



Renfrewshire
Council

Procurement Strategy

2023/24 to 2025/26

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1. Statutory Duty

Section 15 of the Procurement Reform (Scotland) Act 2014 sets out the requirements for public contract authorities with “significant” spend to “prepare a procurement strategy setting out how the authority intends to carry out regulated procurements”. Subsection 15(5) confirms that the procurement strategy must, in particular:

- a) set out how the authority intends to ensure that its regulated procurements will:
 1. contribute to the carrying out of its functions and the achievement of its purposes,
 2. deliver value for money, and
 3. be carried out in compliance with its duties under section 8,
- b) include a statement of the authority’s general policy on:
 1. the use of community benefit requirements,
 2. consulting and engaging with those affected by its procurements,
 3. the payment of a living wage to persons involved in producing, providing or constructing the subject matter of regulated procurements,
 4. promoting compliance by contractors and sub-contractors with the Health and Safety at Work etc. Act 1974 (c.37) and any provision made under that Act, and
 5. the procurement of fairly and ethically traded goods and services,
- c) include a statement of the authority’s general policy on how it intends its approach to regulated procurements involving the provision of food to:
 1. improve the health, wellbeing and education of communities in the authority’s area, and
 2. promote the highest standards of animal welfare,
- d) set out how the authority intends to ensure that, so far as reasonably practicable, the following payments are made no later than 30 days after the invoice (or similar claim) relating to the payment is presented:
 1. payments due by the authority to a contractor,
 2. payments due by a contractor to a sub-contractor,
 3. payments due by a sub-contractor to a sub-contractor,
- e) address such other matters as the Scottish Ministers may by order specify.

This Procurement Strategy will address the requirements of the Procurement Reform (Scotland) Act 2014 and set out our strategic vision for procurement in Renfrewshire Council.

Note: in subsection (5)(b)(iii), a “living wage” means remuneration which is sufficient to ensure an acceptable standard of living.

2. The Local Context - Renfrewshire

Renfrewshire is an area with a deep history, a strong community, and significant economic potential. These strengths need to be used to combat growing inequalities within attainment, employment, poverty, and health. We need to ensure that economic growth benefits all areas of Renfrewshire.

The financial challenges facing this council are significant. Over the 3-year period from 2023/24 to 2025/26, the council needs to reduce costs by a minimum of £10m each year to remain in financial balance.

These funding challenges must be considered in light of other issues, such as climate change, the economic impact of Brexit, and the ongoing recovery from the COVID-19 pandemic. Russia's invasion of Ukraine has also had a significant impact on the UK and Renfrewshire's food and fuel supply, amongst other commodities.

Despite this, Renfrewshire has been able to work together with partners in the Glasgow City Region Deal to maximise opportunities for investment and regeneration. Through the City Deal, we have been able to invest in our local manufacturing sector, in new transport links, and in improved cultural facilities.

Renfrewshire has many great assets that can be used to promote growth. Location is one of our greatest strengths – Renfrewshire is well connected both nationally and internationally. This connectivity can be used to transform Renfrewshire and bolster our tourism and cultural sectors.

3. Priorities for Procurement in Renfrewshire Council

The priorities for procurement in Renfrewshire Council are informed by the economic landscape as well as local and national priorities.

1. Renfrewshire Council Landscape and Priorities

Audit Scotland's "Best Value in Scotland" report, published in September 2023 noted the impact of the financial pressures faced by councils in the current economic climate and the need now, more than ever, for councils to ensure that they *secure and demonstrate Best Value*.

The Corporate Procurement Unit (CPU) in Renfrewshire Council has a key role to play in helping the council to deliver Best Value for the people and communities of Renfrewshire, recognising that value for money is a careful balance between the following factors:

- cost
- quality
- delivery of social value
- delivery of supply chain and supplier sustainability and
- effective measures to tackle climate change.

Renfrewshire Council's Plan for 2022 – 2027 sets out the council's vision for Renfrewshire "*Creating a fairer Renfrewshire built on innovation, wellbeing and opportunity*" and identifies five strategic outcomes:

1. **Place** - working together to enhance wellbeing across communities;
2. **Economy** - building an inclusive, green and resilient economy (matching people, skills and opportunities);
3. **Fair** - nurturing bright, happy and healthy futures for all;
4. **Green** - leading Renfrewshire to Net Zero; and
5. **Living our values** – making a difference together.

Supporting delivery of the Council's vision and the five strategic outcomes is a core priority for the procurement team and all procurement activities are executed in line with the relevant outcomes in mind.

2. National Procurement Priorities

This procurement strategy also aligns to the vision of the Public Procurement Strategy for Scotland:

“Putting public procurement at the heart of a sustainable economy to maximise value for the people of Scotland”

The objectives of the national strategy closely align to our own core priorities and are reflected in our ambitions for procurement in Renfrewshire Council. The national strategy sets out that public procurement bodies in Scotland should aim to procure in a way that is:

- **Good for Businesses and their Employees** - Maximise the impact of procurement to boost a green, inclusive and wellbeing economy, promoting and enabling innovation in procurement.
- **Good for Places and Communities** - Maximising the impact of procurement with strong community engagement and development to deliver social and economic outcomes as a means to drive wellbeing by creating quality employment and skills
- **Good for Society** - Ensure that we are efficient, effective, and forward thinking through continuous improvement to help achieve a fairer and more equal society.
- **Open and Connected** - Ensure procurement in Scotland is open, transparent, and connected at local, national, and international levels.

The strategy also identifies four key enablers to the success of the strategic aims and objectives of public procurement in Scotland. These enablers are Procurement Capability, Supplier Development, Engagement, and Collaboration.

Procurement Capability emphasises that people are a key resource and building skill and capacity of procurement teams, and individuals, is essential. This means training, development, and retention as well as having effective leadership.

Supplier Development is an enabler as strong supply chains are fundamental to success. Supporting and enabling suppliers to be competitive and access opportunities equally which provides positive outcomes for local communities, businesses, and society as a whole.

Engagement both between public procurers and between procurers and suppliers to ensure a consistent approach with shared tools and processes is imperative to efficient and comprehensive delivery of procurement services.

Collaboration emphasises the strength of working collectively to achieve goals and embed the successful outcomes in our communities, people, and organisations. Consistency across the public sector makes the procurement process more accessible as well as allowing for broad reporting of success across the sector.

The vision, objectives, and enablers from the Public Procurement Strategy for Scotland are embedded into all procurement activities of Renfrewshire Council and the CPU actively works to ensure the key enablers are appropriately used to achieve successful outcomes.

4. Renfrewshire's Economic Strategy

This procurement strategy also recognises the ambitions of Renfrewshire's Economic Strategy and will continue to align with these core objectives throughout.

“Renfrewshire's Economic Strategy 2020-2030 sets out the ambitions and actions to achieve sustained, inclusive growth of the Renfrewshire economy over the next 10 years. Its development has been led by the Renfrewshire Economic Leadership Panel, bringing together leaders from across the private and public sector, enterprise agencies and education and skills experts.”

