

Dundee City Council

Annual Procurement Report 2025-26



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Executive Summary

During 2025/26, Dundee City Council continued to use procurement as a strategic enabler to support the delivery of Council priorities, secure best value, strengthen the local economy and maximise social, economic and environmental outcomes for the citizens of Dundee. Procurement activity remained aligned to the Council Plan, the Procurement Strategy 2024-2027 and the requirements of the Procurement Reform (Scotland) Act 2014.

The Council's external procurement spend during the year totalled **£318.4 million**, reflecting a reduction from the previous year following the completion of several major capital projects. Despite this reduction in overall spend, the Council maintained a strong focus on supporting local businesses, SMEs and community wealth building objectives.

A total of **125 regulated procurements** were completed during the reporting period, representing an estimated contract value of **£164.9 million**. This included **48 regulated competitive procurement exercises** undertaken by the Corporate Procurement Team and **77 regulated contract awards** made by the Health and Social Care Contracting Team.

The Council continues to demonstrate its commitment to supporting local economic growth. During 2025/26:

- **48.65% of total procurement spend (£154.9 m)** was awarded to SMEs.
- **42.16% of total spend (£134.2 m)** was retained within Dundee-based suppliers.
- **48.91% of spend** was retained across Tayside and Fife, while **78.41%** remained within Scotland.
- Local SMEs continued to receive significant opportunities to participate in Council procurement activity through Invitations to Quote, supplier engagement and targeted procurement initiatives.
- The Council also maintained strong payment performance, recognising the importance of prompt payment to suppliers and contractors. During the year **96% of invoices were paid within 30 days**, with **97% of Dundee supplier invoices paid within 30 days**.
- Community Benefits and Community Wealth Building remained central to the Council's procurement approach. Procurement activity delivered a wide range of social, economic and environmental outcomes, including:
 - **£28.2 m of local construction spend** through capital programmes
 - **82% average local supply chain spend** and **85% local labour** across construction projects.
 - **12 employment opportunities, 2 new apprenticeships** and support for **28 existing apprentices**
 - Delivery of **21 Community Wishes**, supporting community groups, charities and local organisations throughout Dundee.
- A significant achievement during the year was the recognition of Dundee City Council's approach to social value and community benefits. The Council and Robertson Construction Tayside won the **GO Awards Scotland 2025 Excellence in Social Value Award** for the delivery of community benefits through the Drumgeith Community Campus project, which was subsequently shortlisted at UK level.
- The Council also strengthened procurement governance through the implementation of revised Contract Standing Orders and continued investment in staff capability and professional development.
- Procurement processes were supported by increased supplier engagement, collaborative working and the development of strategic sourcing approaches.

Looking forward, key priorities for 2026/27 include improving procurement cycle times, strengthening contract and performance management, developing the proposed Validated Contractor List, embedding Community Wealth Building principles further into procurement activity, improving sustainability and carbon reporting, and enhancing monitoring of community benefits and wider procurement outcomes.

Overall, despite continued financial and market pressures, Dundee City Council's procurement activity has delivered significant value, supported local businesses and communities, strengthened governance arrangements and contributed positively to the Council's wider strategic objectives.



Introduction and Background

Procurement Transformation

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 **Procurement Webpage**.

The Procurement Strategy is reviewed annually 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 2025 to the end of the Council’s fiscal year on the 31st of March 2026.

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, and RAG Status are as follows:

Strategic Objective	Action	Evidence of Progress in 2025/26	RAG Status
Obtain value for money from every purchase	Ensuring that goods, services and works deliver the optimum balance of cost, quality and outcomes, while achieving best value for the Council.	Cashable Savings Achieved: £267,126 and £2,614,656 (capital procurement project) <u>Total £2,881,782.</u> Competitive procurement processes were undertaken in line with Contract Standing Orders and procurement legislation, ensuring value for money is achieved through transparent and robust sourcing activities.	

Make Dundee City Council a prized customer	Building positive supplier relationships, running fair and transparent procurement processes, and being recognised as a professional and attractive organisation to do business with.	The Council continued to engage constructively with suppliers through transparent procurement processes, clear communication and timely contract management arrangements. Payment performance and supplier engagement activities supported the development of positive supplier relationships, encouraging supplier participation in Council procurement opportunities and strengthening market confidence. (See Executive Summary section of this report).	
Be lean and efficient in our procurement	Streamlining procurement processes, reducing bureaucracy, improving systems and ensuring procurement resources are used effectively.	A comprehensive review of the Council's Standing Orders was undertaken and implemented from September 2025. We have a Category Management approach which seeks to aggregate needs to provide prospective bidders with opportunities to deliver economies of scale. Procurement processes continued to be streamlined through the use of corporate contracts, framework agreements and digital procurement systems. Standardised documentation, guidance and procurement support enabled services to undertake procurement activity efficiently while maintaining compliance with legislative and governance requirements	
Achieve social, economic and environmental goals	Delivering wider community benefits through procurement, including community wealth building, fair work practices, sustainability, climate	Community benefits, Fair Work First principles and sustainability considerations were embedded within relevant procurement activity. Through contract requirements and evaluation	

	objectives and local economic impact.	criteria, suppliers were encouraged to deliver wider social, economic and environmental outcomes, supporting local communities, economic growth and the Council's sustainability ambitions. See section 'Executive Summary', 'Review of Procurement Compliance' and 'Community Benefit Summary' sections of this Report). We work collaboratively with the Council's Sustainability Team to develop Sustainability Tools to impact carbon impact through our external spend.	
Trade only with suppliers who behave ethically	Ensuring suppliers meet required standards relating to ethical trading, human rights, equality, health and safety, and environmental responsibility.	We have embedded ethical procurement practices throughout our procurement activity. All regulated procurements are assessed through the Scottish Procurement Document (SPD), ensuring suppliers are evaluated against key ethical, equality, health and safety, and environmental criteria before contract award. These requirements are also applied proportionately to non-regulated procurements, strengthening supplier governance and promoting responsible procurement across the Council's supply chain.	

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.



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 **£318,406,539 for 2025/26**. Below is a breakdown of spending by Internal Organisation Levels:

Spend by Internal Organisation Levels (£, 000s)



