,325.34	The Good Joinery Co. Ltd
780047	Service and Maintenance of Air Compressors	£69,413.00	Design Air (Scotland)
793116	Award of T1246 MINI COMPETITION for Scaffolding at Dryburgh Orlits (Flat Roof Replacement Phase 3) (DCC/CS/229/24)	£79,685.00	IAS Dundee Ltd
775854	Service and Maintenance of Roller Shutter Doors	£80,810.00	Assa Abloy
768458	Award of MINI COMPETITION FOR SCAFFOLDING AT DRYBURGH ROOF REPLACEMENT PH 2 (DCC/CS/23/24)	£84,020.00	Dundee Plant Company Limited

Document ID	Title	Total Value	Contract Awarded To
776524	Award of MINI COMPETITION via DIGITAL WORKPLACE SOLUTIONS FRAMEWORK Ref:SBS/19/AB/WAB/9411 RE SUPPLY OF A RACKMOUNT SERVER	£87,188.00	SCC Plc - Scotland
775613	Award of Dighty Restoration Project	£89,991.76	AECOM
783002	Award of INVITATION TO QUOTE for T1221 Joiner Works at Menzieshill 7th Dev (Cottages Only) - ECM 2024-25	£96,156.40	The Good Joinery Co. Ltd
794004	Award of INVITATION TO TENDER UNDER SCOTLAND EXCEL DYNAMIC PURCHASING SYSTEM 09-23 LOT 1 - SKIPS AND CONTAINERS - DCC/NS/263/24	£108,340.00	Glasgow Waste Containers Ltd
792407	SERVICE AND MAINTENANCE OF LOCAL EXHAUST VENTILATION SYSTEMS AND FORGES	£109,897.50	Active Energy Solutions Ltd
778654	Award of Bairns Hoose Project - Invitation to Provide Therapeutic and/or Whole Family Support	£120,000.00	Includem
774834	Service and Maintenance of Fire Extinguishing Services	£174,726.05	M & S Fire Protection Ltd
772051	Tender for Public Relations and Communications Support for the Scottish Cities Alliance Investment Promotion Programme	£210,000.00	Stripe Communications / Stripe Communications
776521	Award of MINI COMPETITION UNDER NHS DIGITAL WORKPLACE SOLUTIONS FRAMEWORK AGREEMENT	£214,792.91	Specialist Computer Centres
784278	IN-SERVICE INSPECTION & TESTING OF ELECTRICAL EQUIPMENT AREA 1	£223,061.61	BES Group Electrical Ltd
769237	Inspection and Testing of Emergency Lighting Systems Area 1	£239,136.50	E.W. Edwardson (Electrical Contractors) Limited
763721	Award of T1141 – MINI COMPETITION SUPPLY ONLY, WINDOW AND DOOR REPLACEMENT AT DUNDEE & ANGUS 8TH & 11TH DEV	£357,656.63	Sidey Solutions Limited / Sovereign Group Limited
792322	Tender for the Inspection, Testing and Maintenance of Cleanliness in Air Handling Ductwork	£361,860.00	Perfect Service Solutions Ltd
777219	Servicing and Maintenance of Swimming Pool Equipment	£404,559.00	Sterling Hydrotech Ltd
789281	Award of INVITATION TO TENDER VIA SCOTLAND EXCEL DYNAMIC PURCHASING SYSTEM RE TREATMENT AND DISPOSAL OF RECYCLABLE AND RESIDUAL WASTE 27-17 LOT 3 TREATMENT OF GLASS	£468,408.00	Sibelco Green Solutions UK Ltd

Document ID	Title	Total Value	Contract Awarded To
772959	Award of MINI COMPETITION - Supply Only of PVCU WINDOWS AT MAGDALENE KIRKTON 4TH DEV(DCC/CS/335/23) Via DCC FRAMEWORK	£500,213.58	Sovereign Group Limited / Sidey Solutions Limited
785045	Replacement of Under Bridge Inspection Gantries, Tay Road Bridge, Dundee	£5,140,170.75	Spencer
774201	Tender for the Provision of Dundee Christmas Village	£540,000.00	NL Productions Ltd.
776520	Provision of Winter Roads Forecasting (Tayside and North East Scotland)	£571,835.76	MetDesk Limited
793356	Award of Mini Competition via Scotland Excel Fwk Ref 0820 Lot 2-Consultancy Services for Sustainable Transport Corridors for Lochee and Arbroath Rd	£576,075.92	Sweco UK Limited
793331	Rental, Service and Maintenance of Fitness Equipment	£638,550.00	Gym Rental Company
777218	SERVICE AND MAINTENANCE OF HEATING AND VENTILATION CONTROL SYSTEMS	£777,120.80	Craigalan Controls Ltd
775672	Award of Mini Comp Via the Procurement for Housing Compliance Services & Associated works DYNAMIC PURCHASING SYSTEM- Door Entry Systems at Various Addresses in Dundee	£846,518.89	WRB Fire & Security Ltd
794482	Award of R4323 City Centre Traffic Modelling	£1,749,335.88	SYSTRA LIMITED
778902	Framework Contract Award of Vehicle Salary Sacrifice Employee Benefit Scheme	£2,400,000.00	Tuskerdirect Limited

Appendix 2 – Community Benefits Update April 2024 to March 2025

Introduction

This section provides an overview of the Community Benefits approach in Dundee City Council and provides details of outcomes delivered between April 2024 to March 2025. While community benefits are now implemented across the range of the council's procurement activity the largest projects remain in the Construction Area. This summary provides summaries of the figures reported from these projects but also intends to tell the stories of Community Benefits by including case studies and examples of the types of activities delivered.