The Strategic Ambitions of Renfrewshire's Economic Strategy to 2030 are to:

- Add over 9,000 jobs to the economy from our interventions and planned actions;
- Add an additional £400m Gross Value Added (GVA) each year to Renfrewshire's economy;
- Grow the working age population by 5,000 people'
- Reduce economic inactivity by 15% bringing over 3,000 local people into the workforce;
- Reduce by 60% the number of businesses reporting skills gaps / shortages impacting on their performance;
- Grow the Renfrewshire manufacturing sector by 30% (GVA)

Find out more at <http://www.renfrewshire.gov.uk/economicstrategy>

5. Sustainable Procurement

Sustainable Procurement, as defined by ISO 20400: Sustainable Procurement, is “the process of making purchasing decisions that meet an organisation's needs for goods and services in a way that benefits not only the organisation but society as a whole, while minimizing its impact on the environment”.

Procurement is seen as a strategic link to ensure that the spending power of the public sector in Scotland is used to achieve national goals and targets, and there is a push to use the power of procurement to influence outcomes and embed sustainability requirements in public contracts.

On 27 June 2019, Renfrewshire Council declared a climate emergency and pledged to work pro-actively with others to make Renfrewshire carbon neutral by 2030. Procurement

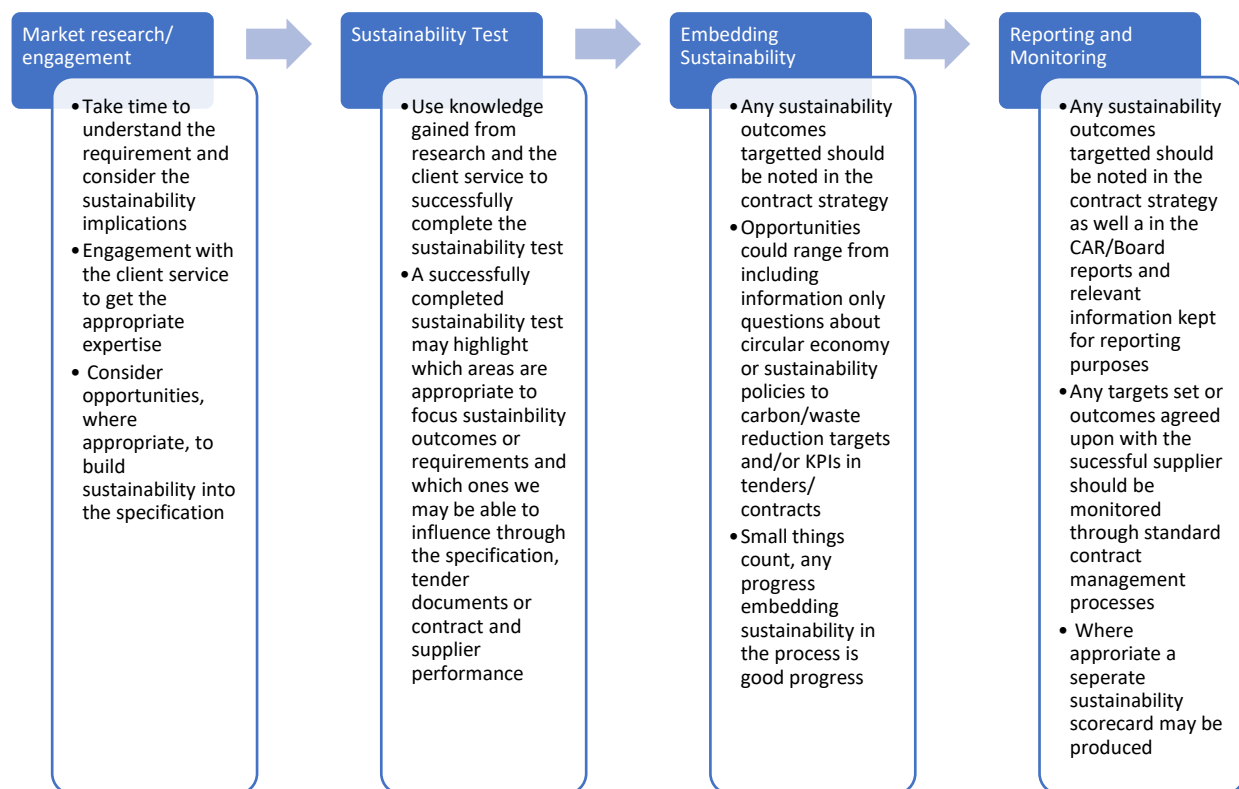
will support this ambition and our drive towards sustainability will be at the heart of our strategic goals and objectives and reflected in our Sustainable Procurement Strategy is contained in Annex 1.

The procedures and actions set out in the strategy have been developed to assist the Council in delivering key strategic objectives and meet a range of sustainable procurement duties and requirements. Where reasonable and proportionate the policies set out in the strategy will apply to all contracts and the goal is that sustainability should be integrated at all stages of the procurement process. The CPU should use the tools provided by Scottish Government and work closely with key stakeholders to ensure that risks are identified, and all opportunities are explored.

Table 1 below summarises the process the CPU will use to embed sustainability in contracts.

Table 1 Process Map for embedding sustainability in Contracts.

6.