Climate Action

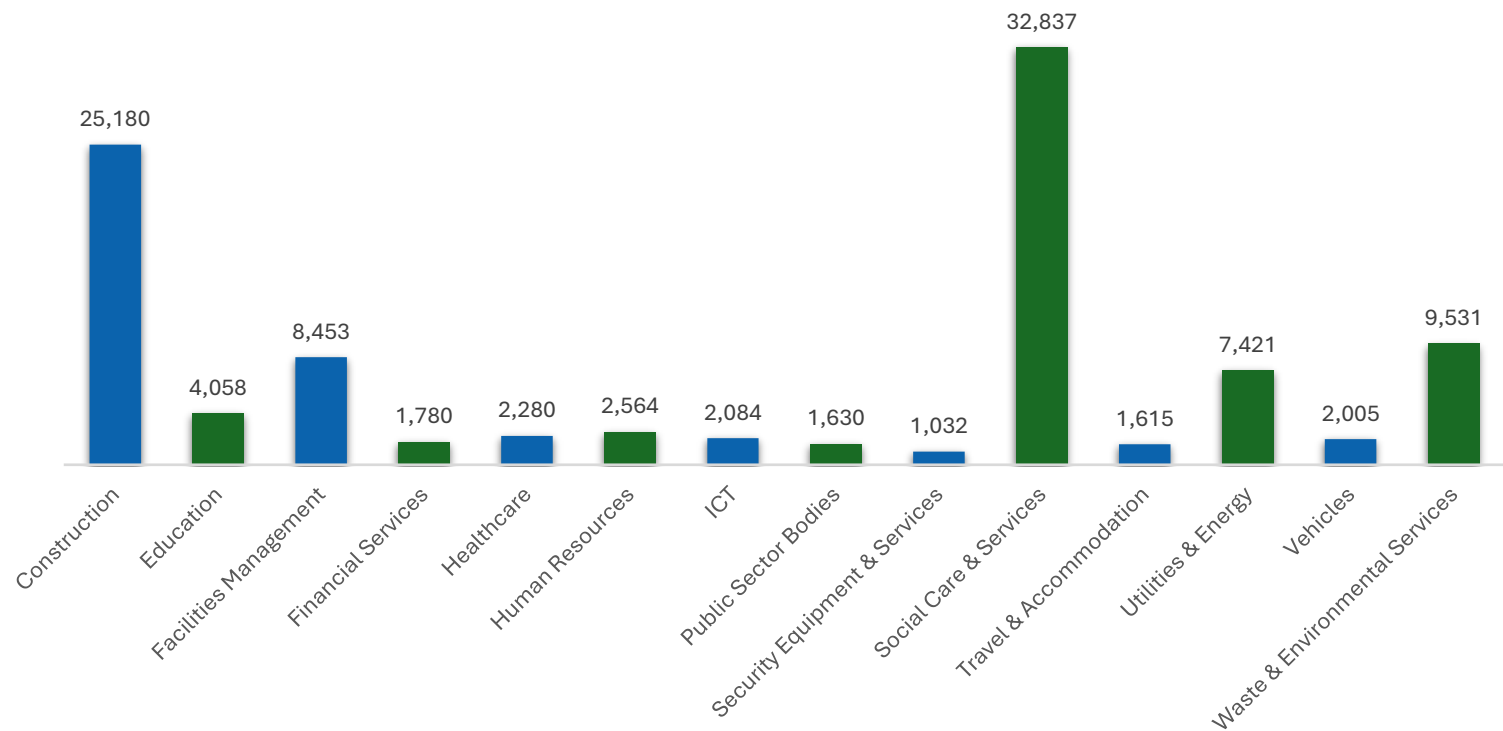
Circular Economy

During 2025/26, work continued to embed circular economy principles within procurement activities. Through the development of sourcing strategies, consideration is being given to whole-life costs, resource efficiency, waste reduction, reuse, repair and recycling opportunities, ensuring that sustainability considerations are incorporated at an early stage of the procurement process. This supports the Council's Net Zero ambitions, helps reduce the environmental impact of supply chains and contributes to wider Community Wealth Building objectives by encouraging more sustainable and resilient local economic activity.

Co2 Emissions per Category of Spend

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

CO2 EQUIVALENT EMISSIONS (TONNES) PER SPEND CATEGORY



CO₂ 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 (CO₂e) - 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, Social Care, and Waste, 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.

Previously, DCCs highest Scope 3 emissions were generated through Construction Works but due to a change in spend, by category, these are now generated by Social Care activity, and this category should be the priority for further detailed analysis on the emissions generated through service delivery. 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.

Going forward, the Council will undertake the carbon spend analysis internally using the formulae provided by the external consultant. Please note that without additional funding, this method will become less robust over time.

Definition: **Scope 3 represents the largest proportion of total emissions**, often coming from the supply chain rather than Council activity (e.g. own buildings and vehicles). Measuring Scope 3 helps organisations identify carbon hotspots, engage suppliers, and target the areas where emissions reductions can have the greatest impact.

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 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 2025

Dundee City Council Procurement Team and Robertson Construction Tayside were named winners in the Excellence in Social Value category at the 2025 GO Awards Scotland. The GO Awards Scotland, supported by the Scottish Government, celebrate the achievements and successes involved in the delivery of Scottish public sector services. The project was also nominated for the UK National Go Awards in June 2026.

The construction of the £100 million state-of-the-art Drumgeith Community Campus delivered significant community benefits by providing jobs, training, and local projects designed to improve the lives of the school pupils, and the citizens of the local area. As part of this project, it was mandated that 75% of subcontractor spend should be within 40 miles of the campus. This approach led to £69.6 million (80.35%) of total spend going to sub-contractors and suppliers within 40 miles of the campus, exceeding the 75% target. The construction project has also created 25 employment opportunities, 13 new apprenticeships, and supported 45 existing apprentices through the building programme.

City Growth and Infrastructure Convener Steven Rome said:

The team worked incredibly hard to ensure that the majority of the investment in this building was retained within the local economy. The programme not only created and supported local jobs but also offered young people opportunities to learn about careers in digital construction, inspiring them to consider future paths in science, technology, engineering, and maths (STEM).

Dundee City Council’s Procurement Enablers

Dundee City Council utilises enablers to ensure compliance and effective risk management, drive value for money, 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

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

A comprehensive review of the Council's Standing Orders was undertaken following a remit from the City Governance Committee in August 2023, with the revised Standing Orders implemented in September 2025 following City Governance Committee approval.

All Dundee City Council contracting opportunities out with the above arrangements, of a value of more than £50,000 for supplies, services or construction works, are advertised on the **Public Contracts Scotland (PCS)** advertising portal, offering a central point of access to information about tender opportunities and contract awards across the whole Scottish public sector.

Opportunities with a value of less than £50,000 are let through a competitive quotation process and typically involve using the Public Contracts Scotland (PCS) portal where the value is over £10,000. A summary of the Invitation to Quotes (ITQs) for the reporting period is provided **here** in this report.

For one-off spend of less than £10,000, typically involves obtaining 3 Quotes.

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.

Awareness sessions on the Council's revised Standing Orders were held throughout December 2025 and January 2026. Staff from across the Council attended across 10 sessions delivered.

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)
- 2x CIPS Level 4 qualified, with 2 undertaking Level 5
- 1 x CIPS Level 5 qualified, currently working towards Level 6
- 2 x underway with their CIPS learning journey Level 4

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.

Alongside the annual Meet the Buyer Tayside event held in March 2026 (detailed later [here](#) in the report), Dundee City Council continues to undertake pre-tender engagement with the supplier market where appropriate, providing early visibility of forthcoming tender opportunities and inviting supplier feedback on proposed procurement approaches.

As part of the Council's Community Wealth Building agenda, the Procurement Team continues to explore opportunities to increase procurement spend within the local economy. This includes the development of a forward pipeline of capital and works projects to improve visibility of departmental requirements and identify opportunities for local suppliers to participate in lower value works contracts.

The Council is also exploring the introduction of a validated contractor list for one-off works requirements with a value below £10,000. This approach would enable suitably qualified contractors to be pre-assessed and engaged for urgent works requirements in a manner that supports best value and efficient service delivery.

Proposals relating to these initiatives will be presented to the Community Wealth Building Group and the Council's Leadership Team during 2026/27 for consideration.

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:

- On Street EV Charging Infrastructure
- On Street Advertising
- 100% Housing Stock Condition Survey
- Soft Market Testing for Asset Management Solution
- Service and Maintenance of Solar Thermal Installations
- Fire Engineering Consultancy

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

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 activity will help achieve the objectives outlined in the Council Plan.

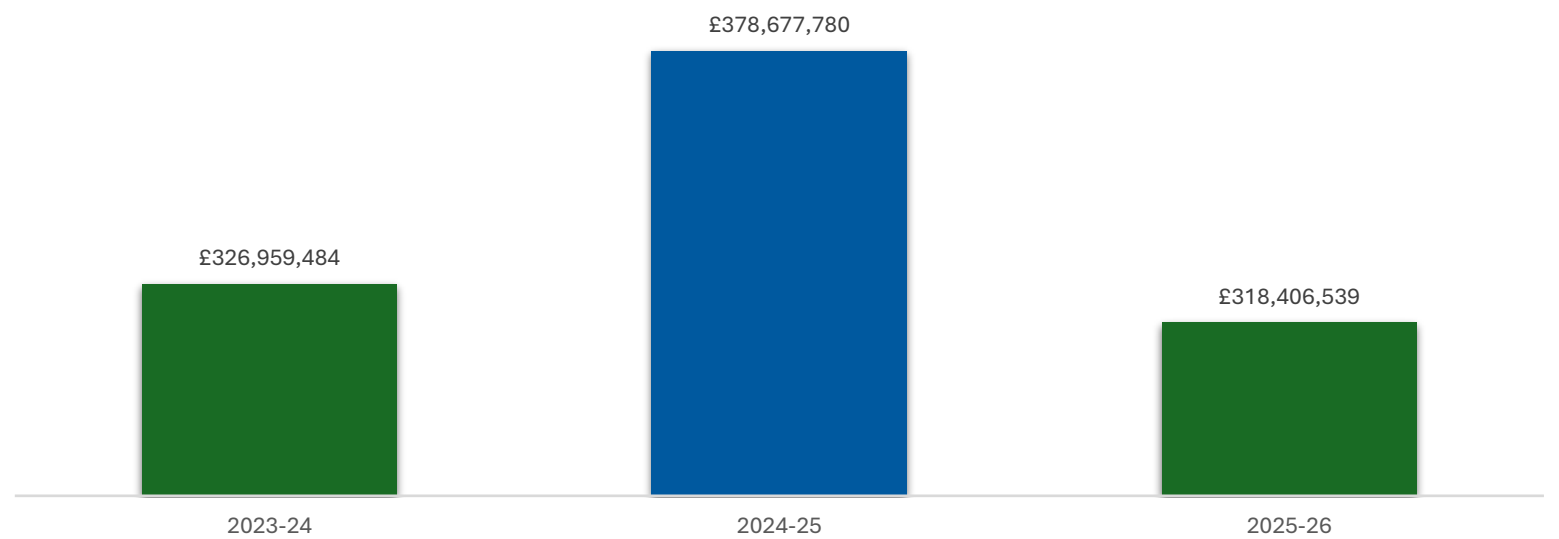
Council Objective	How Procurement Will Contribute
Reduce child poverty and inequalities in incomes, education and health	• Promote fair work first practices and payment of the Scottish living wage in procurement processes. • Establishment of a dynamic community wish list (portal) that can assist bidding 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. • The Procurement Team, in conjunction with the Sustainability and Climate Change Team are developing an AI tool support the identification of