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.
- **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.

The new Community Benefits approach within the Community Benefits Policy, August 2025 builds on this approach but also sets it more within the context of Community Wealth Building.

Community Wealth Building

Community Wealth Building is a people-centred approach to local economic development, which re-directs wealth back into the local economy, and places control and benefits into the hands of local people. It asks that large anchor organisations like Local Authorities use their pillars of influence as major employers, owners of land and property, buyers of goods and services and financial institutions to retain wealth locally and ensure maximum opportunities for the communities they serve. The procurement process can support Community Wealth Building in the following areas:

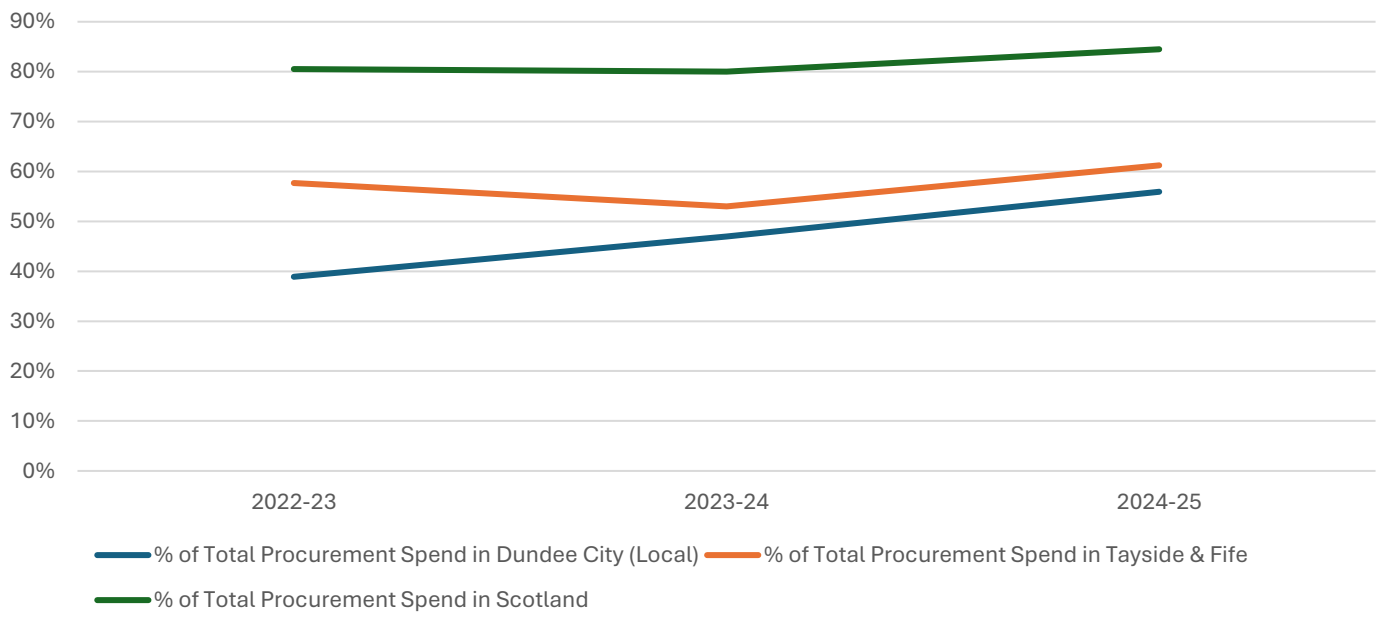
- **Supply Opportunities for local or generative organisations**
- **Support for Fair Work First Principles and the Living Wage**
- **Maximise Opportunities for Community Benefit**
- **Maximise Opportunities for Environmental Benefits**

The Community Wealth Building strategy and action plan 2025-2030 details the Councils CWB approach and includes the actions relevant to each of these areas and Community Benefits Policy refresh, Appendix 2 of the Annual Report provides case studies of outcomes within each area. These actions will be monitored on the Council's Performance Monitoring System and regularly reported upon.

Supplier Development Opportunities and Local Spend

An important element of Community Wealth Building is retaining as much funding in a local area as possible. The Corporate Procurement team undertake a range of measures to encourage local contractors to compete for tender opportunities and subcontract opportunities to be awarded locally.

Direct Procurement Spend



Local spend figures for 2024 - 2025 show that 55.93% of spend was spent in Dundee, up from 46.38% in 2023-24, 61.22% spend with in Tayside and Fife up from 52.65% and 84.48% has been spend in Scotland down from 86.54% last year. Comparable data for other councils is not yet available for last financial year, but Dundee was already ranked 3 nationally for local spend behind Shetland and Highland Councils. While this is significant success it is important to note that the local spend figures have been given a particular boost in 2023 - 2025 due to the impact of local spend activity on large construction contracts including Drumgeith Community Campus. Our priority for the year to come will be to work with other public sector partners locally to help them to increase their local spend and exploring a 'local first' approach where possible including with below threshold low value tenders.