Strategy Rationale and Context

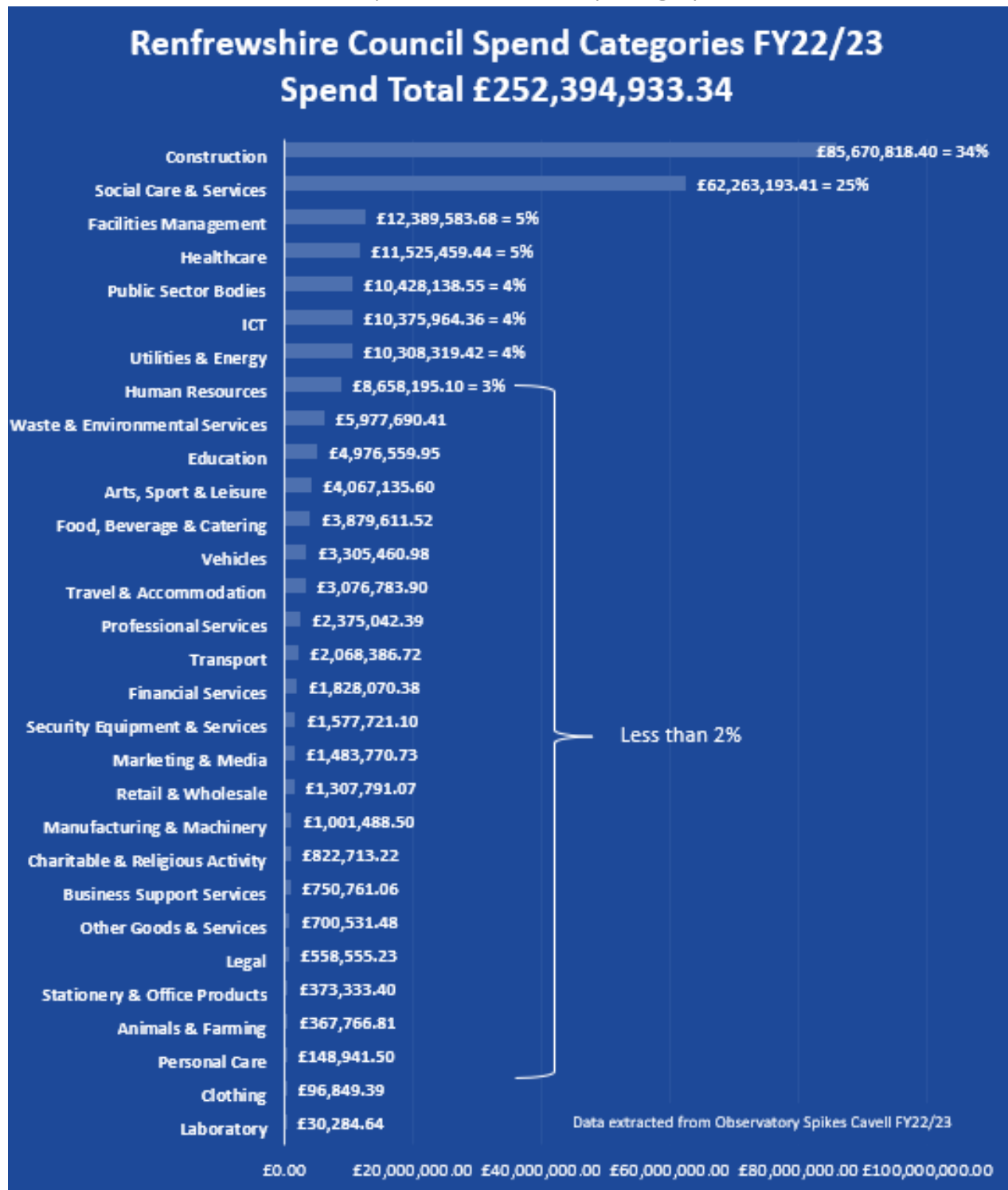
All procurement in Renfrewshire Council is carried out in full accordance with the Councils Standing Orders Relating to Contracts and where relevant value thresholds are met, the requirements of:

- The Public Contracts (Scotland) Regulations 2015; the Concessions Contracts (Scotland) Regulations 2016; the Utilities Contracts (Scotland) Regulations 2016;
- the Procurement Reform (Scotland) Act 2014 and all regulations and guidance made under and in terms of that Act (the “Procurement Reform Rules”); and
- the principles of fairness, equal treatment, non-discrimination, proportionality, and transparency (“the Principles of Procurement”)

Renfrewshire Council spends in the Region of £200-250m per annum on externally purchased goods, works and services. All contracts with a value of £25,000 and above are procured by the Corporate Procurement team and they ensure that all contracts established support the Council in delivery of its statutory functions and delivery of its core objectives and values.

Table 2 below provides a breakdown of the total spend by category area for the financial year 2022/2023.

Table 2 Renfrewshire Council % of Spend FY 2022/2023 by Category



The Corporate Procurement Teams’ mission is to ensure that it not only delivers value for money, but that it considers all opportunities to embed social value and sustainability into every procurement. The Sustainable Procurement Duty (Section 9 of the Procurement Reform (Scotland) Act 2014) enables the prioritisation of social, environmental, and economic factors in all of our contracts and provides a strong focus on the importance of evaluating Fair Work criteria in our tenders.

We are committed to Community Wealth Building and are working closely with the council's Economic Development Team to support a programme of initiatives and events which aim to support local businesses and encourage more local suppliers to engage with public sector tendering.

In the financial year 2022/23, 18.3% of the Council's spend was with local enterprises. The national average across Scottish Councils for the same period was 29.9%. This has highlighted an area for improvement and identified a need for Renfrewshire Council to work to increase its spend with local businesses.

Progress with our ambition to increase local spend will be measured annually and reported in the Finance and Resources Service Improvement Plan and the Annual Procurement Report.

7. How Procurement Will Support Delivery of the Key

Key Stats for financial year 2022/23

- Renfrewshire Council spent £253,392,487 via 5,158 external contractors providing Goods, Services and Works.
- Of the total number of suppliers:
 - 1,507 contractors were SMEs (accounting for 50% of the total spend); and
 - 348 were local contractors based within Renfrewshire.
- Local contracts account for £46m in the local economy.
- During the period, 308 community benefits were delivered through Regulated contracts across the following categories:
 - 24 new jobs
 - 19 new apprenticeships
 - 39 Work Experience placements
 - 81 new Qualifications
 - 145 in other categories.

Objectives

PLACE – working together to enhance wellbeing across communities; aligned to National Objective **Good for Places and Communities** - Maximising the impact of procurement

with strong community engagement and development to deliver social and economic outcomes as a means to drive wellbeing by creating quality employment and skills.

Renfrewshire Council is committed to empowering and supporting local people, enriching our communities, and celebrating our rich local heritage. Procurement plays a key role in a wide number of strategic projects to support these goals as well as ensuring local business is supported.

- We will ensure that every procurement strategy considers opportunities to enhance wellbeing for our communities;
- The Sustainability Test will help to identify opportunities for incorporate social, environmental and economic factors into our tenders, maximising opportunity for delivery of community benefits and for incorporating measures to help tackle climate change;
- We will continue to improve engagement with local suppliers, local social enterprises and supported businesses in Renfrewshire to help grow local provider capability and capacity and to promote innovation;
- We will work closely with partners and community representatives to ensure engagement and hear the voice of community groups and the third sector;
- We will support the Regeneration projects, reaching out to the market to encourage new ideas and innovation to maximise value and delivery of sustainable outcomes.

ECONOMY – building an inclusive, green and resilient economy (matching people, skills and opportunities) aligned to National Objective **Good for Businesses and their Employees** - Maximise the impact of procurement to boost a green, inclusive and wellbeing economy, promoting and enabling innovation in procurement.

Renfrewshire Council is dedicated to ensuring a sustainable economic recovery following the COVID-19 pandemic and the local economy remained strong despite the difficulties faced. Procurement is actively involved to ensure inclusive growth of the local economy and support a just transition to a greener economy.

- We will embed community wealth building into our procurement practices to ensure a local-centred approach that redirects wealth back into the local economy and provides opportunities and benefits into the hands of local people;
- We will continue to work closely with the Council's Economic Development service to run supplier engagement sessions for businesses interested in accessing public

sector contracts, seeking ways to remove barriers and increase local business participation in tendering;

- We will support small and medium sized enterprises (SMEs) by ensuring that they are paid by return on receipt of a valid invoice;
- We will pay all other suppliers within 30 days of receipt of a valid invoice, or in full accordance with the appropriate contractual terms where form of contract specifies means of payment;
- We will ensure that all our contracts include clauses which confirm that the contractual payment terms should also be applied to payments due by a contractor to a sub-contractor and relevant supply chains;
- We will encourage payment of the Real Living Wage in all of our tenders, recognising the impact a fair rate of pay can have on tackling in work poverty and boosting the local economy.

FAIR – nurturing bright, happy and healthy futures for all aligned to National Objective **Good for Society** - Ensure that we are efficient, effective, and forward thinking through continuous improvement to help achieve a fairer and more equal society.