Council Objective	How Procurement Will Contribute
	sustainability outcomes. This utilises the Scottish Government's sustainability tools information and case studies 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. • Ongoing exploration with key suppliers to use 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.

Analysis of External Spend and Payment Statistics

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 Information 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.

TOTAL PROCUREMENT SPEND 2023-24 TO 2025-26



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 drop in spend can be attributed to the completion of high-profile capital works projects throughout 2024/2025.

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	2023/24	2024/25	2025/26
SME (small and medium enterprise) suppliers	1,160	1,262	1,135
SME Spend	£145,680,281	£150,675,701	£154,933,096
SME Spend as % of total spend	45%	39.79%	48.65%

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. More information is provided about supplier development activity [here](#) in the report.

Below are some key statistics on Local Spend:

Supplier and Contractor Geography	2023/2024	2024/2025	2025/26
Number of Local Suppliers (Dundee City)	562	534	394
Local Suppliers (Dundee City) as a % of Total Number of Suppliers	16.11%	14.92%	21.30%
Local Spend Figure (Dundee City)	£151,600,000	£211,787,664	£134,247,768
Local Spend (Dundee City) as a % of Total Procurement Spend	46.38%	55.93%	42.16%
Regional Spend (Tayside & Fife) as a % of Total Procurement Spend	52.65%	61.22%	48.91%
Scottish Spend as a % of Total Procurement Spend	86.54%	84.48%	78.41%

As identified in Annual report 2024/25 the Procurement Team had indicated that they were anticipating a drop in spend in 2025/26 as major Capital programmes came to an end (East End Campus and Waterfront Site 6) this has had an impact on spend figures which is likely to continue in 2026/27.

This is also due to a change in the data redaction process. In previous years we have included all contractors with local spend, in this year we have improved the quality of the information by reducing duplicate suppliers and removing suppliers where Dundee City Council spend with them is less than £500. This has also impacted the count of number of local suppliers. A high-level analysis of the redacted data indicates:

	Dundee Based	National Suppliers with Dundee Branches	Total
Number of Suppliers	56	23	79
	Spend:		Circa £15k

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	2025/26
Total number of invoice payments	111,145	104,077	96,490
Invoices paid by electronic means	111,145	104,077	96,490
Value of invoices paid by electronic means	£326,959,484	£378,677,780	£318,406,539
Invoices paid within 30 days	90%	95%	96%
Dundee supplier invoices paid within 30 days	94%	96%	97%
Dundee supplier invoices paid within 14 days	88%	92%	93%



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**.

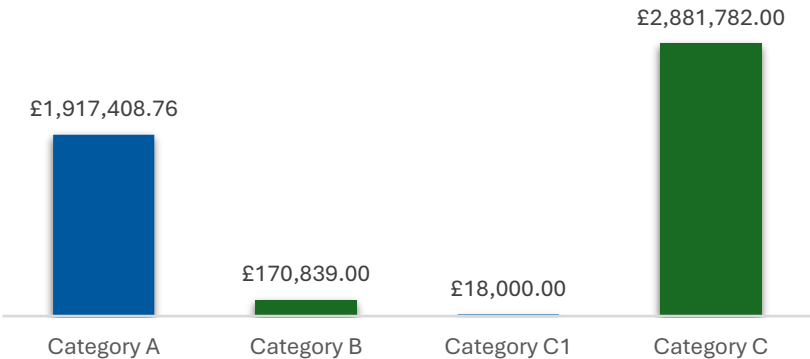
Dundee City Council makes use of existing framework agreements where this provides best value. Framework agreements provide a legally compliant route to market previously advertised through the channels required by procurement legislation. The use of framework agreements is part of the Scottish public 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 **125** regulated procurements with an estimated value of **£164,899,330.68** during the period of the report. This includes **48** competitive regulated procurement exercises managed by the Corporate Procurement team and **77** contract awards under the Light Touch Regime by the Health and Social Care Contracting Team. To note this is the first year that the Health and Social Care Contracting Team activity has been fully reported as part of the annual procurement report exercise. The table below shows a summary of regulated procurement activity:

Period 1 st April 2025 to 31 st March 2026	
Number of Regulated Procurements awarded	48
Estimated value of all completed Regulated Procurements	£114,166,474.46
Number of Regulated Health & Social Care Transparency Award Notices	77
Estimated value of all Regulated Health & Social Care Transparency Award Notices	£50,732,856.22

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.

SAVINGS PER CONTRACT CATEGORY



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**).

Appendix 1 shows all Regulated Contracts awarded by Dundee City Council directly between 1 April 2025 and 31 March 2026.



Summary of Procurements Completed

Unregulated Procurement Activity

Dundee City Council advertised **206** procurement opportunities through Invitations to Quote (ITQs). Depending on the nature of each contract opportunity, suppliers may have been invited to bid multiple times throughout the period. In total, **330** invitations were issued to **85** individual Dundee-based SMEs.

A breakdown of the data relating to contract opportunity (invites) is as follows:

Business Classification	Local SME Spend Data	
	Number of Opportunities (Invites Issued to Suppliers)	Number of Individual Suppliers (invited)
Micro (1-9 employees)	43	32
Small (10-49 employees)	185	37
Medium (50-249 employees)	102	16
Total	330	85

This demonstrates a broad level of engagement activity with local SMEs, particularly within the small and micro business community.

In addition, an analysis of the Spend Data indicates that Dundee City Council continues to maintain a strong level of spend with locally based SMEs. Across the period, this represents a significant proportion of total procurement expenditure, with **£68 million (21.45%)** spent with local SMEs in 2025/26.

Financial Year	Number of Suppliers Spent With	Value of Spend	Percentage of Total Procurement Spend
2021-22	387	£40,265,126	19.16%
2022-23	401	£40,650,295	18.68%
2023-24	357	£69,564,906	21.27%
2024-25	321	£74,080,137	19.56%
2025-26	262	£68,329,280	21.45%

More broadly, annual spend with locally based SMEs has remained consistently between approximately **18%** and **21%** of total procurement spend over recent years, demonstrating the City Council’s ongoing commitment to community wealth building and supporting the local economy.

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 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.

Contracted Spend

Contracted Spend: spend that is covered by a formally awarded contract, framework agreement, or other compliant procurement arrangement, where terms, suppliers, scope, and pricing have been contractually established.

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	Actual Achievement
Year 1 (2023-24)	80%	Not Measured
Year 2 (2024-25)	80%	80%
Year 3 (2025-26)	85%	77%

The reduction in spend with contracted suppliers is due to the successful completion of a significant construction works contract.



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. Key Development: • Formal sourcing strategies adopted for all regulated tender processes, underpinned by category strategies, as appropriate, and a continually updated overarching corporate procurement strategy.

Objective	Performance against Objective
	• There is a Corporate Procurement group who are responsible for approving sourcing strategies in line with the revised standing orders. • 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 here). • Weekly Bulletin of Contract Notices and Contract Awards is published internally to the Council. 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. As evidenced by the rise in regulated procurements (as outlined here), improvements have been in process to ensure that contract award notices are published accurately and within agreed timescales.
Sustainable Procurement Duty	Complying: • Incorporated Sustainable Procurement objectives within the Corporate Procurement Strategy. • <u>Community Wealth Building Strategy and Action Plan</u> 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 Sustainability and Climate Change Team have supported procurement by designing a tool which uses Artificial Intelligence to search through the information

Objective	Performance against Objective
	and case studies presented in the Scottish Governments Sustainable Procurement tools, along with key local plans and guidance and suggests relevant considerations and outcomes depending on the nature of the contract
Community Benefits	Complying: • Dundee City Councils Community Benefits Policy was refreshed in August 2025 and has been developed to secure maximum economic and social benefit whilst delivering best value from public funds via procurement activity. 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. • Community Benefits are also integrated into the Community Wealth Building Strategy and Action Plan. • The Council will consider Scottish Governments new Community Benefits in Procurement Guidance published in June 2026 which clarifies key messages around Community Benefits including: ○ clearer links between Community Wealth Building, Equality and Fair Work First ○ reinforces that Community Benefits must relate to the subject matter of the contract ○ clarifies that, in-line with the sustainable procurement duty, Community Benefits can be used in lower value regulated procurements, where it is relevant and proportionate to include them 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. • Established Community Wishes Portal Dundee Dundee Wishes to ensure route to secure community benefits from more diverse contracts while realising benefits for Communities.
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 are 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 to support the work of the Living Wage Action group to work with major private sector employers and business organisations including the Chamber of Commerce 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

Objective	Performance against Objective
	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 Wealth Building Coordinator supports the work of the Dundee Fair Trade Forum, including retaining status as a Fair-Trade City.
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. 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 96% of all invoices being paid within 30 days, with 96,490 invoices paid in 2025/26. 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 refreshed **Dundee City Council Community Benefits Policy** was approved in August 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.

As was indicated in the **Annual Procurement Report for 2024-25**, the Council has had an anticipated drop in the value and scale of construction contracts over the past year resulting in a subsequent reduction in Community Benefits outcomes. Based on current projections of Capital programmes this will continue into next year and is likely to drop further. More detail is provided in **Appendix 2** along with details of relevant mitigations being developed to limit the impact.

A Summary of Construction Activity for between 2023-24 and 2025-26

Supplier Development	2023-24	2024-25	2025 -26
Local actual Construction Spend (within 35 miles and 40 miles via Major Procurement Frameworks.	£36.186m	£55.054m	£28.185m
Average Percentage of total Spend which was local (within 40 miles)	74%	69%	82%
Average Local Labour (within 40 miles)	81%	73%	85%
Employment and Skills			
Employment Opportunities Created	27	40	12
New Start Employment Opportunities (previously unemployed, redundant, graduates or new entrants)	8	23	9
Project Initiated Modern Apprenticeships	4	29	2
Existing Modern Apprentices	27	68	28
Work Experience Opportunities	19	38	2
Awareness Raising Activity			
Awareness Raising Events and Activities Delivered	46	38	16
Individuals Supported through Awareness Raising	3,087	2057	474
Environmental Outcomes			
Environmental Activities or Events	22	7	0
Individuals Supported through Environmental Activities	254	216	0
Community Wishes			
Community Wishes within Capital Programmes	7	8	11

There were also 21 Community Wishes delivered including the 11 secured through the Capital programmes. **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.



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.

For many years Dundee City Council had supported Dovetail enterprises, reserving contracts for Dundee City Council activity, the Welfare Fund and encouraged sub-contractors to, where appropriate, source relevant goods from them. Unfortunately Dovetail ceased trading in March 2025 and while we would continue to consider supported business when appropriate, there are none trading locally.

The Community Wealth Building Coordinator has engaged with the Scottish Government’s National Collaborative Procurement Division which continue to support supported business and manage the **Supported Businesses DPS** (Dynamic Purchasing system). This has included inviting Scottish Government to speak to the Community Wealth Building Inclusive Business Models group about how social enterprises and other generative business models can apply to be considered as a supported business. To date no local organisations have chosen to consider this. We will continue to monitor the situation and engage with relevant suppliers as they are identified.

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 2025 and 31st March 2026

A Summary of our Regulated Procurements is available [here](#).



Appendix 2 – Community Benefits Update

April 2025 to March 2026

Introduction

This section provides an update on Community Benefits activity delivered via Dundee City Council contracting activity between 1 April 2025 to 31 March 2026. While community benefits are now implemented across the full range of the council procurement activity, the largest projects remain in the Construction sector. This update 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. As was indicated in the **Annual Procurement Report for 2024-25**, the Procurement Team has anticipated a drop in the value and scale of construction contracts over the past year resulting in a subsequent reduction in Community Benefits outcomes. Based on current projections of Capital programmes this will continue to reduce into 2026/27 and is likely to drop further. To mitigate this, we are piloting the inclusion of community benefits requirements within lower value small works contracts and as part of the Community Wealth Building, an offer has been made to Anchor Partners and Housing Associations to support inclusion of Community Benefits requirements within their Dundee based Capital programmes. Work will also be undertaken in 2026/27 to integrate a Community Benefits offer into the planning system so that developers on major projects are provided with support to explore and include Community Benefits within their application.

At the same time, the Community Wishes programme is now operational and securing outcomes from more diverse contracts.

Approach in Dundee

Dundee City Councils Community Benefit Policy provides an overview of the Councils approach to the delivery of Community Benefits. For construction contracts, 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 requirements. This includes targets in the areas of Supplier Development, Employment and Skills Activity, Community and Awareness Raising Activity, Environmental Outcomes and Community wishes. Community Benefits support our wider commitment to Community Wealth Building.

Community Wealth Building

Community Wealth Building is a people-centred approach to local economic development, which redirects 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**

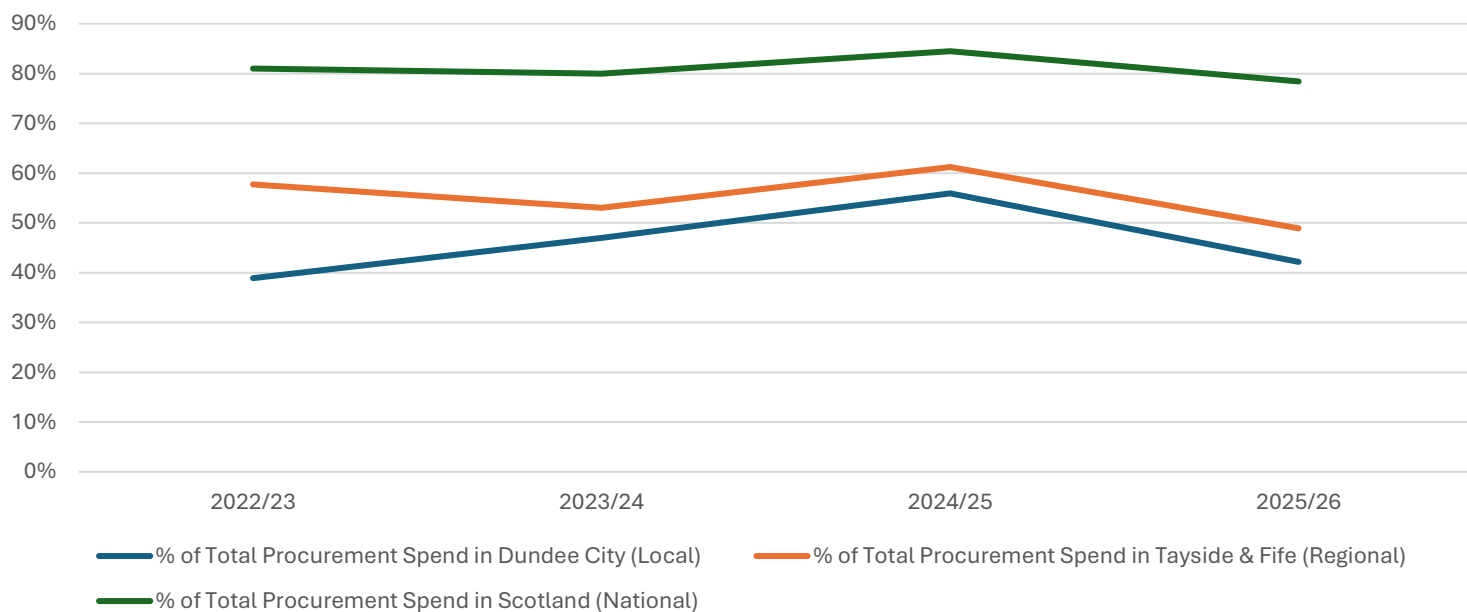
The **Community Wealth Building strategy and action plan 2025-2030** details the Council's CWB approach and including actions relevant to Community Benefits. These actions will be monitored on the Council's Performance Monitoring System and regularly reported upon.

Supplier Development Opportunities and Local Spend

A key element of Community Wealth Building is a local first approach to procurement where possible to retain as much wealth as possible within the local and regional economy. There is a recognition that micro businesses and SMEs, and generative business models including Social Enterprises, Employee-Owned Business and Cooperatives are much more effective at retaining wealth within a local area than multinationals and other business models.

The Corporate Procurement team undertake a range of measures to encourage local contractors to compete for tender opportunities and sub-contract opportunities to be awarded locally.

Direct Procurement Spend



As anticipated, local spend figures have reduced somewhat in 2025/26 reflecting the reduction in Capital activity and the significant local spend secured through Drumgeith Campus in 2024/25. Local spend figures for 2025/26 show that 42.16% of spend was spent in Dundee, down from 55.93% in 2024/25, 48.91% spend within Tayside and Fife down from 61.22% and 78.41% has been spend in Scotland down from 84.48%. While comparable data for other councils is not yet available for last financial year, this is an area where Dundee preforms particularly well, ranked highest of all local authority areas for local spend in 2024/25 and comfortably above the then national average of 30.8%. While down on historically high figures of last year, local spend remains comparably positive.

Works Projects Development Programme (Validated Contractor List)

The procurement team are committed to continue to explore new ways to increase local spend and support local contractors to compete and win work to strengthen their business and become more sustainable. This has included working with departments with construction works requirements to explore how these can be tendered in a way which supports both client departments, procurement efficiencies and the local economy. The team are currently working with colleagues in Design and Property to establish a Validated Contractor List. This will involve inviting local contractors to register for a validated list by completing a business probity questionnaire, a quality questionnaire and providing details of the trade areas they would like to be considered for. These will then be assessed and those contractors who meet the requirement will be included on the Council's Validated Contractor List which will allow departments to direct award low value works contracts below 10K to these contractors, without the need to tender. It is anticipated that in addition to being used for low value works contracts the list will also be used to identify appropriate contractors for Invitation to Quotes, which as per the standing orders are required to be advertised through Public Contract Scotland (PCS). It is envisioned that this process will improve the awarding of contracts for low value projects, reducing risk to the council and ensuring more secure work for local contractors. This approach remains in development and subject to approval.

As part of the Councils Community Wealth Building Approach, the Council have helped to support the creation of a Dundee Community Wealth Building Inclusive Business Models Group bringing together the main national and local support organisations which support generative business, particularly social enterprises, along with DCC Economic Development and Procurement staff and Business Gateway. This group meets quarterly to network and share good practice resulting in improved partnership across the sector, including the delivery of a range of events and awareness raising sessions including a Community Ownership Event, a Community Wishes and Portals event and a training session on Collaborative Procurement, the latter of which was attended by 30 procurement staff from public sector anchor partners and partner councils along with representatives from the Third Sector Interface.

Supplier Development Activity and Meet the Buyer Tayside



The procurement team have continued to support Supplier Development activity aimed at increasing the confidence and ability of local contractors to bid for and win work. This includes the co-delivery with Supplier Development Programme (SDP) of the annual Meet the Buyer Tayside, which this year was delivered on 3 March 2026, at Michelin Scotland Innovation Parc (MSIP).

The **Meet the Buyer Tayside 2026 Outcomes Report** provides a detailed outcome of the event which this year supported 290 attendees from 130 individual Scottish SME business. 64 (50%) of those SMEs in attendance were based in the Tayside area; with 30 (23%) from Dundee, 16 (13%) from Angus and 18 (14%) from Perth & Kinross.

31 exhibitors attended on the day including Dundee City Council Procurement Team and Health and Social Care Contracting Teams, Fife, Perth and Kinross and Angus Councils, major Anchor Partners including NHS Tayside and Tayside contracts; tier one construction contractors including Robertsons Tayside, Clarks Contracts and A C White and support partners including Business Gateway.

In addition to the opportunity to meet buyers, the event also hosts a range of speaker sessions including ‘How to tender in Tayside’ and a session focused on ‘Works Opportunities’ Offered by the different services within Dundee City Council. This session was particularly well attended with more than 80 attendees coming to hear directly from staff from Design and Property, Civil Engineering and Construction Services about the opportunities they had and how to access them. This session also included hearing from local company Stephen Donald Building (SDB) who outlined how working with the Council over 4 years had supported his company to grow from a turnover of £750K annually to £2.5 million.

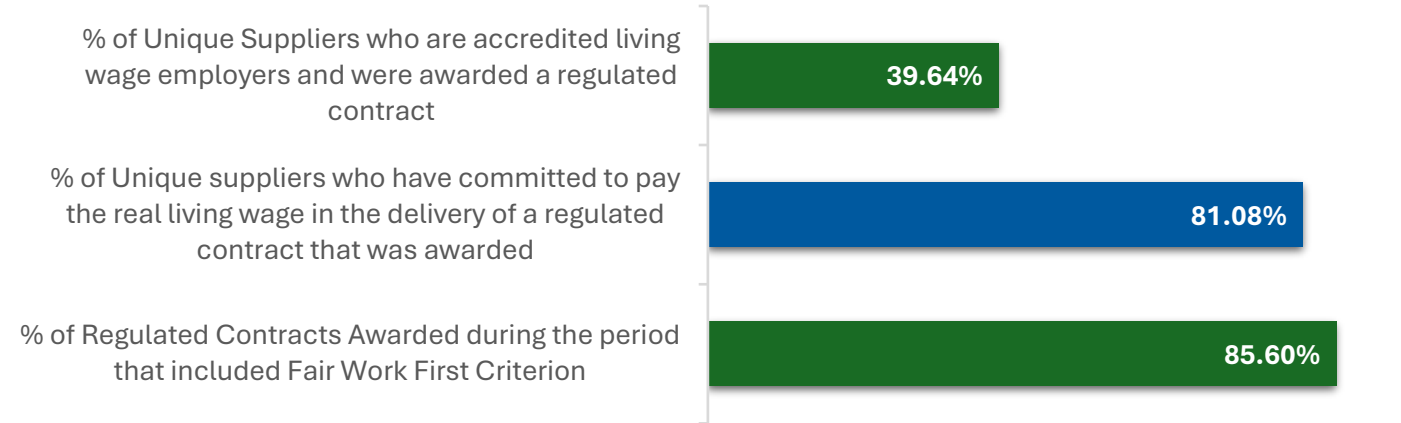
Feedback from the event remains positive with 99% of respondents rating the event, and 94% rating the exhibition as ‘excellent’ or ‘good’. 92% of respondents said that they felt more capable of bidding for contracts after this event, while 90% said that they were more likely to bid for contracts after attending this event. Comments included “The event was helpful as there were key clients I wanted to engage with, and, after Meet the Buyer Tayside, I have the information I require to work with them.” and “Making contacts with so many buyers at one time was the most useful thing to me.”



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 118 companies currently accredited within Dundee City. Along with the Poverty Alliance the partnership is recognising challenging operating environments resulting 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.

As a Living Wage Accredited employer, the Council is required to ensure that Living Wage is paid in, all in-scope contracts. These are contracts where individuals are on Council owned land, property or areas the Council are responsible for maintaining for a specific period (2 hours or more for 8 consecutive weeks in any given year), which covers most construction, and repair and maintenance contracts, but does not cover all contracting areas.



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 the latter stages of Office Site 6 at Dundee Waterfront, East End Campus (Drumgeith Community Campus), and the Green Travel Hub contract and new projects Blackness Road Housing Development and Roof Rectification Project. In recognition of the reduction in Capital contracts, we have also for the first time piloted inclusion of small works contracts into the wider assessment (Gellatly Street, Beaully Avenue, Yeaman's Lane, DCA lighting and Barnhill, Craigie, Blackness and Eastern Primary School)

A Summary of Construction Activity between 2023-24 and 2025-26

Supplier Development	2023-24	2024-25	2025 -26
Local actual Construction Spend (within 40 miles)	£36.186m	£55.054m	£28.185m
Average Percentage of total Spend which was local (within 40 miles)	74%	69%	82%
Average Local Labour (within 40 miles)	81%	73%	85%
Employment and Skills			
Employment Opportunities Created	27	40	12
New Start Employment Opportunities (previously unemployed, redundant, graduates or new entrants)	8	23	9
Project Initiated Modern Apprenticeships	4	29	2
Existing Modern Apprentices	27	68	28
Work Experience Opportunities	19	38	2
Awareness Raising Activity			
Awareness Raising Events and Activities Delivered	46	38	16
Individuals Supported through Awareness Raising	3,087	2057	474
Environmental Outcomes			
Environmental Activities or Events	22	7	0
Individuals Supported through Environmental Activities	254	216	0
Community Wishes			
Community Wishes within Capital Programmes	7	8	11

Capital Programmes: Community Benefits Summary of Activity from April 2025 to March 2026

Contract	Local Spend £000s (within 40 miles)	% Local Spend	% Local Labour	Employment opportunities	New Start Employment	Project Initiated Apprentice	Existing Apprentice	Work Experience	Awareness Raising Events	Individuals Supported Awareness Raising	Community Wishes
Green Travel Hub	7,417	72%	74%	3	3	0	15	0	4	180	1
East End Campus	16,772	96%	95%	2	2	1	7	1	1	27	1
Site 6 (Dundee Waterfront)	1,124	79%	79%	2	1	1	2	0	0	0	1
Blackness Road	596	81%	94%	2	2	0	2	0	1	30	0
Roof Rectification Programme	404	69%	74%	2	0	0	0	0	0	0	0
Small Works	1,869	94%	95%	1	1	0	2	1	10	237	8
Total	£28,185	82%	85%	12	9	2	28	2	16	474	11

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: Employment and Skills – Ideal Candidate Programme

The ScrapAntics Change and Grow Programme is a holistic, person-centred initiative that supports people experiencing mental or physical wellbeing challenges to build confidence, develop new skills and progress towards positive outcomes. Delivered over nine months, the programme combines group activities, one-to-one support and practical learning opportunities to help participants reduce barriers to education, volunteering and employment. Through a focus on wellbeing, personal development, community engagement and employability, the programme encourages participants to work together, strengthen their resilience and develop the skills and confidence needed to achieve goals that are meaningful to them.



Robertson supported ScrapAntics with the employability element of the programme, recognising their shared commitment to helping people overcome barriers to employment. As many of the volunteers faced challenges that had affected their confidence and employment prospects, Robertson delivered the seven-week Ideal Candidate Programme to provide practical employability support and help participants take positive steps towards volunteering, education or work.

Over the seven-week Ideal Candidate Programme, participants explored their strengths, developed essential job search skills and built the confidence needed to prepare for future opportunities.



Before beginning the programme, all eight volunteers completed a pre-start questionnaire designed to capture their confidence levels, employment history and the areas where they wanted the most support. The responses showed that participants were starting the programme with different experiences but shared similar concerns around confidence and uncertainty about finding work. Many participants said they wanted to feel more confident in themselves and their abilities. Several wanted to improve their interview skills because they felt anxious or unprepared for formal interviews. Others were looking for support with writing a CV that reflected their strengths and experience, while many wanted guidance on completing job applications and understanding how to apply for suitable roles. Understanding these priorities

from the outset allowed Robertson to tailor the programme to the needs of the group, ensuring each session focused on the areas that would have the greatest impact and provide practical, achievable support.

Scrap Antics Project Coordinator, Louise Buchan said:

The Robertson's Ideal Candidate course was a really positive experience for our Change & Grow participants. It gave them the opportunity to build new skills, grow in confidence, and recognise the strengths they already have. It was lovely to see people feeling more positive about taking the next steps towards employment

Participants' feedback quotes at the end of the programme:

*It's a very useful
programme*

*The programme had a
big impact on me I feel
that I could actually get
a job now*

*I managed to get a
spot volunteering
which will lead to
paid work*

*I liked the support,
encouragement and
help that I've gotten
throughout the
programme*

Case Study 2: Employment and Skills – Apprenticeship Opportunities

A key component of the Community Benefits programmes is the support to recruit apprentices, which provide young people and adults with hands-on experience in their chosen trades but also support the drive to build a skilled and sustainable local workforce. One of the young people to benefit from the Community Benefits programme was Kieran Symington.



When a school pupil at Braeview Academy, Keiran loved crafting objects in woodwork department. Little did he know that he was developing skills he would later put to use in creating his own school's replacement. Kieran, 20, was one of many apprentices employed during the construction of the new Drumgeith Community Campus and Greenfield Academy which was a replacement to previous school Braeview Academy and Craigie High School.

Kieran, from Whitfield, left Braeview Academy in 2021 and began an apprenticeship programme at Dundee and Angus College. Dundee City Council had only just approved the merging of his school with Craigie High. He later began a joinery apprenticeship with WBS Keillor, a local joinery and fit-out contractor involved in this project.

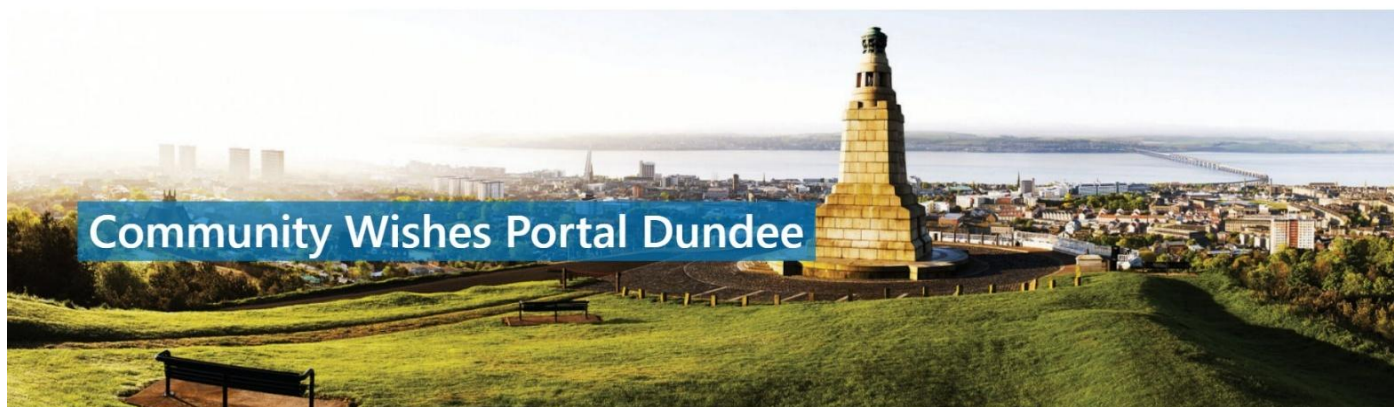
He says it is quite an experience helping to build the school for pupils from the same area of the city he grew up in. *"It's weird to see how modern this new one is compared to the old one. It's so nice and bright whereas the old one is pretty dull,"* he said. *"And Braeview was small compared to this. This school is colossal."* He felt pupils would be excited to see the finished result when the new academic year began in August 2025.

"It's a big change but it's a good change." His work on the new school included a wide range of joinery work including fitting doors and fixing struttings as he works towards becoming a time-served joiner.

Over the lifetime of the project - 13 new apprentice positions were created and 45 existing apprentices, including Keiran spent time training on the project.

Kris Sparks, Pre-Construction Director, Robertson Construction Tayside said:

Supporting local apprentices is an important part of the lasting impact we aim to achieve through our projects. Through collaboration with local sub-contractors, we help create opportunities for young people to gain valuable skills and experience while building a pipeline of talent for the construction industry. Kieran's journey from pupil to apprentice working on the new Drumgeith Community Campus is a great example of how these opportunities can support both individual career development and the wider community.



Community Wishes were introduced to secure more benefits for the communities of Dundee from procurement activity, while at the same timing providing a mechanism for contractors with lower value contracts, particularly national contracts, to undertake Community Benefit which has an impact locally.

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 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 in keeping with the Council's wider Community Benefit Programme, and contractors are asked to consider delivery of Community wishes outcomes only for contracts of more than £100,000. While additional outcomes can be considered for each additional £100,000 secured, this will very much depend on the nature and duration of the contract.

The diverse nature of the wishes received has meant that building a system to support them has been challenging and ongoing development continues. This has included working with other partners who manage similar systems across Tayside to form a Community Portals Working Group to share good practice and improve access for groups. This includes the **NHS Community Benefits Gateway, Angus Council Community Benefit Gateway; Perth and Kinross Council Community Wish List** and **Tayside Contracts Community Fund**. Together with the Tayside Third Sector Interface these partners delivered a joint information session which was attended by more than 50 representatives of local groups to explain our approach and encourage applications. The next stage of development for the Dundee Wishes programme will be to open the portal up to interested Anchor Partners for their contractors to also deliver community wishes. While still at the development Stage – Social Security Scotland have indicated their willingness to use the portal.

The Tayside Contracts Community Fund uses rebates secured from major contractors to create a community fund, which allows community groups to bid in for project support which is then delivered through Tayside contracts services i.e. catering, roads or through the sign shop. This fund has supported 17 small project requests (£500 value) and 16 large projects up to £3,000 value in Dundee in the last year, delivering the equivalent value of £46,028 of services within Dundee. This has included support to a range of community groups and charities including The Brae Riding School, Street Soccer Group (the Change Centre), Show case the Street and other projects.

Community Wishes delivered before 31 March 2026 are reported and thereafter will be reported annually. 21 Community Wishes have been delivered in the year to 31 March 2026:

A Summary of the Community Wishes Delivered in 2025/26 is available at [**Community Wishes Portal Dundee | Dundee Wishes**](#)

Community Groups can ask for a donation of time from contractors to complete a specific task or donate their expertise, a donation of goods or materials or sponsorship to fund specific activities or funds which support the community. Examples covering the different types of requests are below

Case Study 3a: Community Wish – Donation of time - Euroforest

One of the most valuable aspects of Community Wishes is its ability to connect community groups with skilled contractors who can provide specialist services, advice, and expertise that might otherwise be difficult or costly to access.

City Church Dundee's Friary on Tullideph Road serves as a vibrant community hub, providing a base for dozens of local groups and initiatives. These include the *Wild Dundee* partnership with the RSPB and the *Reconnections Project*, which supports people recovering from addiction and those recently released from prison. The site also offers a community café and larder, supporting around 100 people each week.

As a historic property surrounded by mature trees, the Friary faced challenges following recent storms, which had caused damage to several trees and restricted access across parts of the site. Through Community Wishes, the organisation submitted two requests for support: the removal of five large trees and wider tree management work to improve accessibility for staff, volunteers, and service users.

Andrew McCloy from Euroforest, the successful contractor on the Ash Dieback contract, was pleased to assist, highlighting "the importance of giving back to communities". Over two days, the team removed five mature conifer trees and a sycamore tree, while also carrying out crown-lifting works on trees along the boundary wall to improve access and safety across the site.

Reflecting on the support received, Anne Stocks from the Friary said, 'The team that arrived to fell the trees were fabulous and did an incredible, efficient and tidy job. It was great to have them'.



Case Study 3b: Community Wish – Donation of Materials



Uppertunity is a Dundee-based charity dedicated to empowering individuals to lead fuller, more meaningful lives. They work with people aged 16 and over with additional support needs, learning disabilities, autism, and mental health barriers. Their mission is to create safe, supportive, and creative spaces that foster growth, equality, and togetherness. They want people to explore their potential, build confidence, and develop life skills that promote independence and connection.

McLaughlin and Harvey delivered this Community Wish as part of their Green Travel Hub contract. By supporting Uppertunity with shelving units and picnic benches, they were able to convert a planned social value commitment into tangible, visible benefit that directly enhances a community organisation’s day-to-day environment. Uppertunity were very grateful for the support from McLaughlin & Harvey.

Danielle du Plooy, Founder and Manager of Uppertunity said:

The storage units allowed us to free up internal space and create additional room for more weekly activities for our community. The benches gave us much needed seating in our back garden, which we use for outdoor art activities during warmer weather. The benches also bring the wider building together



Case Study 3c: Community Wish – Camperdown Parent Council Sponsorship

Camperdown Parent Council were looking for donations of school clothing, shoes, underwear, warm coats, scarfs and gloves to support a clothing bank that they keep for pupils who need a bit of extra help. Robertson Tayside supported this organisation with a donation of £1,000 to allow them to purchase a stock of the clothes they required, offered by them as part of their Yeamans Lane Small Works contract.

Jamie from the Parent Council quoted:



On behalf of the Camperdown Parent Council, we would like to extend our sincere thanks to Robertsons for your generous donation to our school clothing bank. Their support makes a real difference to our families, helping ensure that every child in our school community has access to the clothing they need to feel comfortable, confident, and ready to learn. Thank you again for your generosity and for supporting the wellbeing of our young people, it is allowing our much-needed Clothing bank to continue running and it is truly appreciated.

Case Study 3d: Community Wish – Dryburgh Athletic Sponsorship



Dryburgh Athletic U14 Girls Football Team provide football in a fun, friendly environment to Boys and Girls from age 3 onwards. Currently, they have over 300 registered players who play and train at New Beechwood Park and Lochee Park. Dryburgh Athletic Community Club Girls u14s had been let down at the last minute and urgently required a shirt sponsor for the upcoming season. AC Whyte were pleased to help and pick up this wish as part of their community benefit requirements for the Roof Remedial Works contract, seeing it as a brilliant opportunity to support grassroots sport as part of their Community Wealth Building work, helping young people build confidence, teamwork and a love for the game. **A C Whyte’s Director, Jennifer Phin commented:**

This sponsorship is about supporting local young people and making sure the benefits of our work stay within Dundee and its communities. Wishing the team the very best for the end of this season and for next season – we’ll be cheering you on every step of the way

John Beatt, Head of Girls and Women’s Football at Dryburgh Athletic added:

We’re thrilled to welcome AC Whyte as partners and to have their support for our U14 Girls team



As the delivery partner for the Business Gateway contract across Tayside, Elevator is committed to creating social value alongside high-quality business support. Through a comprehensive Community Benefits Programme, Elevator works with local partners, education providers and communities to develop skills, improve employability and inspire entrepreneurship, ensuring that the impact of the contract extends well beyond business advice.

Business Gateway delivered an extensive programme of community engagement activities designed to inspire enterprise and raise career aspirations. These included participation in careers and jobs fairs, school engagement activities, supporting the Social Enterprise Academy Dragon's Den and delivering both the Elevator Challenge Weekend and the Academic Accelerator programme. These initiatives provided young people and aspiring entrepreneurs with practical insight into business creation, innovation and career opportunities while strengthening links

between education and industry. Through these activities, Elevator continues to demonstrate its commitment to delivering meaningful community benefits that support local people, strengthen partnerships with education providers and create lasting economic and social value across Tayside. By investing in people, developing entrepreneurial talent and creating genuine pathways into employment, the Business Gateway contract delivers benefits that extend far beyond its core business support services.

Recognising the importance of developing future talent, Elevator through the Business Gateway community benefits also delivered three structured work placements across HR, Marketing and Cyber Security. Unlike traditional observational placements, these opportunities were designed to provide meaningful projects, professional mentoring and real business experience, enabling participants to make a genuine contribution while developing practical skills and improving their employability.

Anupama Nair undertook a Marketing Internship delivered in partnership with Dundee University. Designed around clear learning objectives and meaningful project delivery, the placement enabled Anupama to make a tangible contribution to Elevator while developing valuable workplace skills. Anupama worked across a variety of live projects, including capturing content from networking events, developing a branded HR Masterclass workbook, interviewing programme participants, supporting the Academic Accelerator through photography and videography and participating in Elevator's Challenge Weekend. Anupama developed skills in digital marketing, project management, communication, content creation and stakeholder engagement while receiving structured mentoring and support.

Reflecting on her experience, Anupama said:

From day one, I was welcomed with open arms and encouraged to contribute meaningfully. The internship gave me the confidence to develop professionally, connect with entrepreneurs and business advisers and take part in inspiring programmes such as the Elevator Challenge Weekend. Even today, I continue to feel supported by my mentors and I'm grateful to Elevator for creating opportunities that genuinely empower people and help them grow.

Case Study 5: MVV Community Benefits

MVV Environment Ltd, contractor at the Energy from Waste plant undertakes a wide range of Community Benefit activity including spending almost £1,993,878 with local sub-contractors and suppliers, delivering 2 work placements including a Mechanical Engineering placement for a 4th year Harris Academy pupil and 28 awareness raising activities supporting 1339 individuals! This has included supporting local curriculum activities. This included Fintry Futures, a STEM Day at Fintry Primary School where MVV talked about and set an engineering challenge. MVV also participated in 'Step Up to Enterprise' at Baldrigon Academy, a vibrant, busy event involving all first-year students. This event challenged pupils to run a business where they made and sold products. Additionally, MVV took part in and financially supported teams at the Lego League at Dundee and Angus College. This event brought schools from all around Dundee together for presentations, teamwork, and robot building.

Employment and Skills - Employment



MVV Environment Ltd have supported former Cragie High School pupil, Lyndsey Dunbar to complete her Level 3 Modern Apprenticeship in Engineering a year and a half ahead of schedule with the Dundee and Angus College. This milestone took a lot of commitment and saw Lyndsey receiving the Engineering Apprentice Prize from Dundee and Angus College. Lyndsey applied for a permanent role within the MVV Operational team and has started as an Assistant shift team leader. **Lyndsey stated:**

I am very proud to have completed my apprenticeship a year and a half ahead of schedule. It has taken a lot of commitment, dedication, and effort in achieving this milestone. The hard work has paid off. A huge thank you MVV Environment Limited for providing this opportunity, support, and invaluable training. My time with the company has been highly rewarding, and I am enthusiastic about my new job within the company.

Andrew Swaine, Plant Manager at MVV Ltd said - *‘This year, Lindsey, our most recently qualified apprentice, transitioned into a permanent role in our operations team - a journey that culminated in her achieving EngTech registration with the Institution of Mechanical Engineers. She has since volunteered to inspire the next cohort, speaking to young women at Blairgowrie High School about her experience as an apprentice engineer.’*

Challenge Fund and Schools Activity

They also have an extensive programme of activities with schools including an annual Schools Challenge Fund which allocated £4,680 to winning projects from Schools across Dundee, to support projects with a focus on STEM Learning, Eco Schools, The Waste Hierarchy (Reduce, Reuse and Recycle), Circular Economy and the road to net zero projects.

Last year programmes supported a range of exception projects which enhance the curriculum and enrich young people's learning experiences. This has included Blackness Primary School's 'Trashion Show: Blackness Edition'. In this innovative event, young people learned how to reuse, upcycle, design and sew their own fashion outfits culminating in a catwalk event at the V&A Dundee. Sarah Cartmill, Community Liaison Manager, MVV Environment Ltd Baldovie said - *‘We had an excellent time running the Trashion Show and the pupils got loads out of it. Thanks again for the grant to get our materials and sewing machines sorted!’*

MVV Ltd also supported Clepington Primary School's 'Science Outdoors' event which the creation of resource boxes containing materials for investigative science. They also enhanced materials for STEM Development at Eastern Primary School and funding a podcast studio at Rosebank Primary School. School visits to the plant have also been a feature of their Community Benefits programme, with pupils from the following schools attending St Pauls RC Academy, St Josephs Primary School, Victoria Park Primary School, Fintry Primary School, Ardler Primary School, St Pius Primary School, Ballumbie Primary School, St Ninian's Primary School, Camperdown Primary School, Blackness Primary School, Greenfield Academy and Craigowl View Primary School.



Environmental Activities

MVV Ltd as an energy from waste contractor, has a particular focus on Environmental focused programmes delivering 31 Environmental activities supporting 1164 individuals. This has included school, college, university and community group visits to MVV and talks out in in the community to inspire people to reduce, reuse and recycle.

One of the programmes supported by this outcome has been financial support to support the Reps Climate Café. MVV Ltd Supported this programme through a financial grant of £1,000 sponsorship and through attendance to discuss energy from waste solutions as well as promoting reduce, reuse and recycle.

This initiative, which began in August 2023, arranges a climate café on the last Wednesday of every month at the Dundee Rep and Scottish Dance Theatre. This first of its kind approach recognises the link with those in the arts and climate activism and brings together people in the community that are interested in supporting climate justice and reducing carbon emissions.



Future Developments in Community Benefits

Community Wishes Ongoing Development

The Community Wishes system continues to evolve. There has been positive improvement in the functioning of the system for contractors and improvements are being implemented which will improve the mechanism in which completed wishes are displayed and ask additional questions when wishes relate to delivery within Council property or land. When these improvements are complete, improved guidance will be distributed for communities, along with marketing materials to communities to increase the number of wishes submitted. Additionally, targeted marketing to contractors will take place, particularly to those delivering national contracts through Scotland Excel and other Procurement Centres of Expertise.

Sustainable Procurement AI Tool

The Sustainability and Climate Change Team have supported procurement by designing a tool which uses Artificial Intelligence to search through the information and case studies presented in the Scottish Governments Sustainable Procurement tools, along with key local plans and guidance. This will help departments navigate these requirements by suggesting outcomes which should be considered for particular types of contracts and elements of sustainability. This tool also produces sample outcomes and contract wording to allow users to select clauses and requirements for contracts which will promote carbon emissions reduction, climate and other sustainable procurement considerations. It is intended that these assessments would be undertaken as part of a pre-assessment before departments complete their sourcing strategies so that any outcomes can be included from the beginning of the procurement process.

An initial (pilot) version of this tool is now developed, and it will be implemented with relevant departments in the coming year. Dundee City Council commit to the continued completion of the CO2 Emissions analysis exercise as required to allow continued targeting of interventions to the most relevant contracting areas.

Strengthening Monitoring and Reporting

The 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.

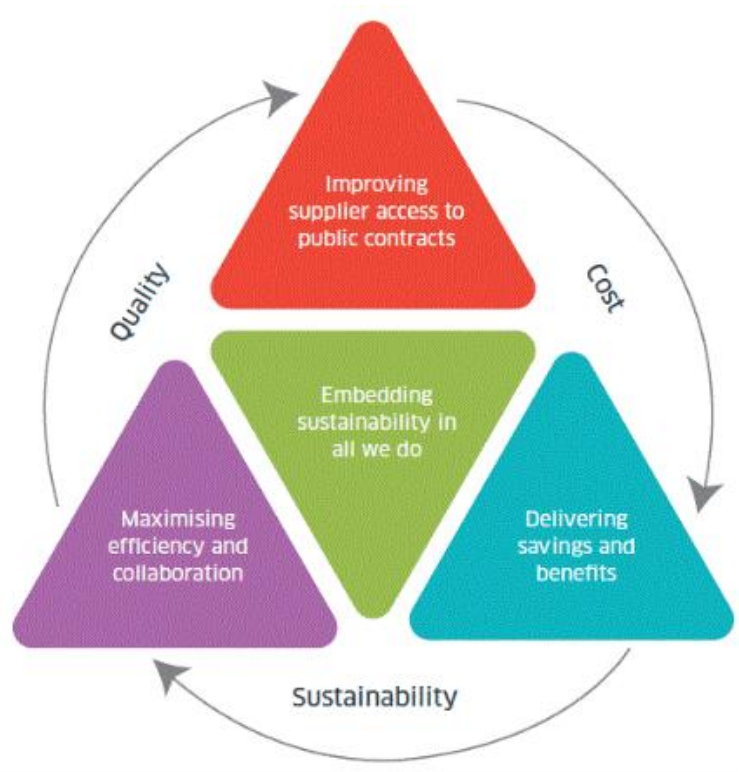
A continuing challenge facing the Community Benefits programme is the effective tracking and monitoring of community benefit outcomes to ensure commitments are fulfilled. This issue is common across local authorities, each employing different approaches. Process and systems are being reviewed to facilitate a system to capture this information more effectively.



Appendix 3 – Future Regulated Procurements Summary

Future Regulated Procurements Summary is available [here](#).

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 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.



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 [here](#) in 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 2026 attracting exhibitors from all Public Bodies as well as main contractors working in the Tayside area. The event was attended by over 290 individuals and 31 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.

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.

Validated Contractor List

The Council is also exploring the introduction of a validated contractor list for one-off works requirements with a value below £10,000. This approach would enable suitably qualified contractors to be pre-assessed and engaged for urgent works requirements in a manner that supports best value and efficient service delivery. This approach remains in development and subject to approval.