Supplier Development Activity and Meet the Buyer Tayside

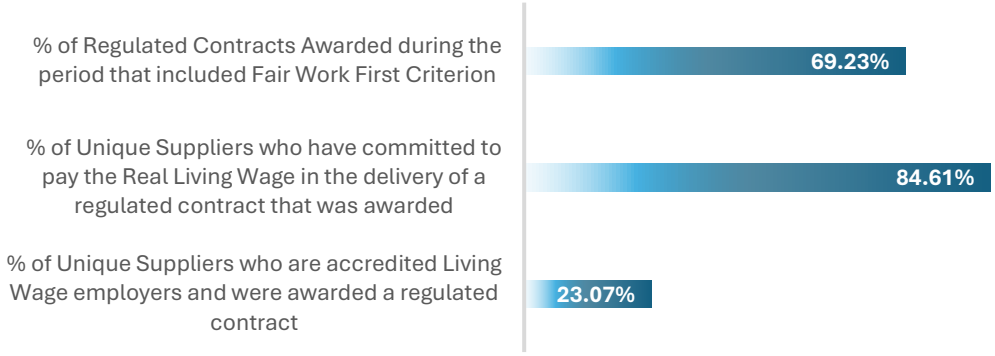
Critical to retaining and increasing procurement spend within the region is the development of a confident supplier base who are aware of the tendering opportunities available and how to access them. The Procurement team with partners have supported the delivery of a range of supplier development events including aligned training for Scaffolding Services and the annual Meet the Buyer Tayside Event.

In partnership with the Supplier Development Programme and partner councils the annual Meet the Buyer Tayside event bringing together public sector buyers and their major contractors from across Tayside to meet and engage with local business. Held on 4 March 2025, it was the most successful session to date with over 350 companies and 35 companies exhibiting.

This event gave suppliers in Tayside access to buyers and decision makers from across the public and private sector, helping suppliers raise their profile as a business, and prepare for upcoming contract opportunities. 76% of suppliers felt more capable of bidding for contracts after attending the Meet the Buyer Tayside 2025 and 86% of respondents rated the event as excellent or good. A particular effort had been made this year to target local contractors – resulting in 52% of SMEs coming from the Tayside area - 27% from Dundee, 14% from Angus and 12% from Perth and Kinross. Comments from participants included "*The presentations on tendering gave me a better understanding of the process involved. Found all the exhibitors to be very helpful." and "We enjoyed the talks, face to face meetings and networking."* The full event report is available at Meet the Buyer Tayside 2025 Outcomes | Outcomes | Supplier Development Programme

Support for Fair Work First Principles and the Living Wage

Fair Work requirements continue to be added to all relevant contracts as a scored element to highlight the importance placed on being an ethical contractor. The Dundee Living Wage Action Group continues to work with local companies to promote the importance of Living Wage accreditation with 126 companies currently accredited within Dundee City. Along with the Poverty Alliance the Partnership is recognising challenging operating environments business will result in a change of focus to support existing organisations to maintain their accreditations. While the Council prioritises Fair Work where possible, the Council is unable to specify Fair Work First criteria into call offs from cross-border frameworks as Fair Work First is a policy developed and implemented by the Scottish Government for Scottish Procurement exercises. In addition, while the Council's Living Wage Accreditation requires the Council to ensure that Living Wage is paid in, in scope contracts. These are contracts where individuals are on Council owned land, property or areas the Council are responsible for maintaining for 2 hours or more for 8 consecutive weeks in any given year, which does not cover all contracts.



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 works contracts over £4 million, which include Community Benefits. Projects with activity in this period include Office Site 6 at Dundee Waterfront, East End Campus (Drumgeith Community Campus) and the Green Travel Hub contract.

A Summary of Construction Activity for 2023-24 and 2024-25

Supplier Development	2023-24	2024-25
Local actual Construction Spend (within 35 miles and 40 miles with MP3 and SCAPE contracts)	£36.186m	£55.054m
Average Percentage of total Spend which was local (within 40 miles)	74%	69%
Average Local Labour (within 40 miles)	81%	73%
Employment and Skills		
Employment Opportunities Created	27	40
New Start Employment Opportunities (previously unemployed, redundant, graduates or new entrants)	8	23
Project Initiated Modern Apprenticeships	4	29
Existing Modern Apprentices	27	68
Work Experience Opportunities	19	38
Awareness Raising Activity		
Awareness Raising Events and Activities Delivered	46	38
Individuals Supported through Awareness Raising	3,087	2057
Environmental Outcomes		
Environmental Activities or Events	22	7
Individuals Supported through Environmental Activities	254	216
Community Wishes		
Community Wishes within Capital Programmes	7	8

Capital Programmes: Community Benefits Summary of Activity from April 2024 to March 2025

Project	Local Spend	% Local Spend	% Local Labour	Employment opportunities	New Start Employment	Project Initiated Apprentice	Existing Apprentice	Work Experience	Awareness Raising Events	Individuals Supported Awareness Raising	Environmental Outcomes	Individuals supported Environmental Activity	Community Wishes
Green Travel Hub	£3,702,737	51%	67%	3	3	4	2	2	6	539	2	47	1
East End Campus	£35,950,551	74%	73%	33	18	22	31	30	24	505	4	163	5
Site 6 (Dundee Waterfront)	£15,401,208	82%	69%	4	2	3	15	6	8	1008	1	6	1
Total	£55,054,496	69%	73%	40	23	29	68	38	38	2052	7	216	7