Fairness sits at the heart of all of Renfrewshire Council's activities and procurement has a key part to play in ensuring this is carried into all contracted activities as well.

- We will evaluate Fair Work First criteria in all relevant tenders, taking into account the seven criteria:
 1. appropriate channels for effective voice, such as trade union recognition
 2. investment in workforce development
 3. no inappropriate use of zero hours contracts
 4. action to tackle the gender pay gap and create a more diverse and inclusive workplace
 5. providing fair pay for workers (for example, payment of the real Living Wage
 6. offer flexible and family friendly working practices for all workers from day one of employment
 7. oppose the use of fire and rehire practices
- We will continue to ensure that we promote compliance contractors and sub-contractors with the Health and Safety at Work etc. Act 1974 (c.37) and any provision made under that Act through inclusion of appropriate clauses and use of the Single Procurement Document;

- We will where possible include options for the procurement of fairly and ethically traded goods and services in our tenders;
- We will continue to utilise the framework agreements established by Scotland Excel for the provision of fresh food, frozen food and groceries. Scotland Excel incorporate the goals of ‘Good Food Nation’ within their food frameworks and provide a range of Fairtrade products;
- We will continue to support the Council’s Facilities Management service to ensure that they have access to compliant contracts established to ensure delivery of good quality food to schools and care homes, in compliance with current Regulation and with a focus on reducing health inequalities to help support our objectives to improve the health, wellbeing and education of our children and young people in Renfrewshire.

GREEN – leading Renfrewshire to Net Zero aligns to all 4 National Objectives. In June 2019 Renfrewshire Council declared a climate emergency, and in August 2022 Renfrewshire’s Plan for Net Zero was approved, setting out the commitment to working towards a Net Zero Renfrewshire by 2023.

Procurement is seen as a key enabler nationally to ensure that the spending power of the public sector in Scotland is used to achieve Net Zero targets and therefore the Corporate Procurement team has a key role to play to support the Council’s efforts to tackle climate change.

- We will continue to utilise the Scottish Government’s range of Sustainable Procurement tools, including the Flexible Framework Self-Assessment, Prioritisation Tool, Sustainability Test, Life Cycle Impact Mapping, and eLearning modules where relevant and proportionate;
- We will continue to ensure that all procurement officers are climate literate, as well as regularly conducting training sessions on best practice in terms of sustainability, climate, and the circular economy;
- We will actively support the Council-wide carbon literacy program which ensures all internal stakeholders will be climate literate and allow for effective collaboration around key sustainability risks and opportunities in contracts;
- We continue to introduce the extension of the SPD question 4C.7 - in line with Scottish Government recommendations where proportionate and relevant;
- We will include, where appropriate, our own further sustainability requirements in specifications, scored or “information only” technical questions, and KPIs to capture

information on our tenderers sustainability policies and practices, which will enable more comprehensive monitoring and reporting as well as informing best practice;

- We will set out clear expectations of both internal and external stakeholders to ensure that all stakeholders are aware of relevant responsibilities and commitments to deliver on sustainability requirements and outcomes and maximise the impact of the Sustainable Procurement Duty;
- We will continue to share case studies and details of best practice, policies, and approaches with other procurement bodies to maximise the impact locally, nationally, and beyond.

LIVING OUR VALUES – making a difference together aligned to National Objective **Open and Connected** - Ensure procurement in Scotland is open, transparent, and connected at local, national, and international levels.

Renfrewshire Council is undergoing a period of cross-cutting transformative change to ensure future resilience and continue to deliver key priorities with focus on living our values of: We are fair, We are helpful, We are great collaborators, We value learning.

These values align well with both the principles of procurement and the national objective Open and Connected. Through partnership working and collaboration, procurement contributes to these aims and objectives.

- We will continue to work collaboratively with internal stakeholders to procure in a way that actively contributes to and supports the Council's ambitions, goals, and objectives;
- We will continue to work collaboratively and in partnership with procurement bodies across the public sector to share best practice and lessons learned, driving continuous improvement of procurement activity at local, national, and international levels;
- We will continue to engage with our supply base and work in partnership with our Economic Development department and relevant external stakeholder to provide support and guidance to local businesses and SMEs;
- We will continue to support and enable innovation in line with the requirement of the Sustainable Procurement Duty and to procure innovative solutions to unique and reimaged requirements where relevant.

8. Measuring Success: Monitoring, Reviewing and Reporting on Strategy

The key actions set out in this Corporate Procurement Strategy will be monitored by the Corporate Procurement Manager over the duration of the strategy. Where applicable, some actions may be incorporated into the Finance and Resources Service Improvement Plan, which sets out the main service priorities and outcomes to be achieved over the next three years.

Progress on the Service Improvement Plan is presented every six months to the Finance, Resources and Customer Services Policy Board.

The action plan included in Appendix 1 to this strategy will be included within future Annual Procurement Reports, providing an opportunity to report on the achievement of and compliance with our strategic objectives as well as noting any actions yet to be completed.

9. Strategy Ownership and contact details

The owner of this Corporate Procurement Strategy is:

Christine McCourt, Head of Finance and Procurement.

10. Appendix 1 – Action Plan

Key to owner actions: Corporate Procurement Manager CPM
Category Manager CM
Corporate Procurement Unit (Whole Team) CPU (Team)

Description	Input / Action	Owner
Provide strategic leadership on all Procurement matters	To ensure that procurement provide a high performing strategic service to the Council the Corporate Procurement Manager will provide: <ul style="list-style-type: none">• procurement leadership on all procurement related matters;• representation on Council strategic working groups; and• representation on wider public sector forums. The Corporate Procurement Manager will also ensure that all procurement governance documents are up to date and readily available and accessible for all staff.	CPM
	The Procurement Category Managers will engage closely with client service departments, providing expert input to help the Council deliver its strategic objectives.	CM
Promote procurement best practice	The Corporate Procurement Manager will: <ul style="list-style-type: none">• Ensure that the whole team have sufficient support, access to training and opportunities to engage in continuous professional development.• Aim to have competency frameworks updated and completed for whole team by 22 December 2023.	CPM

Description	Input / Action	Owner
<p>Ensure the Council explores all opportunities to use its procurement activities to promote its wider policy objectives, including its social, economic and environmental objectives</p>	<p>Corporate Procurement Team will:</p> <ul style="list-style-type: none"> • Engage with community partners and key partners within the Council and wider public sector to identify and explore opportunities to promote the Council’s social, economic and environmental objectives; • Actively promote the inclusion of Community Benefits in all Regulated Procurements and where appropriate and feasible in below threshold procurements; • Ensure that all procurements are carried out in accordance with the Council’s Sustainable Procurement Strategy and that, where appropriate, the Sustainability Test is embedded into all contract strategies; • Evaluate Fair Work First in accordance with legislation and work closely with suppliers and service providers to help support them to support their workforce and encourage them to ensure that all workers delivering services to the Council benefit from Fair Work policies including payment of the Real Living Wage. 	<p>CPM / CPU</p>
<p>Promote ethical procurement and work with our suppliers to ensure that they do not use exploitative labour</p>	<p>The Corporate Procurement Manager and the Procurement Category Managers will:</p> <ul style="list-style-type: none"> • Ensure that all tenderers are evaluated in accordance with the requirements of legislation; • Ensure that the procurement team receive appropriate training to enable them to support the Council’s commitment to the Modern Slavery Charter; 	<p>CPM / CM</p>

Appendix 1 – Action Plan

Description	Input / Action	Owner
	<ul style="list-style-type: none"> Incorporate supply chain governance into our Contract and Supplier Management processes. 	
Develop and strengthen our approach to risk management	The Corporate Procurement Manager will ensure that appropriate training is provided to the team and continue to maintain strong links with the Council’s Risk Manager.	CPM
Engage effectively with stakeholders when developing our strategic commissioning and procurement plans	<p>The Corporate Procurement Manager and the Category Managers will:</p> <ul style="list-style-type: none"> Work in partnership with colleagues to provide a professional service to internal stakeholders; Where possible engage with external partners to ensure that the needs of and anticipated outcomes for service users and the changing needs of our population now and in the future, are fully reflected in our strategy and approach to commissioning. Engage with service providers and market participants to build capacity and capability as well as explore opportunities for improvements to service delivery and opportunities for innovation. 	CPM / CM
Continue to develop and improve the Council’s procurement processes and support their effective adoption across the Council	The Corporate Procurement Manager will work closely with partners to ensure a compliant, innovative, inclusive approach is taken to procurement, which fully embraces the fundamental principles of non-discrimination, transparency and proportionality.	CPM
Ensure that the Enterprise Resource Planning (ERP) system, Business World, strengthens procurement	<p>The Corporate Procurement Team will:</p> <ul style="list-style-type: none"> Interrogate spend information to identify opportunities to achieve efficiencies and target savings; 	CPU

Appendix 1 – Action Plan

Description	Input / Action	Owner
<p>processes and delivers efficiencies across the Council;</p>	<ul style="list-style-type: none"> • Implement no PO no Pay policy to strengthen practice and improve compliance; • Work closely with Council colleagues to improve ordering / invoicing procedures to help support our ambition to pay all suppliers within 30 days from date of receipt of valid invoice; • Report to CMT on compliance, highlighting opportunities to improve practice and achieve further efficiencies. 	
<p>Support the development and growth of local SME's, third sector, social entrepreneurs and supported business</p>	<p>Procurement will support the Economic Development team to lead the Community Benefits Forum and participate as a member.</p> <p>The procurement team, will work closely with local and national business representatives and actively engage with third sector and community partners as well as Economic Development to explore opportunities for developing and growing our local SME's, third sector organisations and supported businesses.</p>	CPU
<p>Ensure the Council meets the requirements of the procurement Regulations and the fundamental principles of non-discrimination, transparency and proportionality and actively seek to utilise the new flexibilities introduced to introduce innovative procurement approaches</p>	<p>The Corporate Procurement Manager and the Corporate Procurement Team will:</p> <ul style="list-style-type: none"> • Ensure that all procurements are conducted in full accordance with legislation; • Ensure that the Single Procurement Document is used for all procurements, including where appropriate and proportionate, under £50,000 procurements; • Continue to use standardised processes and procedures aligned to the Scottish Government Procurement Journey, ensuring good governance and due diligence at all key milestones; 	CPM CM CPU

Appendix 1 – Action Plan

Description	Input / Action	Owner
that can support the Council to achieve its objectives.	<ul style="list-style-type: none">• Utilise the Public Contracts Scotland Suppliers Portal to advertise all forthcoming opportunities and invite supplier engagement, stimulating pre contract dialogue and promoting innovative thinking;• Maximise the opportunities offered by the procurement Regulations and subsequent guidance to consider the benefits and opportunities associated with each new contract to seek the most efficient, effective and sustainable solution.	

11. Appendix 2 - Sustainable Procurement Strategy



Sustainable Procurement Strategy 2023-2026

Appendix 2 - Sustainable Procurement Strategy

1. Introduction

Sustainable Procurement, as defined by ISO 20400: Sustainable Procurement, is “the process of making purchasing decisions that meet an organisation’s needs for goods and services in a way that benefits not only the organisation, but society as a whole, while minimising its impact on the environment”.

Procurement is seen as a strategic link to ensure that the spending power of the public sector in Scotland is used to achieve national goals and targets, and there is a push to use the power of procurement to influence outcomes and embed sustainability requirements in public contracts. This has led to a number of recent changes in procurement policy and guidance. Scottish procurement regulations are being updated to fully embed requirements into the procurement process that address all three pillars of sustainability: social, economic, and environmental.

This strategy document sets out Renfrewshire Council’s commitments in regard to Sustainable Procurement, including the policy context for these commitments on both a national and local level. It will outline proposed and upcoming developments to further these commitments; how they are created in partnership with relevant stakeholders; and how outcomes will be monitored, reported, and refined where necessary.

The procedures and actions set out in this document have been developed to assist the Council in delivering key strategic objectives and meet a range of duties and requirements, expanding on the Council’s Procurement Strategy. Where reasonable and proportionate, these policies will apply to all contracts, and the goal is that sustainability should be integrated at all stages of the procurement process.

2. National Policy Context

The Scottish Government’s National Performance Framework outlines a number of ambitious National Outcomes, three of which have a specific relevance to sustainable procurement:

- Fair Work and business: We have thriving and innovative businesses with quality jobs and fair work for everyone
- Economy: We have a globally competitive, entrepreneurial, inclusive, and sustainable economy
- Environment: We value, enjoy, protect, and enhance our environment

Appendix 2 - Sustainable Procurement Strategy



In recent years there has been an emphasis on the role of procurement in achieving these sustainability outcomes, most prominently from the Sustainable Procurement Duty outlined in Procurement Reform (Scotland) Act 2014. Other relevant sustainability legislation includes:

- Equality Act 2010 and the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012
- Fairer Scotland Duty, (Equality Act Part 1)
- Waste (Scotland) Regulations 2012
- Climate Change (Scotland) Act 2009 and The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015
- Climate Change (Emissions Reduction Targets) (Scotland) Act 2019
- The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020

In April 2023, the first ever Public Procurement Strategy for Scotland was published. The strategy is owned by the Public Procurement Group (PPG), who set the strategic vision and direction of public procurement, and it provides clear vision and direction for public

Appendix 2 - Sustainable Procurement Strategy

procurement in Scotland. The strategy sets out four overarching aims, informed by the outcomes outlined in the Sustainable Procurement Duty. Public procurement in Scotland should aim to procure in a way that is:

- **Good for Businesses and their Employees** - Maximise the impact of procurement to boost a green, inclusive and wellbeing economy, promoting and enabling innovation in procurement.
- **Good for Places and Communities** - Maximising the impact of procurement with strong community engagement and development to deliver social and economic outcomes as a means to drive wellbeing by creating quality employment and skills.
- **Good for Society** - Ensure that we are efficient, effective, and forward thinking through continuous improvement to help achieve a fairer and more equal society.
- **Open and Connected** - Ensure procurement in Scotland is open, transparent, and connected at local, national, and international levels.