Community Benefit Examples (Construction)

While construction contracts remain the largest contracts for Community Benefits, non-construction areas also feature community benefit requirements. The following section provides examples of some of the activity developed during the past year:

Case Study 1: Opportunities for Local Subcontractors and Suppliers

As with direct spend, a key element of Community Wealth Building is retaining as much spend on Capital programmes within the local area through working to secure subcontract and supply opportunities for local companies. We use a range of measures to encourage local spend including the implementation of spend monitoring to encourage contractors to develop local supply chains, use of appropriate tendering frameworks which allow us to mandate local spend and encouraging all contractors to source materials, plant and other services locally. These activities have helped to ensure that over £54m or 69% of subcontractor spend has been spent the local area (40 miles from site). These activities help support local companies to prosper, as these subcontract testimonies explain:

"We were delighted to be awarded the Joinery Packages for both East End Campus and Plot 6 Riverside, Dundee from Robertson Tayside. Being awarded these projects enabled us to have certainty of employment for our existing workforce and to employ additional apprentices. These projects also provided some of our existing apprentices with many opportunities to develop their Joinery skills

In addition, as a long-established Company in Dundee, we provided many orders to our local supply chain for materials, who provided an excellent service being based within proximity of the projects. As we near completion, we are delighted with the quality of the products installed to date and look forward to continuing our successful relationship with Robertson and Dundee City Council in the future." *- Mike Smith, Managing Director, W.B.S. Keillor Limited*

"As a locally based company, we have been proud to support key construction and infrastructure projects within our community. Working on the Green Transport Hub project has not only allowed us to contribute to the development of local assets but has also created valuable employment and training opportunities for local people, including apprentices at the very start of their careers.

We firmly believe in the importance of keeping procurement local. When contracts are awarded to businesses within the area, the benefits go far beyond the work delivered on site — it sustains local jobs, builds skills, supports families, and strengthens the regional economy. This collaborative approach creates a ripple effect that supports long-term community resilience. We commend Dundee City Council's commitment to social value and inclusive growth through procurement practices, and we look forward in continuing to play our part in delivering quality outcomes for the people of Dundee" *- David Hovell, Managing Director, Dundee Plant Co Ltd*

Case Study 2: Employment and Skills – Ideal Candidate Construction Academy

Robertson Construction partnered with Braeview and Craigie High Schools to support eight students who had been identified as having low school attendance. The aim was to help and encourage these pupils by offering them hands-on experience in the construction industry. The students took part in a series of employability and construction taster sessions, which introduced them to a range of different trades and digital roles.

These sessions were run in partnership with experienced professionals from across the business, including supply chain partners. Many of the students had struggled to stay engaged in traditional classroom settings. By giving them the chance to learn in a more hands-on, supportive environment, we helped them see new opportunities for their future. These sessions gave students the chance to try out practical skills such as bricklaying, joinery, and plumbing, helping them understand what working in construction is really like.

This initiative showed that, hands-on learning can be a powerful way to re-engage students who are struggling with school attendance. By giving them a chance to see real career paths and work with supportive adults, the programme helped them take positive steps toward a more stable and successful future.

"Robertsons Skills Academy was a great course to have for young people providing learners with a foundational understanding of various construction trades prepare individuals for employment. By equipping learners with a broad skill set and industry-relevant knowledge, it supports both personal development and the wider goal of addressing the UK's construction skills gap." - Gregor Leslie, CLD Youth Worker, East Youth Team, Dundee City Council

Case Study 3: Employment and Skills – Apprenticeship Opportunities

Community Benefits programmes require the delivery of apprentice programmes which not only provide young people and adults hands-on experience in their chosen trades but also support the drive to build a skilled and sustainable local workforce. The Green Transport Hub project with Mclaughlin and Harvey has provided opportunities for **4** new apprentices and **22** existing apprentices, **18** of whom live within 20 miles of site ensuring that the benefits of employment and training remain rooted in the local community. Apprentices are given the opportunity to work alongside experienced professionals, contributing to meaningful project outcomes while advancing their own career development.

Stuart Heenan, a first-year apprentice Civil Engineering apprentice employed by local firm Dundee Plant because of the project, has been recognised for his outstanding commitment to safety on site. Stuart, who lives locally, joined the team as part of his apprenticeship placement and quickly made a strong impression. His consistent focus on safe working practices and proactive attitude toward site procedures earned him the Safety Recognition Voucher in April - a monthly award celebrating individuals who go above and beyond to uphold site safety standards. As a first-year apprentice, Stuart's achievement is a fantastic example of the impact early career professionals can make when given the right support, mentorship, and opportunity to grow.