It is these aims that we, in Renfrewshire, use to inform our policy, practice, and future plans for sustainable procurement. Aligning to national goals allows for streamlined monitoring, refinement, and practice sharing of sustainable procurement activity, which ultimately will contribute to the overall goal of a sustainable Renfrewshire.

3. Renfrewshire Policy Context

In June 2019, Renfrewshire Council declared a climate emergency and our Plan for Net Zero was approved in August 2022, which sets out the commitment to working towards a Net Zero Renfrewshire by 2030. The Council also has a key focus on sustainable economic and social recovery, which is highlighted in the Renfrewshire Council Plan 2022-2027 and Renfrewshire's Community Plan 2022-2027– especially in light of the COVID-19 pandemic and the move to a 'new normal' period of recovery.

As such, in addition to national priorities, Renfrewshire has its own goals and targets. Our new Council Plan (2022-2027) focuses on five key themes:

- Place – working together to enhance wellbeing across communities
- Economy – building an inclusive, green, and resilient economy
- Fair – nurturing bright, happy, and healthy futures for all
- Green – leading Renfrewshire to Net Zero
- Living our values – making a difference together

Appendix 2 - Sustainable Procurement Strategy

The Corporate Procurement Unit (CPU) will support the Council's objectives by ensuring that the procurement for works, goods, and services maximises the opportunities to deliver sustainable outcomes and ensure Best Value. This means not only embedding sustainability requirements into the tender process to ensure sustainability but also enabling a just transition by working with stakeholders and internal services.

Ensuring that support is provided to local businesses and Small and Medium sized Enterprises (SMEs), including key support around sustainability requirements, so they remain competitive in the market is key to a just transition to a greener future.

Fair Work and Community Benefit requirements have broad focus, including tackling poverty and inequality, supporting disadvantaged communities, contributing to the Council's Net Zero goal, and achieving other relevant related targets.

4. Expectations of Our Stakeholders

In order to successfully deliver on outcomes and requirements and maximise the impact of the Sustainable Procurement Duty, the CPU needs full buy-in and support from stakeholders at all levels, both internal and external. By setting out the clear expectations here all stakeholders are made aware of their own responsibilities and commitments in this process.

4.1 Internal Stakeholders

- We will use all the appropriate tools and processes to embed sustainability into our contracts, at proportionate and relevant levels to the specific contract/commodity. This includes Fair Work and Community Benefit requirements, using the Sustainability Test, and collaborating with the relevant service area to ensure relevant requirements are embedded into the tender documentation.
- We will challenge budget holders and our client services to take the hierarchy approach to buying and in the first instance re-consider whether the purchase is needed, whether needs can be satisfied by refurbishing existing assets or buying refurbished assets, or by leasing or some other scheme that ensures life beyond end of initial use.
- We will require client services to engage with procurement and ensure that they utilise their expertise to assist and identify sustainability requirements that can be built into tenders e.g., carbon reduction, recycled material content requirements, waste reduction targets, as well as what innovative solutions may be available in the market.

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4.2 External Stakeholders

- Renfrewshire Council has set a target of working towards Net Zero by 2030, we therefore expect our suppliers to taking meaningful and active steps to support us in achieving this target. Where appropriate and practical we will structure our tenders and selection process to ensure we are entering into agreements with suppliers that share our vision for a circular, whole life approach to goods and services with minimal negative environmental, social, and ethical impacts.
- We will require our suppliers to support the Council's aims to reduce the impact of carbon emissions from our supply chains, including, where reasonable and proportionate, having clear and verifiable plans and actions to reduce carbon emissions in place.
- We will require our suppliers to commit to the seven dimensions of Fair Work as set out by the Fair Work Convention and target the same level of commitment throughout the supply chain.
- We will require our suppliers, where proportionate, to commit to Community Benefit requirements and demonstrate their commitment to enrich the community in which they work, or provide a service through employment, skills and training, or other social, economic, or environmental outcomes.

5. Climate Emergency

5.1 Current Practice

As previously mentioned, the climate emergency is a key priority not just for Renfrewshire Council but also nationally. It is therefore important that our procurement practices and policies wholeheartedly support the goal of working towards a Net Zero Renfrewshire and significantly reducing carbon emissions.

The Corporate Procurement Unit (CPU) uses the Scottish Government's Sustainable Procurement Tools to address sustainability in relevant contracts. All CPU officers have completed the Climate Literacy e-learning from these tools and outwith the team, the Council is rolling out a Carbon Literacy training programme for Senior Leadership in a train-the-trainer model, to ensure carbon literacy Council-wide. This allows for effective collaboration with key stakeholders to ensure sustainability risks are identified and opportunities explored.

A Sustainability Test is completed for all relevant contracts and this, combined with the expertise from the service, helps to identify social, economic, and environmental factors that must be considered throughout the entire procurement process. These identified

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risks and opportunities can then help inform outcomes to build into the tender process, such as carbon reduction or waste management requirements. These can also then form KPIs at the contract management stage, to track progress against sustainability outcomes and feed into reporting requirements.

Additionally, from April 2023 the CPU has introduced the extension of Single Procurement Document (SPD) question 4C.7 in line with Scottish Government recommendations. This involves the requirement for tenderers for **Priority** or **Relevant** contracts to submit a Bidder Climate Change Plan (see Annex A for templates). The contract requirement as well as the results of the Sustainability Test will help establish whether a contract is **Relevant Contract** in line with the climate change priorities of our organisation. **Priority Contracts** will be those that are deemed Relevant that also have a value of £4 million or more.

5.2 Future Opportunities

The Council's procurement procedures are constantly reviewed and updated as policy and best practice is updated and consultation with our stakeholders take place. The next steps for procurement are a shift towards a circular procurement model, which takes a hierarchical approach to buying, as well as expanding the collation and monitoring of data on sustainability contracts.

The CPU will work to upskill knowledge in the area of circular procurement and build the confidence necessary to actively challenge the client on not only what they are buying, but also how they are buying, and exploring innovative and alternative solutions such as buying refurbished instead of new or using lease/hire/product as a service models that promote a more circular approach.

In addition, the CPU will ensure compliance with requirements to introduce SPD question 4C.7 in line with the milestone approach set out by the Scottish Government. The Council's tender process will also be updated to include, where appropriate, a non-scored sustainability questionnaire and/or other relevant "information only" questions to capture data on tenderer's sustainability policies and practices. This will enable more comprehensive information for monitoring and reporting purposes and inform best practice.

6. Socio-economic Sustainability

6.1 Current Practice

Sustainable Economic recovery is a key priority of Renfrewshire Council, especially as we adapt to a new normal following the COVID-19 pandemic and weather the current cost-of-

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living crisis. Procurement contributes to economic sustainability through a number of channels.

Procurement is actively involved in and supports the Community Wealth Building (CWB) work that goes on within the Council, in partnership with Economic Development. This CWB approach to local economic development helps to ensure inclusive growth of the local economy and supports a just transition to a greener economy by providing support and guidance to local businesses and SMEs, including support in tendering for work with the Council.

Fair Work is a key element of sustainability supported by Procurement. The Fair Work First principles are imbedded into the tender process through the Council's Fair Work First Question, which asks suppliers to demonstrate their commitment to fair work in line with the seven dimensions of fair work as set out by the Scottish Government. This ensures that all work being done for and on behalf of the Council supports fair treatment of all workers involved not just direct employees.

6.2 Future Opportunities

The next steps for procurement here are to continue to support CWB work being done within the Council and to ensure that procedures surrounding fair work are kept up to date and in line with best practice, with particular focus on any emerging guidance on how best to monitor the compliance with fair work commitments post-contract award.

The Council's CWB work is constantly being developed and refined. The Procurement team is actively involved in facilitating this and ensuring that local businesses are supported through the tender process as tender requirements change and evolve to have more sustainability requirements, such as carbon baselines and carbon/waste reduction targets as Renfrewshire, and Scotland as a whole, moves towards Net Zero.

Fair Work First was recently embedded into the statutory guidance for the Procurement Reform (Scotland) Act 2014 and whilst Renfrewshire is currently in line with best practice in this regard there is still opportunities to review and refine this approach, especially in terms of monitoring compliance. Renfrewshire is committed to working with stakeholders and suppliers to consult on this issue and to ensure that all workers across our supply chains are being treated fairly.

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7. Community Benefits

Community Benefits (CBs) are a legal requirement of the Sustainable Procurement Duty and an integral part of sustainable procurement in Renfrewshire. Community Benefits can encompass all three pillars of sustainability, and deliver tangible outcomes to benefit the communities in which contracted works are taking place.

Community Benefits are targeted in all of Renfrewshire Council's contracts over £50,000 and a relevant and proportionate approach is taken based on a number of different factors, such as value and contract duration. For all contracts, even if no benefits are requested, there is an option for tenderers to offer voluntary community benefits.

Renfrewshire Council takes a points-based approach to Community Benefits where contracts are allocated a number of CB points and suppliers select CBs from our outcomes menu that are equal to (or greater than) the value allocated to the contract. These CBs cover outcomes such as employment, skills and training, supply chain development, and community engagement.

Renfrewshire Council's Community Benefit process is supported by the members of the Community Benefit Forum. The forum is a key source of stakeholder consultation as well as helps enable the delivery of benefits. The Forum includes representatives from internal services in the Council such as Economic Development and Education/Children's Services, and also external partners, such as Engage Renfrewshire and Developing the Young Workforce.

8. Communication, Monitoring, and Reporting

8.1 Communication and Engagement

Stakeholder engagement and consultation is key to successful development and implementation of any policies or practices and Renfrewshire Council is committed to engaging with relevant stakeholders at all stages of the procurement process. Examples of current methods of stakeholder engagement and consultation include:

- Supplier development workshops
- Supply market analysis
- Pre-Tender market engagement
- The Community Benefit Forum
- Consultation with both internal and external specialists

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- Contract Authorisation from Corporate Procurement Manager / Finance, Resources and Customer Services Policy Board
- Post-Tender briefing, for both successful and unsuccessful suppliers

8.2 Monitoring and Reporting

As previously mentioned, public sector procurement is a highly regulated environment. The monitoring and reporting of general procurement operations as well as of contributions to sustainability outcomes takes a variety of forms:

- The Annual Procurement Report that is submitted to the Scottish Government is the main reporting requirement that is produced annually. As well as detailing general procurement outcomes, the report also includes summaries of Community Benefit outcomes and other sustainability gains made through procurement.
- The Public Bodies Climate Change Reporting Duty is a legal requirement of local governments and has a procurement section to which the CPU contributes when the report is being produced.
- The Procurement & Commercial Improvement Programme (PCIP) assessment of procurement performance; in the 2023 round of evaluations this will include a 'climate change' question for the first time.

All of this reporting ensures that we are compliant with legal requirements and government guidance, but also allows us to identify areas where improvements and progress can be made.

9. Summary

Renfrewshire Council is committed to delivering sustainable procurement outcomes for all three pillars of sustainability: economic, environmental, and social. The actions and approaches detailed above will be progressed and adopted to help deliver on local and national directives through the power of procurement, firmly embedding sustainability in public spend in Renfrewshire.

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ANNEX A

Bidder 'Priority Contract' Climate Change Plan Template

Supplier name:

Publication date:

Background

This procurement exercise has been identified as relating to a 'priority' climate change area. We therefore require bidders to use this form to provide evidence that they have an understanding of the climate impacts of their organisation, including:

- their organisation's carbon emission sources
- their organisation's Scope 1 and Scope 2 carbon emissions
- Scope 1 and Scope 2 emission reduction targets that align with the Scottish Government target of net zero carbon emissions nationally by 2045
- Planned actions for carbon footprint reduction

Please use this form to supply information about your organisation's **calculated Scope 1 and Scope 2 carbon emissions**, your **Scope 1 and Scope 2 emission reduction targets** and the **actions** that your organisation is taking to realise emissions reduction. Note that in the future, bidders of Scottish public sector priority contracts will be expected to provide calculations of their **Scope 1, Scope 2, and Scope 3** carbon emissions.

What do we mean by scope 1, 2 and scope 3 carbon emissions?

Scope 1, 2 and 3 emissions are defined in the [Greenhouse Gas Protocol](#):

Scope 1 emissions are direct emissions arising from owned or controlled sources e.g. owned vehicles, combustion of fuel in facilities

Scope 2 emissions are indirect emissions from purchased energy e.g. electricity, heating, cooling

Scope 3 emissions are all other indirect emissions that occur in the organisation's value chain e.g. purchased goods and services, waste, business travel, staff commuting, water

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1. Emissions sources

Please specify the level at which you have set your organisational boundary for reporting (i.e. whole organisation, subsidiary company etc.) in the box below:

Reporting boundary:	
----------------------------	--

The table below is a list of **emissions source** categories and their scopes. Please indicate any sources that are used by your organisation by marking a tick [✓] next to this source, and record the total emissions in tonnes of CO₂ equivalent (t CO₂e) from your current reporting year in the column indicated. You should use the conversion factors prescribed by the Department for Business, Energy and Industrial Strategy [Greenhouse gas reporting standards](#) to calculate your emissions.