"Joining the team at the Green Transport Hub in Dundee through my apprenticeship placement has been a brilliant experience. From day one, I felt supported by everyone on site, and it's made a big difference to my confidence and how much I've learned. Being recognised with the Safety Recognition Voucher was a proud moment for me – it showed that even as a first-year apprentice, the effort you put in really does get noticed." - Stuart Heenan, Civil Engineering Apprentice, Dundee Plant

Case Study 4: Engaging with the Community Development Strategic Partnership

Robertsons have used their Community Benefit commitments to build strong and ongoing partnerships with Community based organisations including the Change Centre in Dundee, an innovative community hub focused on inclusion, wellbeing, and local impact. Through a range of practical support and joint initiatives, they have helped to strengthen the Centre's work with the wider community. Over the past year, Robertson have supported The Change Centre through the delivery of Community Wishes delivered as part of their community benefit programme:

- **Sponsoring Local Events – Community Euro 2024 Event and Business Engagement Event**

  They provided crowd control barriers, signage, staff time and expert advice as well as a financial donation for their Euro 2024 family event. This helped bring the local community together to enjoy the tournament in a welcoming, inclusive environment. They also supported the Change Centre's business breakfast event donating £2,000, with the aim of helping strengthen connections between local organisations, employers, and community leaders, contributing towards long-term sustainability.

- **Donation of Materials -** They donated three iPads to the Centre, helping tackle digital exclusion and support individuals experiencing homelessness, mental health issues, addiction, poverty, and unemployment to help with personal development, enabling access to training programs like World Host, job search tools, and digital literacy development.

- **Donation of Time – Doof Studios –** Robertsons provided feasibility and Business Case support to their exciting plans to convert a redundant changing room into a bespoke Music Studio for community use. The "Doof Studio" is being delivered in partnership with Hannah Laing and Turn the Tables. This included supporting client brief meetings, partner meetings with Turn the Tables and on site survey of the conversion space, with a formal design of the space via one of our in-house Design Managers and subcontractor support on Building Services Design for the space, which has resulted in building warrant approval for the works, This has allowed the organisation to apply for building warrants for the next stage of the programme which Robertsons will also support.

Kyle Fraser, Social Enterprise Manager at the Change Centre Dundee explained what this relationship has meant for his organisation:

"We believe this initiative will generate lasting impact, fostering resilience, joy, and opportunity for those who need it most. Thank you for your commitment, compassion, and belief in the power of community. Together, we are creating pathways for transformational change, through an exciting creative outlet. We are proud to acknowledge and celebrate the outstanding generosity and multi-faceted support provided by our valued partners, Robertson Construction. Their contributions, both financial and in-kind-have made a significant impact on our players, programmes, facilities and wider community."

Case Study 5: Environmental Activity – Biodiversity Learning Programme

As part of their Environmental outcome requirements, McLaughlin and Harvey supported a Biodiversity literacy programme supporting children from Dundee Nature Kindergarten and Dundee Bairns by donating the Stanley the Water Vole book, from the Mother Earth Series. This series are intended to introduce young minds to environmental topics including conservation, climate change, recycling and biodiversity in a fun and engaging way. The contractor undertook reading sessions and donated books to 35 nursery children and provided a further 65 copies of the book to Dundee Bairns.

Amanda, Early Years Practitioner at the nursery noted:

"Our children thoroughly enjoyed the visit; they engaged well in conversation as Dawn shared with them all about recycling and they shared their own experiences from home and what we do in nursery. Following the visit our children have continued to talk about what they have learned and how they can help the animals."

Some of the comments from the young people noted:

"Put cardboard in the blue bin, that's what I do at my house"

"The turtle got sick because he ate plastic"

"When the rubbish was in the water the ducks and animals went away, people took the rubbish out and the animals came back, and it was clean."

The construction area remains the largest and of Community Benefits non-construction areas also feature community benefit requirements. This has included the development of the Community Wish portal.

Community Wishes Portal

The Community Wishes approach was officially launched in August 2024 for those wishing to request wishes and in September 2024, for contractors. 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. Theses have been wide ranging but include support for small works or clean ups, the purchase of items or materials or sponsorship to support events or programmes. These requests are then moderated by community officers and published on an online portal. Contracted providers are then directed to this portal and can select a wish to fulfil as part of their contractual community benefit commitment. Community benefits should be proportionate to the contract value and Dundee has decided to specify the delivery of a community wish or other community benefit outcome into contracts, for approximately every £100,000 of spend. The system has been popular with communities with multiple requests being made on the portal, but more work is required to engage contractors to pick up wishes. These are beginning to come through now with below being an example - from Dundee Bairns.

Case Study 6: Community Wish – Dundee Bairns and McLaughlin and Harvey

The Our Bairns at Home multibank run by Dundee Bairns, provide bedding, toiletries, kitchen items, shoes, nappies and a multitude of other things to help families survive and thrive at home. Professionals working directly with families can refer them to us for support. Referrals often need to be delivered at short notice. The organisation had an issue in that not all their warehouse staff were trained on using a forklift truck. This training was requested through the Wishes portal and was picked up by Mclauglin and Harvey. Dee Pearce, Business Manager at Dundee Bairns explains the impact this has had on their organisation:

"Previously, when no one else was on shift, I couldn't access some of our inventory as I was not able to drive our forklift truck. McLaughlin & Harvey stepped in to provide funding and arranged a forklift training course for me with J&J Training Services in Forfar. Now we are in a much better position to quickly fill referrals and continue to expand our operations. Thank you for supporting us!"

As would be expected with any new process, particularly such a complex one (the IT system alone required 3 separate systems to receive, moderate and publish community wishes) there has been challenges with the physical system, staff training and understanding of using the system and complexities around consideration of wishes requests involving works. A review group of council officers are currently working through these and an update report will come to Committee later in the year.

Case Study 7: Business Gateway – Elevator Challenge Weekend

Elevator a social enterprise which is dedicated to supporting the entrepreneurs, inventors, disruptors, game changers and business leaders of today and tomorrow. As a social enterprise, they support entrepreneurship and employability across Scotland and look to recycle wealth back into the communities they support. There profits are reinvested into developing and delivering programmes, events and initiatives around the themes of enterprise, employability and entrepreneurship. Elevator continues to show an excellent level of commitment to Community Benefits. In this year they have employed 6 new staff across Tayside including 2 in Dundee, supported 5 young people to undertake work placements and have delivered 35 Awareness raising sessions across Tayside supporting 610 people. Activities have been diverse but have included their Elevator Challenge Weekend – a weekend of programmes for approximately 20 entrepreneurs intended to build business confidence and an entrepreneurial mind set through a range of challenges in the areas of communication, leadership, time keeping and team working.

"My head's been buzzing, and I feel very inspired and today I'll be writing everything down that's in my head and plan the next steps. At the very least, the weekend has changed the way I think, and act, as a result"
- Steve Bonthrone, Course Participant

Case Study 8: MVV Schools Activity

MVV Environment contractor at the Energy from Waste plant undertakes a wide range of Community Benefit activity including spending over 4 million with local subcontractors and suppliers, delivered 3 work placements including 2 schoolwork placements for senior pupils looking to study Mechanical Engineering. They also have an extensive programme of activities with schools. Schools are invited to tour the plant and learn more about the Energy from Waste process and other environmental topics including recycling. This year this included Ballumbie, St Peter and Paul's, Dens Road, Fintry, Glebelands Primary, St Fergus, St Marys, St Josephs, Claypotts Castle, Craigowl View and St Pius.

The contractor also delivers a range of programmes in schools including taking part in the Step Up to Enterprise Event at Grove Academy. This involves bringing employers and pupils together, with pupils 'acting' as a company, with a product and budget. This provides young people with experience of designing, creating, marketing and selling a product – the team with the most money at the end wins! They also participated in STEM Week with St Peter and Pauls. This involved young people being set an Engineering task to Design and Engineer a monument for the City of Dundee that make the people of the city think about the environment. The young people where then asked to deliver a 3D model of their designs.

MVV also support an annual Challenge Fund for local schools, last year within Dundee they award £4,400 to 3 projects including – STEM Kit boxes for St Ninians Primary, developed a Green Wellbeing Space at Our Lady's and provided materials for Victoria park to participate in the Lego League Tournament.

Future Developments in Community Benefits

Community Wishes Review

The Community Wishes Working Groups, along with colleagues from relevant departments, will continue to review and enhance the delivery of Community Wishes. Their focus will be on resolving and refining system issues and increasing contractor engagement with the initiative.

Sustainable Procurement Tools

The Procurement Team is currently utilising the Scottish Government's sustainable procurement tools to better integrate sustainability into contracts. This strategy involves assessing key commodity categories against a broad range of sustainability factors, including climate impact, fair work practices, and ethical sourcing. By doing so, the team can identify and apply the most effective interventions to the most relevant categories. This initiative builds upon the CO_2 emissions analysis already completed.

Strengthening Monitoring and Reporting

The refreshed Community Benefits Policy requires Contract Owners, in collaboration with the relevant Category Officer (Procurement Team) and where necessary the Community Wealth Building Co-ordinator, to incorporate Community Benefit outcomes into procurements. These outcomes must be embedded within contract management arrangements and delivered by the contractor.

However, a key challenge facing the Community Benefits programme remains the effective tracking and monitoring of contractors to ensure commitments are fulfilled. This issue is common across local authorities, each employing different approaches. The Procurement Team is actively exploring mechanisms that can be integrated into or complement existing monitoring systems to better capture Community Benefit activities. This includes working with the IT team to develop a monitoring system for the Community Wishes initiative and drawing insights from practices adopted by other authorities.

Appendix 3 – Future Regulated Procurement Summary

Below is a summary of all the upcoming contracts from the latest forward plan for 2025-2027:

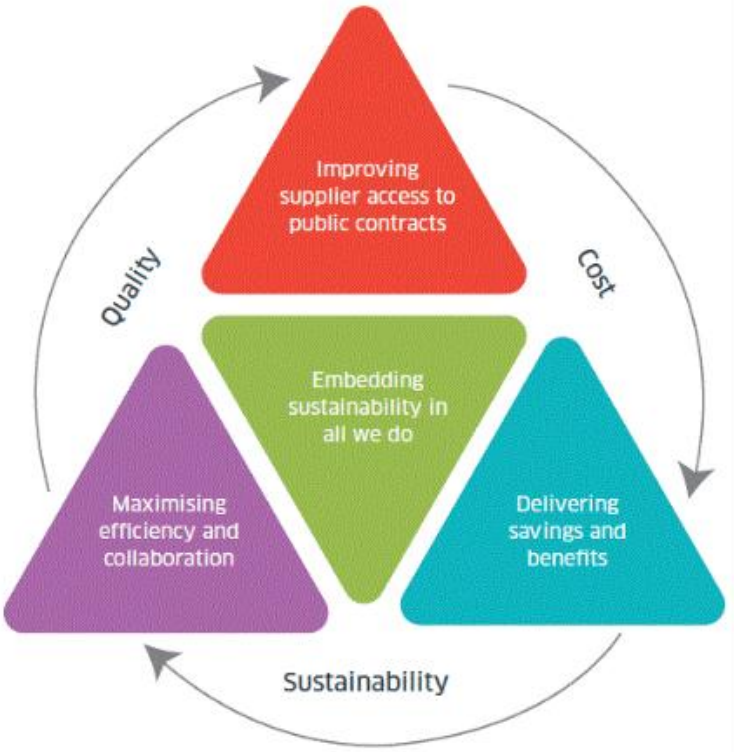
Future Procurement Opportunities 2025-2027
Aerial Services
Air Handling and Air Conditioning Units
Air Handling Ductwork
Asbestos (Domestic Properties)
Asset Management System
Automatic Barriers
Automatic Doors
Baldovie Recycling Centre - Compactors Power Supplies
Blacksmith Services
Boosted Water Tank & Pump Systems
Cashless phone parking provider
CCTV (GT) SARC
CCTV Servicing
CCTV Systems and Associated Equipment
City Events Programme - Various (Christmas etc)
City Wide Area Network Maintenance
Cleaning Services
Clock Maintenance Services
Cloud-based IT solution to manage employability, health and well-being, and economic development initiatives
Computer Aided Design Software
Core Telecom - free calls
Corporate & Education IT/WEEE disposal
Corporate Anti-Virus
Data Cabling Framework
DG Units Supply of Glass units
District Heating - Steel Carbon Placement
District Heating Supply Energy Billing units
Dry Riser and Roof Fan Servicing
Dry/Wet Rot Treatment - Specialist Works
Education Anti-Virus

Future Procurement Opportunities 2025-2027
Electrical Repairs (White good Repairs)
Emergency Lighting - Area 1
EWI / IWI Works (joiner / builder)
Fire and Smoke Dampers
Fire Detection and Alarm, EVC & PAVA Systems (City Square Complex/Caird Hall/Olympia
Fire Detection and Alarm, EVC & PAVA Systems
Fire Fighting Equipment Service
Framework for Cycle Shelters
Fresh Butcher Meat, Fresh Vegetables
Fume Cupboards
Future Maintenance Contract - LEZ ANPR Cameras
Gas Soundness Testing
Grounds Maintenance and Small Plant
Headstone Safety
Heating and Ventilation Controls
Herbicides
Hotels (Housing / Corporate)
IBM FS5200 Support
IBM FS7300 Support
IDOX - Election Services
In-Service Inspection and Test of Electrical Equipment - Area 1 (PAT Testing)
In-Service Inspection and Test of Electrical Equipment - Area 2 (PAT Testing)
Interpretation Services
Intruder Alarms
Kilns
Kitchen Canopies, Ductwork, Extract Ventilation.
Kitchen Catering Equipment (S&M)
Leak Detection Systems (very niche market)
Legionella Inspections
Lifts and Hoists
Lightning Protection Systems
Low Value Works (incl. Emergency Call Outs) up to £10m
Low Value Works (incl. Emergency Call Outs) up to £1m
Maintenance contract for CHP RPCS
McManus Gallery Café (concession contract)

Future Procurement Opportunities 2025-2027
Medical Baths and Lifting Equipment
Modern Languages
Monthly billed SMS charges - Text Anywhere
Multiple Fibres
Online Self Help for Schools
PE equipment maintenance
Photovoltaic Installations
Plant Equipment for School Swimming Pools
PPE and consumables
Printing Framework
Public Space CCTV S&M contract
Pupil Tracking
Purchase of Kitchen equipment
Recycling Calendar
Removals
Route Optimisation Software
S & M of Chilled and Hot Water Appliances and Associated Equipment
S & M of Intruder Alarms
S&M Door Access Controls
S&M of Boilers, CHP Units, Burners and Flues
S&M of Heat Pumps at V&A and RPCS
S&M of Lifts
S&M Roller Shutter Doors
Scaffolding Framework
School Uniforms
Secure Door Entries - Service and Install
Security Screens
Pupil Journalling Application
Servicing and Cleaning of Boilers flues
Servicing of OT Equipment
Servicing of Smoke Ventilation Systems
Software Licences - Autodesk
Solar PV Repairs and Servicing
Solar Thermal Installations
Sprinkler Systems
Sprinklers Service and Maintenance

Future Procurement Opportunities 2025-2027
SSSC Qualification
St Bothwells Terrace - Sprinklers
St Fergus Primary School, ESA Changing Facilities
St Fergus Primary School, Infant Area Quadrangle Window Replacement
St John's High School- Janitors House, Window and Door Replacement
Storage Containers/Welfare
Maths online Gaming App
Supply of Active Schools Service
Supply of Hoists
Supply of Ramps
Supply of Stairlifts
Supply, Installation, Equipment and Maintenance of WAN
Survey, Testing and Reporting of Water Quality within Heating and Chilled Water Systems
Swimming Pool Equipment Software (Olympia Swimming Pool)
Swimming Pool Gas/Cylinder Use
Treatment of Vegetable Oil / Mineral Oil
Treatment of Wood
UCS Maintenance
V&A Museum Security Systems
Various Roofing Works
VMware license subscription
Water Hygiene Lot 1 and Lot 2
Water Sampling Programme /Water Quality Inspection Programme (SLA with Dundee Scientific Services)
Web GIS

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, 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.

Category A

Contracts through Procurement Scotland (for all public bodies) or other national Contracts or Frameworks

Category B

Contracts through Scotland Excel (for Local Authorities) or other Sectoral Contracts or Frameworks

Category C1

Contracts through local collaboration (for all Tayside Councils and Tayside Contracts)

Category C

Contracts through Dundee City Council (for Dundee City Council only)

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

Dundee City Council is leading collaborative procurements as set out in on page 8 of this report.

As well as contractual collaboration activities, the Corporate Procurement team works closely with partner organisations in other areas, to realise collaborative benefits. Examples are as follows:

- Tayside Cities Meet the Buyer event – organised by Dundee City Council's Economic Development and Corporate Procurement teams – the most recent event in 2025 attracting exhibitors from all Public Bodies as well as main contractors working in the Tayside area. The event was attended by over 350 companies and 35 companies exhibiting, 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 – Community Wealth Building Coordinator 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.

Appendix 5 - Glossary of Terms

Best Value

An economic assessment by the public sector as to whether a project represents value for money; the optimum combination of cost and quality to provide the required service.

Carbon Border Adjustment Mechanism (CBAM)

The Carbon Border Adjustment Mechanism (CBAM) is a climate policy introduced by the European Union to ensure that imported goods are subject to the same carbon costs as those produced within the EU. It aims to prevent carbon leakage, where companies might relocate production to countries with weaker climate regulations to avoid paying for emissions. CBAM initially applies to carbon-intensive products such as cement, steel, aluminium, fertilisers, electricity, and hydrogen. Importers will be required to report the embedded emissions in these goods and, from 2026, purchase CBAM certificates to cover them. While the UK is not part of the EU CBAM, it plans to introduce a similar mechanism by 2027 to support its net zero goals and protect domestic industries.

Collaboration

When two or more groups of people or organisations engage in work together for mutual benefit.

Community Benefits

Community benefits are requirements which deliver wider benefits in addition to the core purpose of a contract. These can relate to social, economic and or environmental benefits.

Community Benefits Clauses

Community benefits clauses are requirements which deliver wider benefits in addition to the core purpose of a contract. These clauses can be used to build a range of economic, social or environmental conditions into the delivery of council contracts.

Contract Management

Contract management or contract administration is the management of contracts made with customers, suppliers, partners, or employees. Contract management activities can be divided into three areas: service delivery management; relationship management; and contract administration.

Demand Management

To take costs out of an organisation by addressing the drivers for spend, aligning spend to business need and eliminating unnecessary consumption.

Sustainable Public Procurement Prioritisation Tool (SPPPT)

This tool will help organisations assess where their current level of performance lies, and the actions required for improving their performance. The Scottish Government recommends that organisations carry out initial and periodic self-assessments against the SPPPT. This enables measurement against various aspects of sustainable procurement.

Government Procurement Agreement (GPA)

GPA is an agreement that exists within the World Trade Organisation, whereby signatories agree to open their public procurement markets to each other. The UK is one of 48 WTO members who have signed the agreement. The thresholds for competition were for many years called the OJEU thresholds, because the European Union was the signatory on behalf of the UK, and OJEU was the European Journal that all tendering opportunities had to be published in.

Public Contracts Scotland

The national advertising portal used to advertise all Scottish Government goods, services or works contract opportunities.

Regulated Procurement

Contracts above the thresholds for regulation set by the Scottish Government. (Above £50,000 for goods and services contracts and above £2,000,000 for works contracts). Those thresholds are considerably lower than the GPA thresholds.

Small and Medium-sized Sized Enterprises (SMEs)

Enterprises which employ fewer than 250 persons, and which have an annual turnover not exceeding 50 million euro, and/or an annual balance sheet total not exceeding 43 million euro.

Social Enterprises

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.

SCAPE and Major Projects 3 (MP3)

SCAPE and MP3 are public sector procurement frameworks that allow Councils and other public bodies to quickly and compliantly procure construction and consultancy services. They are designed to save time and money by offering pre-approved suppliers and standardised contracts, often with a focus on social value, local economic benefit, and sustainability.

Scope 3 Emissions

Are indirect emissions, not caused by the Council's own operations, but occurring in the Council's value chain, including both upstream (supplier) and downstream (customer) emissions. For the purposes of the procurement strategy, scope 3 refers to supplier emissions.

Scotland Excel

Scotland Excel is the Centre of Procurement Expertise for the local government sector in Scotland, supporting councils like Dundee City Council to deliver efficient, collaborative, and sustainable procurement. It develops and manages a wide range of national framework agreements that enable public sector organisations to access high-quality goods and services while achieving value for money and supporting local economic development. Through Scotland Excel, councils benefit from shared expertise, reduced duplication of effort, and access to suppliers who meet robust standards for quality, compliance, and social value. The frameworks also align with national priorities such as community wealth building, fair work practices, and climate action.

Supplier

An entity who supplies goods or services.

Supported Business

An organisation whose main aim is the social and professional integration of disabled or disadvantaged persons.

Sustainable Procurement

A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis and generates benefits, not only for the organisation but also to society, the economy and the environment.

Third Sector

The part of an economy or society comprising non-governmental and non-profit-making organisations or associations.

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