Source	Scope	[✓]	Emissions (t CO ₂ e)
SCOPE 1 EMISSIONS – THIS SECTION IS REQUIRED			
Gaseous fuels (i.e. natural gas, butane, propane etc.)	Scope 1		
Liquid fuels (i.e. petrol, diesel, aviation spirit, fuel oil, gas oil etc.)	Scope 1		
Solid fuels (i.e. coal, petroleum coke)	Scope 1		
Biofuels (i.e. biodiesel*, biomethane, biomass, biogas etc.) *Note that diesel purchased at petrol stations contains 10 percent biodiesel – this should still be recorded under your liquid fuels category	Scope 1		
Refrigerants and other gases (i.e. carbon dioxide, methane, nitrous oxide etc.)	Scope 1		
Total scope 1 emissions			
SCOPE 2 EMISSIONS – THIS SECTION IS REQUIRED			
Electricity purchased	Scope 2		
Heat purchased (e.g. from a district heating network, steam)	Scope 2		
Cooling purchased	Scope 2		
Total scope 2 emissions			
SCOPE 3 EMISSIONS – EMISSIONS CALCULATIONS ARE NOT CURRENTLY REQUIRED			
Upstream scope 3 emissions			
Purchased goods and services	Scope 3		X
Capital goods	Scope 3		X

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Source	Scope	[✓]	Emissions (t CO ₂ e)
Fuel- and energy-related activities (not included in scope 1 or scope 2)	Scope 3		
Upstream transportation and distribution	Scope 3		
Waste generated in operations, including waste water	Scope 3		
Business travel	Scope 3		
Employee commuting, including home working	Scope 3		
Upstream leased assets	Scope 3		
Downstream scope 3 emissions			
Downstream transportation and distribution	Scope 3		
Processing of sold products	Scope 3		
Use of sold products	Scope 3		
End-of-life treatment of sold products	Scope 3		
Downstream leased assets	Scope 3		
Franchises	Scope 3		
Investments	Scope 3		

2. Baseline emissions footprint

Baseline emissions are a record of the greenhouse gases that were produced in a specified year, and are the reference point against which subsequent emission reductions are measured. Strategies and plans to reduce emissions usually set targets in relation to the baseline year.

Please provide details of your organisation’s baseline emissions below. If your organisation has not previously assessed or reported emissions, please detail this below and use your first reporting period as your baseline.

Baseline Year: 20XX	
Additional Details relating to the Baseline Emissions calculations.	
<i>[Instructions to Suppliers: Add commentary regarding your Baseline Emissions as required: e.g. where there is no previous reporting and the creation of a new baseline due to substantial organisational change or restructuring]</i>	
Baseline year emissions:	
EMISSIONS	TOTAL (tCO₂e)
Scope 1	XX

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Scope 2	XX
Total Emissions	XX

3. Current emissions reporting

Please record your organisation's Scope 1, Scope 2 and total emissions for this reporting year in the table below. Your organisation's total Scope 1 and Scope 2 emissions should be identical to those recorded in section 1.

Reporting Year: 20XX	
EMISSIONS	TOTAL (tCO₂e)
Scope 1	XX
Scope 2	XX
Total Emissions	XX

4. Emissions reduction targets

If existing emissions reduction targets are in place for your organisation, please provide details below. If you have no previous emissions reduction commitment, or if this is your organisation's first carbon footprint, please provide targets for your organisation. At present, you only need to detail targets to reduce your total emissions calculated from **Scope 1** and **Scope 2** carbon emissions in section 3. Please be aware that in future years the Scottish public sector may also require this section to incorporate calculated **Scope 3** carbon emissions.

TARGET YEAR	PROJECTED TOTAL EMISSIONS (tCO₂e)	REDUCTION FROM BASELINE (%)
Baseline: 20XX		N/A – baseline year
20XX		
20XX		
Etc.		

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5. Planned actions to achieve emission reduction targets

Please provide the steps your organisation plans to take to reduce your carbon emissions, including any ongoing or completed plans. Include which emissions source(s) from the table above you expect to be reduced as a consequence of each action in the 'Sources these will address' column. Planned actions may target **Scope 3** sources in addition to the **Scope 1** and **Scope 2** detailed above. This section will be used to assess bidder **capability** in the form of an understanding of the environmental impact, primarily the emissions that their business generates and **capacity and capability** to address these emissions.

REPORTING YEAR: 20XX		
TARGET YEAR	PLANNED AND REALISED ACTIVITY TO REACH TARGET tCO₂e	SOURCE(S) THESE WILL ADDRESS
20XX		
20XX		
20XX		
Etc.		

DECLARATION AND SIGN OFF

This Bidder Climate Change Plan Template has been reviewed and signed off by the board of directors (or equivalent management body).

Signed on behalf of the Supplier:.....

Date:

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ANNEX B

Bidder 'Relevant Contract' Climate Change Plan Template

Supplier name:

Publication date:

Background information

Climate change has been identified as relevant to this procurement exercise. Where climate change is relevant, bidders are required to use this form to provide evidence that their organisation has taken steps to build their awareness of the climate change emergency and how they will respond. Please use this form to supply information about your organisation's **carbon emissions sources** and the **actions** that your organisation is taking to reduce their carbon emissions.

Note that in Scottish public sector contracts awarded from 2025, the threshold for climate priority contracts will be lowered, meaning that a greater number of bidders will be expected to provide **calculations** of their **Scope 1** and **Scope 2** carbon emissions.

What do we mean by scope 1, scope 2 and scope 3 carbon emissions?

Scope 1, 2 and 3 emissions are defined in the [Greenhouse Gas Protocol](#):

Scope 1 emissions are direct emissions arising from owned or controlled sources e.g. owned vehicles, combustion of fuel in facilities

Scope 2 emissions are indirect emissions from purchased energy e.g. electricity, heating, cooling

Scope 3 emissions are all other indirect emissions that occur in the organisation's value chain e.g. purchased goods and services, waste, business travel, staff commuting, water

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The table below is a list of **emissions source** categories and their scopes. Please indicate any sources that are used by your organisation by marking a tick [✓] next to this source.

Source	Scope	[✓]
Fuels (including gaseous, liquid, solid fuels, biofuels, biomass and biogas)	Scope 1	
Refrigerants and other gases (i.e. carbon dioxide, methane, nitrous oxide etc.)	Scope 1	
Electricity purchased	Scope 2	
Heat purchased (e.g. from a district heating network, steam)	Scope 2	
Cooling purchased	Scope 2	
Upstream scope 3 emissions		
Purchased goods and services	Scope 3	
Capital goods	Scope 3	
Fuel- and energy-related activities (not included in scope 1 or 2)	Scope 3	
Upstream transportation and distribution	Scope 3	
Waste generated in operations, including waste water	Scope 3	
Business travel	Scope 3	
Employee commuting, including home working	Scope 3	
Upstream leased assets	Scope 3	
Downstream scope 3 emissions		
Downstream transportation and distribution	Scope 3	
Processing of sold products	Scope 3	
Use of sold products	Scope 3	
End-of-life treatment of sold products	Scope 3	
Downstream leased assets	Scope 3	
Franchises	Scope 3	
Investments	Scope 3	

Please provide the steps your organisation plans to take to reduce your carbon emissions, including any ongoing or completed plans. Include which emissions source(s) from the table above you expect to be reduced during the period of the contract as a consequence of each action in the 'Sources these will address' column. This section will be used to assess bidder **capability** in the form of an understanding of the environmental impact, primarily the emissions that their business generates and **capacity and capability** to address these emissions.

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REPORTING YEAR: 20XX		
TARGET YEAR	PLANNED AND REALISED ACTIVITY TO REACH TARGET tCO ₂ e	SOURCE(S) THESE WILL ADDRESS
20XX		
20XX		
20XX		
Etc.		

DECLARATION AND SIGN OFF

This Bidder Climate Change Plan Template has been reviewed and signed off by the board of directors (or equivalent management body).

Signed on behalf of the Supplier:.....

Date: