





Annual Procurement Report

1 April 2021 –
31 March 2022





corporate**procurement**unit

Glasgow
CITY COUNCIL

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CPUTEAM



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1 INTRODUCTION & SUMMARY

Glasgow City Council has an annual procurement spend of £572m. This spend is categorised across 54 commodities and is the combined purchasing power of two procurement teams; the Corporate Procurement Unit (CPU) which manages 48 commodities and £269m of the spend, and the Health and Social Care Partnership (HSCP) Commissioning Team which manages 6 commodities and £303m of the spend.

Glasgow's budget for local services remains under substantial pressure. The amount of money set aside for local government has fallen and the share of the national budget allocated to Glasgow has also declined. As a result, the council has had to identify solutions and new ways of working to reduce its spending and to increase its income in order to balance the city's budget, which it is legally required to do. Procurement plays a pivotal role in supporting the council with its response to the challenging budget reduction. Mitigating the impact of BREXIT and COVID via early market engagement to inform and shape the market, driving innovation via ambitious outcome specifications, tracking market and cost indices to understand what is driving and mitigate price increases, undertaking demand management and robust contract and supplier management activities to gain savings and deliver best value.

As a testament to the procurement teams great work, I am delighted to announce that Glasgow City Council was awarded the Procurement Team of the Year at the GO Excellence in Public Procurement Scotland Awards 2021/22 and was also finalists in 3 categories; Covid-19 Outstanding Response- Public Sector; Continuous Improvement Award and Best Procurement Delivery award.

The Council is satisfied that this Report covers all areas that should be included within a public sector's Annual Procurement Report, it will continue to monitor the Scottish Government's guidance on Annual Procurement Reports and best practice, and will update its future Annual Procurement Reports accordingly.

Annual Procurement Report Owner



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2 SUMMARY OF REGULATED PROCUREMENT & SPEND

Section 18(2)(a) of the Procurement Reform (Scotland) Act 2014 requires organisations to include a summary of the regulated procurements that have been completed during the year covered by the report.

Regulated procurement refers to any procurement above £50,000 for goods and services, or £2,000,000 for works. A regulated procurement is completed when the award notice is published or where the procurement process otherwise comes to an end. Regulated procurements can refer to new contracts and framework agreements, but also to mini-competitions and call offs from existing framework agreements.

The Council completed 79 regulated procurements during the reporting period with a total award value of £228,177,245. Appendix 1 sets out a full list of the 79 procurements completed.

These procurements include projects supporting: Supply and Maintenance of Stairlifts and Track Hoists, Govan to Partick Bridge, Supply and Dispensing of Fuel Cell Purity Grade Green Hydrogen, Provision of Legal Services, Supply and Delivery of Coated and Uncoated Roadstone, Horticultural and Plants, Purchase and Maintenance of Refuse Collection Vehicles, Planned Preventive Maintenance and Repair of Vehicles over 7.5 Tonnes, Fuel Management System and other Council's Business as Usual (BAU) requirements. Other contracts awarded outwith BAU were for key procurements projects such as COP26, UEFA Euro 2020(21), Glasgow City Region City Deal Initiative and The Burrell Renaissance Project.

It also completed 40 non-regulated, non-social care related procurements with a total award value of £8,169,410 during the reporting period.

The following table shows the split of awards by Framework type

Type	Volume	Value
Awards of new Council Frameworks and Contracts* Includes DPS*	40	£143,676,519
Awards from existing Council Frameworks	8	£36,486,450
Awards from non-Council Frameworks	31	£48,014,276

The table below shows the % split between Goods/Works/Services

Description	Total	% of Total
Goods	32	40.51%
Services	46	58.23%
Works	1	1.26%
Grand Total	**79**	**100.00%**

The Council utilised multiple internal Frameworks and external collaborative Frameworks to make new call offs for individual packages of social care. The total spend for the new call offs from existing Council Social Care Frameworks was £7,232,948 and for social care Scotland Excel Frameworks this was £3,009,692. The Council also utilised the COSLA National Care Home Contract with a total spend on older people's residential care of £73,534,296.

During the reporting period there were instances where alternative methods of procurement were used in line with the regulations and the Council Standing Orders Relating to Contracts 2017 (e.g., where there is only one known supplier)

The Council currently has a commercial spend profile with 591 contracted suppliers. The table below provides further details, including the size of the organisation. 10% of suppliers are classed as unknown as we do not hold that data internally and it is not available on the Scottish Procurement Knowledge Hub.

Count by Supplier Size

Small Company	177	30%
Medium Company	205	35%
Large Company	148	25%
Unknown	61	10%

3 CLIMATE CHANGE AND SUSTAINABLE PROCUREMENT

Public sector procurement has been identified as a key partner and enabler in the transition to a net zero economy and society. The Council is required to report annually on how its procurement policies and activities have: contributed to carbon emissions reduction targets; contributed to climate change adaptation; and acted sustainably.

The Council is continuing to develop and deliver against a number of sustainable related policies such as its Low Emission Zone (LEZ), Plastic Reduction Policy; the Council's Fleet Strategy, Food For Life Bronze Award Circular Economy Route-map and Glasgow Climate Plan. These policies and plans are embedded within the Corporate Procurement Unit's strategic procurement process as are the Scottish Government's sustainable tools which help to identify sustainable risks and opportunities.

The delivery of the Council's Fleet Strategy and ambitious Net Zero by 2030 targets continue to be supported via sustainable procurement activity. A number of fleet procurement tenders were delivered in FY21/22 including The Supply and Dispensing of Fuel Cell Purity Grade Hydrogen and Supply of Hydrogen Refuelling Managed Service. Both of these contracts were implemented to support the previous year's procurements and future procurement plans for hydrogen/non-fossil fuel vehicles, contributing to support the Council's plan to become a carbon neutral city by 2030 achieving its net zero target.

The purchase and maintenance of 26-ton hydrogen fuel cell electric refuse collection vehicles is an important step for the Council in its response to the impending climate emergency agenda and the decarbonisation of its Fleet to support a reduction in the city's carbon emissions and improve air quality in Glasgow.

net zero by 2030

Out-with our Fleet requirements, several other projects have helped support the Council's sustainable agenda and will enhance the delivery outcomes of the Council's Climate Plan. Please see an example of the key projects detailed below:

- Supply and Delivery of COP26 volunteer uniforms. – as part of the sustainable outcomes it was agreed that a tree would be planted for every uniform purchased. A total of 1,000 trees have now been planted
- Glasgow City Region Home Energy Retro-fit Proposal - Delivering home energy refit at scale will be a key part of delivering ambitions for net zero carbon. It will provide clean, low carbon energy efficient homes. The programme will seek to accelerate the use of green energy initiatives.
- Home Energy Efficiency Programmes for Scotland (HEEPS) 20/21 - This project will ensure that the housing in the city is sustainable, in terms of environmental impact, by contributing to reducing CO2 emissions by at least 80% by 2050. The project will help to tackle fuel poverty with the area targeted for the project falling within the lowest 20% of Scottish Index of Multiple Deprivation.
- LED & Column Replacement Programme 2b - New installation using energy efficient LED Lanterns which contribute towards a reduction in energy usage and carbon emissions. Supplier helps to support the Council's plans to become a carbon neutral city by 2030
- South City WAY Ph 4B Gorbals street and Victoria Bridge - The procurement will have positive environmental impacts through new and improved travel routes including cycle lanes and junction modifications.

Appendix 1 provides further details of the above projects and shows all regulated procurements undertaken in FY21/22.

The Council utilises the measures available in the Public Contracts (Scotland) Regulations 2015 (PC(S) R 2015) and the Procurement (Scotland) Regulations 2016 (P(S) R 2016) to ensure contractors comply with environmental, social, and labour laws when performing public contracts. These measures also allow the Council to request companies to replace their sub-contractors where they have breached any obligations in the fields of environmental, social, or labour law.

The Council continues to apply best practice and utilise the Single Procurement Document Scotland (SPDs), which is an electronic self-declaration document, to be submitted by suppliers interested in tendering for contracts. Procurement has embedded the Scottish Government's sustainable procurement tools and guidance within its Strategic procurement process to help compliance with policy and legislation, including how to take an ethical approach in delivery of all relevant procurement activity.

The Council has recently completed the Scottish Government Prioritisation Tool covering its work plan for the next 18 months. This will assist in the early-stage of strategic planning and will bring a structured targeted approach to the assessment of sustainable risks and opportunities within its 48 spend categories.

The adoption of the Single Procurement Document and associated tools helps the Council to continue to mitigate against the risk of its tier 1 suppliers/contractors and their supply chains non-compliance with the Human Trafficking and Exploitation Act 2015 and Modern Slavery Act 2015.

Burrell Collection Masterplan

In one of the most significant museum refurbishments of recent years, the Burrell Museum was revitalised for the people of Glasgow and visitors to the city.

This work ensured that the world-class collection and its architecturally significant home are safeguarded for the future. It has provided the opportunity to develop innovative and immersive displays and reinterpret the works of art, revealing many wonderful and new stories about them. The overall project budget was £68m.

The Burrell Collection reopened on the 29th March 2022 with all 3 floors of the museum now open. This has increased floor space by a third and the total space available is now 13,253m2. This has resulted in the majority of the collection now being on display.
The increase in display of key areas of the collection is as follows:

Stained Glass	Tapestries& Carpets	Small textile items	Paintings	Ceramics
approx	approx	approx	approx	approx
75%	60%	20%	60%	30%
more on display	more on display	more on display	more on display	more on display

The refurbishment has resulted in a reduction in 50% energy usage and there is a 50% improvement on external glazing performance. The solar panels on the roof are providing power to the car park electric charging points.

Visitor figures since the collection reopened in March 2022 are currently over quarter of a million people.

Procurement was at the forefront of this innovative and world leading refurbishment. This involved pre-market engagement, strategy creation, specification development covering areas such as sustainability and community benefits, tender evaluation, and contract mobilisation.

The key tenders that were delivered before and during the refurbishment were as follows.

- Burrell renaissance – Full Construction
- Project Manager and Full Design Team Services
- Object Mounts
- Show Cases and Display Systems
- AV Software and Hardware
- Graphic Production
- Manual Interactives
- Stained Glass Handling Frames

4 COLLABORATION AND STRATEGIC PARTNERSHIPS

In line with the efficiency and effectiveness aim of the Council's Corporate Procurement and Commercial Improvement Strategy 2018 – 2022 (Procurement Strategy), the CPU considers collaborative Frameworks and will utilise these if identified as the most appropriate route to market, and proven to deliver best value for the Council.

The Council participated in 58 of the 69 available Scotland Excel Frameworks which is a participation level of 84% and covers a contractual spend of over £53m. Other collaborative opportunities were reviewed on a project-by-project basis by working strategically and collectively with other public sector organisations and sharing work plans to identify areas of collaboration. This ongoing activity has resulted in the CPU utilising Frameworks implemented by the following procurement organisations:

External Framework	Volume
Crown Commercial Services	5
Advanced Procurement for Universities and Colleges	1
Local Government Pension Scheme	2
Scottish Procurement	2
Advanced Procurement for Universities and Colleges	1
Eastern Shires Purchasing Organisation	1
Procurement for Housing	1

The Council awarded several collaborative Framework Agreements which brought together the joint purchasing powers of various local authorities and other public bodies such as

- Angus Council
- West Dunbartonshire Council
- East Dunbartonshire Council
- South Lanarkshire Council
- Renfrewshire Council
- East Renfrewshire Council
- Stirling Council
- Clackmannanshire Council
- Dumfries and Galloway Council
- NHS Greater Glasgow and Clyde
- North Ayrshire Council
- Falkirk Council
- Scottish Borders Council
- Dumfries and Galloway housing Partnership Ltd

The Council delivered a number of ambitious and innovative procurement contracts that challenged and influenced the capability of supply chain, sustainability, collaboration, and world leading technology.

Supply and Maintenance of Stair Lifts, Track Hoists and Associated Equipment

Glasgow City Council developed and delivered a multi lot Framework for the Supply and Maintenance of Stair Lifts and Track Hoists systems, including supply, delivery, installation, removal, storage, recondition, repair, servicing, and thorough examination. The Framework will run for 3 years and has an option of a 15-month extension period which will include a 3-month demobilisation period.

The Framework was established to support the delivery model for the EquipU Partnership. The EquipU partnership is a is a multi-authority collaboration established between South Lanarkshire, East Dunbartonshire, Renfrewshire, East Renfrewshire, West Dunbartonshire, Glasgow City Council and NHS Greater Glasgow and Clyde with Glasgow City Council as the lead partner. The following local authorities have also signed a participation agreement, North Ayrshire, Angus, Stirling, Falkirk, Clackmannanshire, Scottish Borders, Dumfries, and Galloway.

The Framework was split into four lots, with lots 2 and 4 being new lots that were created as part of sourcing strategy development and the need for compliance with regulations.

Lots 3 and 4 will initially only be utilised by EquipU partners and Falkirk Council however all participants may access these lots.

Lot 1

Supply,delivery, installation, removal, storage, recondition, repair and servicing of stair lift and access equipment (through floor, external steps, incline, and vertical platform lifts).

Lot 2

Thorough examination under Lifting Operations and Lifting Equipment Regulations (LOLER)1998 for stair lift and access equipment(through floor,external steps, incline,& vertical platform lifts)

Lot 3

Supply,delivery installation, removal, storage, recondition, repair and servicing of track hoist system (ceiling track hoists, gantry frame hoists and portable track hoists) and slings.

Lot 4

Thorough examination underLOLER regulations 1998 for track hoist system (ceiling track hoist, gantry frame hoists and portable track hoists) and slings

Early market engagement played a key part of the strategy development activity and contributed to receiving 26 responses across the four lots. 10 suppliers were appointed to the Framework across the four lots.

The Framework had a strong focus on circular economy and sustainability and the ranked one suppliers across all lots conformed with the Euro 6 emission standards. Route optimisation will also be used, and a number of suppliers are conducting trials with a view to moving to a fully electric fleet of vehicles. In addition, up to 30% of stairlifts and track hoists will be reconditioned and re-used in residential dwellings, thus resulting in commercial savings and reduction in equipment going to landfill.

The award of this Framework has resulted in a significant cost avoidance on a like for like items basis, this is despite an increase in 12.64% in steel in the last 5 years, At the same time average salaries in the UK have risen by 14% with salaries specifically in manufacturing and transport and storage rising by 8.7% and 14.8% respectively. The cost avoidance is based on the previous framework items that were awarded in 2015.

The strategy development had a strong focus on Community Benefits which has resulted in a high level of outcomes being secured.

Mental Health Commissioning

The Mental Health commissioning team concluded a Strategic Review of accommodation-based services in 2021. This involved conducting service reviews relating to 15 individual accommodation projects delivered by 6 provider organisations. The Strategic Review was undertaken to ensure that the service model was able to deliver outcomes in line with local and national policies including the Five-Year Strategy for Adult Mental Health Services in Greater Glasgow and Clyde 2018-23 and the Scottish Government's Mental Health Strategy 2017-27.

Commissioners utilised a co-production approach to the review process recognising the skills and experience of provider organisations currently delivering services in the city. Service user views were captured via the Mental Health Network, ensuring that feedback was honest and meaningful and conducted via the most appropriate means to promote engagement during the COVID 19 pandemic. A number of conclusions were drawn from the Strategic Review, and in September 2021 the Integrated Joint Board directed the team to conduct a tender process in order to establish a flexible framework of accommodation based mental health services.

The delayed discharge agenda remains the primary challenge for Mental Health commissioning and the establishment of a new flexible framework for accommodation services will also support this work. This framework is included in our planned procurement program.

Glasgow Alliance To End Homelessness Update

The Alliance has been in an implementation phase and HSCP commissioning staff have been involved in undertaking service reviews of homelessness purchased services throughout this time. Once the Alliance moves to the next stage and is in full delivery mode, purchased services and the responsibility for reviewing services will then pass to the Alliance. The homelessness commissioning team will then adapt to monitoring the effectiveness of the overall Alliance.

Covid Recovery and Future Developments for HSCP

There has not yet been a return to normal planning for commissioning and procurement activity. The Covid-19 pandemic required commissioners to consider how to best support local providers and to work collaboratively to ensure continuation of services during the pandemic. Older People Community Services supported providers throughout COVID-19 who were close to business continuity levels of service, due to either increased demand, staff absences or ongoing recruitment and retention issues. Great resilience was shown by providers; however, it is expected that service reviews in future years will continue to highlight the issues with recruiting and retaining staff into social care.

On 6th December 2021 the Scottish Government issued a Scottish Procurement Policy Note advising public bodies of actions that should be considered in respect of preparation for the transition towards a National Care Service for Scotland (NCS). Like the advice provided to commissioners for the pandemic, the policy note advised that public bodies should consider the impact of decisions on both resources and the social care market to enable the collective focus on any implementation of the NCS. The Council and the HSCP are working together to co-ordinate necessary activity and address implications around the Scottish Governments proposed implementation of a National Care Service.

5 DEMAND MANAGEMENT, SAVINGS AND ADDED VALUE

'Savings and Positive Outcomes' is a key strand of the Council's Corporate Procurement and Commercial Improvement Strategy 2018-2022. The categories of procurement savings and the process for calculation, approval, recording and reporting has been formalised and agreed by Corporate Finance and Council senior managers. These calculation categories and processes are also consistent with the 'Procurement Benefits Reporting Guidance issued by the Scottish Government.

The savings achieved from procurement activity in FY 21/22 can be broken down as follows:

Best Practice Indicator 1A Cash Savings	£1,144,204
Best Practice Indicator 1B Non-Cash Savings	£3,205,005
Total Savings	**£4,349,209**

These savings were delivered by the strategic procurement teams through a combination of tendering activity and contract management. While the totals represent a reduction on previous year's figures these savings have been delivered during a time of unprecedented increases in materials, labour, fuel, and shipping costs. This has meant that a significant amount of the strategic procurement workload has been focussed on challenging and mitigating price increases requests resulting from current market conditions.

To further support the strategic procurement teams' focus on the commercial aspects of procurement, the CPU Commercial Team was formed in 2019. During the period covered by this report, the Commercial Team has continued to deliver comprehensive spend and demand management analysis underneath a revised list of key targeted commodities: Post, Courier & Distribution; Vehicles; Refuse and Waste; Road Materials; Food & Water; Catering; Cleaning and Janitorial; Teaching Supplies; Aids; Coach Hire.

The Commercial and Strategic Teams has continued to identify and deliver savings across these commodities which contributed to the £4.3m saving figure listed above. In addition, the Commercial Team has continued to develop training, supporting documents and templates to ensure a consistent and more commercially focussed approach is achievable within the Strategic Procurement and the Demand Management Processes.

Key Deliverables

- £3.0m savings opportunities identified and a further £1.5m of savings secured in collaboration with the strategic procurement teams.
- Improved marketing information and contract management information for CPU team
- Provided comprehensive commercial refresh training to the entire CPU team.
- Initiated and continued to support a council wide review of print and post which has identified significant financial, sustainable and FTE savings.
- Providing extensive support in challenging and mitigating price increase requests resulting from Covid-19, Brexit, and the current conflict in Ukraine.

Going into the next financial year, the Commercial Team will continue to support the strategic teams in identifying and securing savings under the targeted commodities wherever possible. However, a greater emphasis will be placed on non-contract spend within these commodities (including non-contract item spend with contracted suppliers) as this will likely be the best opportunity to deliver commercial improvements. The team will also look to identify opportunities resulting from markets and suppliers returning to pre pandemic levels of performance and turnover.

6 SUPPLIER SUPPORT AND LANDSCAPE

The Council continues to deliver on the actions that sit under the Social Enterprise Strategy. The action plan is split between four thematic leads which are Education, Economic Development, Procurement and Glasgow Social Enterprise Network (GSEN). Procurement has 10 actions that have action plan delivery dates of no later than March 2024. The strategy was established to help support and encourage opportunities for social enterprises to bid for and win procurement opportunities.

The CPU engages with Partnership for Procurement (P4P) and shares its work plan to identify opportunities for Social Enterprises. The Council now shares any quick quote opportunity with GSEN and P4P to ensure that local Social Enterprises can submit a response to the quotation. Glasgow based SME and third sector organisations are also prioritised for Quick Quote opportunities.

The Council has had early market engagement on a number of tender opportunities. The purpose of this process is to support and encourage suppliers to bid for tender opportunities covering, but not limited to; Fixed and Mobile Weighbridge Services, UEFA Euro 2021 Bus and Coach Hire, Supply and Dispensing of Fuel Cell Purity Grade Green Hydrogen, Purchase and Maintenance of Refuse Collection Vehicles, Govan Partick Bridge, Community Equipment, and various Burrell Projects such as Playscape, Luminaires and Bespoke Displays.

The Council also supported The Annual Meet the Buyer Event in 2021 which was hosted by the Supplier Development Programme. This was a virtual event and allowed for a greater number of enquires and suppliers to be able to meet specific tender or category owners. The Glasgow City Council stand had the greatest number of supplier queries and engagements.

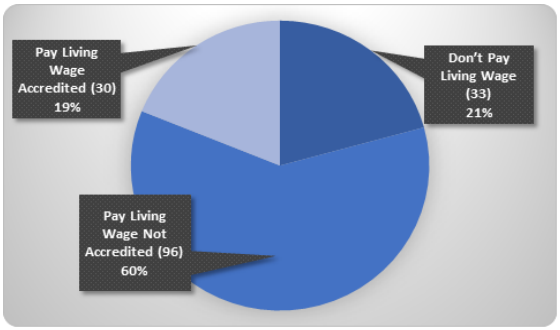
The Council is committed to ensuring that all suppliers awarded business are paid within 30 days. Prompt payment clauses requiring a 30-day payment term are embedded within the Council's contractual terms and conditions. Suppliers must also apply the same terms and conditions to its sub-contractors which are delivering and supporting a Council contract. During the reporting period the Council paid 97% of invoices within agreed timescales.

The Council has a strong position and supports the Glasgow Living wage and the Real Living wage. Due to this all relevant regulated and non-regulated contracts have a minimum 5% weighting applied against Fair work Practice criteria.

The diagram below details the number of appointed suppliers to a Framework /suppliers awarded a contract in FY 21/22 that either: pay the Real Living wage; pay the Real Living wage/Glasgow Living Wage and are a member of the Scottish Business Pledge; or don't pay the Real Living Wage but are committed to other forms of fair work practice such as non-exploitive use of zero-hour contracts, flexible working models or training.

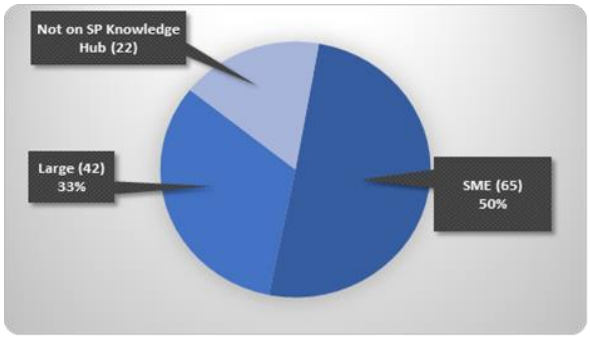
Fair Work First in now fully embedded incorporating the principles of the Fair Work First guidance into all relevant Procurement exercises and applying a minimum weighting of 5% within the tender evaluation criteria. This will be further demonstrated in future Annual ProcurementReports.

129 Living Wage Suppliers 21/22

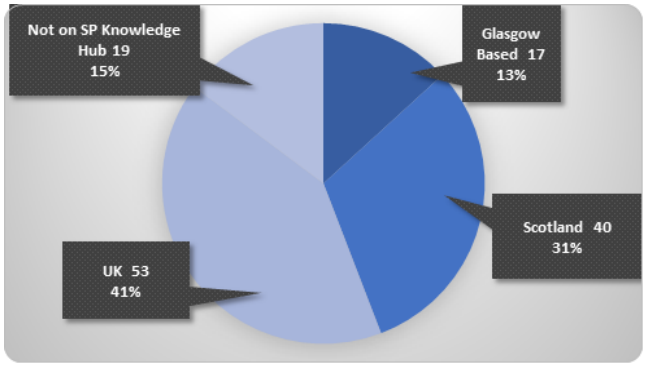


The Council's Procurement Strategy also encourages the utilisation of SME's and local suppliers within its quick quote process and regulated procurements. The diagrams below detail the number of successful suppliers of regulated procurements that have SME status and location information as detailed in Scottish Procurement Information

129 Unique Supplier 21/22 SME Status detailed in the chart



129 Unique Supplier 21/22 Location detailed in the chart



7 REVIEW OF REGULATED PROCUREMENT COMPLIANCE

Section 17 of the Procurement Reform (Scotland) Act 2014 (Act) requires that regulated procurements are carried out in accordance with the organisation's Strategy so far as reasonably practical. Section 18(2) states that an annual procurement report must include, at 18(2)(b), "a review of whether those procurements complied with the authority's Strategy" and, at 18(2)(c), "to the extent that any regulated procurements did not comply, a statement of how the authority intends to ensure that future regulated procurements do comply".

The Council's Corporate Procurement and Commercial Improvement Strategy 2018 - 2022, published in June 2018, sets out how regulated procurement would be undertaken in compliance with the Act.

The Strategy has 28 actions, of which four actions were targeted to be delivered within FY21/22. These actions supported two of the six key Strategic Procurement objectives:

1 Savings and Positive Outcomes
2 Deliver Sustainable Procurement across the council

The Table below provides further details on the four actions delivered.

Actions Delivered in Financial Year 2021 - 2022			
Action Ref	Actions	Agreed Deliverables	Target Date
1.04	Review Procurement Processes before Brexit and ensure appropriate procedures are in place for a smooth transition.	Legal Services and the CPU attended a series of meetings to discuss and agree on our methodology to ensure a smooth transition through Brexit. Legal services also shared key documentation and information from external legal partners on the risk, impact, and transition process during Brexit. This information was collated and shared with the strategic procurement team.	Apr 21
Action Ref	Actions	Agreed Deliverables	Target Date

Actions Delivered in Financial Year 2021 - 2022			
1.05	Adapt our internal procedures, processes, and documentation, where required, to reflect any new requirements of Brexit.	All procurement documentation has been updated to allow a smooth transition during the Brexit Transition. This resulted in a total of 61 documents being updated and loaded onto the procurement toolkit on connect. This was only achieved via a strong working relationship with Legal Services who delivered guidance and advice on the transition. The Scottish Government also published Scottish Procurement Policy Notes (SPPN) advising how our process and procedures should be adapted. These guidelines were followed consultation with Legal Services. A Brexit and Covid (Brovid) risk matrix to review and manage the risk against a number of our key commodities. The output of this report is shared with key stakeholders monthly.	Apr 21
4.01	Training and awareness sessions for internal clients on sustainable procurement with an emphasis on the application of circular economy, whole life costing, life cycle impact mapping and the early involvement of SME's, Social Enterprises, Co-operatives, Supported Businesses and Third Sector organisations.	Neighbourhoods, Resilience and Sustainability (NRS), the Corporate Procurement Unit (CPU), Elected Members and other staff members of the Council completed the Council's bespoke carbon literacy course. The Scottish Government has developed, as part of their sustainable tools, two online training courses - Carbon Literacy for Procurers and Introduction to Sustainable Procurement. Both courses have been completed by the CPU as a mandatory training requirement and have been offered to commissioning staff with Social Work Services and staff within NRS. This training opportunity is also available to other service areas, as and when is required, based on their Procurement pipeline. The CPU and NRS are now members of the Ellen McArthur Foundation. This is an exclusive membership only offered to 22 cities throughout the world. Their mission is to accelerate the transition to a circular economy and the Council has agreed to be part of this journey.	Jun 21
Action Ref	**Actions**	**Agreed Deliverables**	**Target Date**
4.07	Review our internal processes and documentation to identify potential improvements in how local SME's, Social Enterprises, Co-operatives, Supported Businesses and Third Sector organisations can gain opportunities to win council contracts.	The CPU has created a new Corporate Sourcing Strategy template that requires officers to highlight if we have SME, Social Enterprises etc. under the commodity that is being procured. The template also asks for details on how we can increase the opportunities via this procurement process. The CPU has established strong relationships with Glasgow Social Enterprise Networks (GSEN) and Procurement for Partnership (P4P) and meet regularly to discuss procurement opportunities. The Procurement pipeline is also shared with these organisations to allow for supplier early engagement.	Apr 21

All four actions have been successfully delivered and reported to the relevant Council Procurement Governance Boards. The remaining nine actions will be delivered in line with the agreed target dates as detailed within the Strategy Action Plan (Action Plan).

The table below details the sub actions against the main actions that are currently outstanding, in progress or complete as part of the Action Plan.

Row Labels	Not Started	In Progress	Complete
1. Legal Compliance and Governance	0	0	22
2. Savings and Positive Outcomes	2	6	20
3. Leaner, More Efficient and Effective Procurement Function	4	7	9
4. Deliver Sustainable Procurement Across the Council	8	12	28
5. Innovation	3	2	5
6. Promote Procurement Awareness	0	0	10
Grand Total	**17**	**27**	**94**

The full Action Plan is set out in Appendix 5.

All regulated procurement in the Council is undertaken in accordance with a legal and procedural framework which ensures that each procurement is compliant with the Strategy. Legal requirements are set out in the Council Standing Orders Relating to Contracts 2017. Procedural requirements are set out in the Scottish Government Procurement Journey (for general procurement best practice) and the Council's Corporate Procurement Manual (for Glasgow specific best practice).

In addition, the Council's Procurement Toolkit provides templates and supporting documents which are aligned with these procedures.

In FY21/22 The Council's Strategic Procurement Teams completed the Scottish Government's National Procurement Development Framework. All competency submissions followed a robust review and evidence-based process to identify the overall training requirements across the team and individually. These requirements were then prioritised in terms of risk and to align with the delivery of the officer's workplan . This strategic and targeted approach to identifying and delivering training will ensure that all strategic procurement staff are able to deliver regulated procurements which are compliant and demonstrate best value.

A new report named Supply Chain Analysis and Risk (SCAR) report has been developed and is monitored and updated on a monthly basis. This report focuses on key commodities that may be at risk due to Covid 19 Pandemic, Brexit, Ukraine conflict and other supply chain issues. It covers key details such as Supply Chain Issues, Commercial Impact, long Term Impact, Service Area Impact and Mitigation. This allows tender/commodity owners with full visibility of the potential challenges and risks they may face and also provides the internal services areas, strategic partners, and senior management with visibility of the risks and mitigating actions being implemented to diminish the impact to the Council. The report also provides details of price reductions, increase and cost avoidance under each commodity included within the report.

Throughout the reporting period, the Council's regulated procurements continue to be monitored on an ongoing basis. This monitoring process consisted of reviewing the key supporting documents which underpin the Council's legislative and procedural framework including sourcing strategies; project plans; procedural documentation; evaluation scoring calculators; and award approval reports. The Head of Procurement Report has been updated to allow a monthly progress report on our procurement pipeline and if delivery is on track.

These processes ensured that all regulated procurements were undertaken in compliance with the legal and procedural framework and, as a result, in compliance with the Strategy deliverables. The reviews have also allowed the Council to identify the following potential improvement areas and build on previous strategy achievements.

The Council will:

- Continue to work with client teams on advance provision of work plans and strategies which will allow additional opportunities to deliver increased best value from the Council's regulated procurements.
- Promote sustainability, fair work practices and the importance of equality and equal treatment through procurement.
- Continue to target savings from all aspects of the strategic procurement process (tender, contract management, Purchase to Pay).
- Continue to look for collaborative opportunities within the public sector.
- Ensure suppliers provide regular management information on the Council's usage of contracts.
- Promote the innovation partnership model as a mechanism and share relevant examples of new procurement solutions.
- Assess demand management opportunities at strategy development and contract management.
- Ensure SMEs are provided opportunities as standard within our quick quote process.
- Review Fair Work criteria and look to broaden the evaluation model and process for recording responses, and work with the Scottish Government on Fair Work First.
- Further promote the new Scottish Government sustainable online sustainable tools to wider key stakeholders.
- Ensure sustainability opportunities are acknowledged as part of strategy and specification development and incorporated into the evaluation process.
- Engage with new technology as part of the community benefits and contract and supplier management processes.
- Investigate solutions to encourage and enhance the prompt payment of sub-contractors and the impacted supply chain.

8 COMMUNITY BENEFIT SUMMARY

Section 18(2)(d) of the Procurement Reform (Scotland) Act 2014 states that it is mandatory for an annual procurement report to include "a summary of any community benefit (CB) requirements imposed as part of a regulated procurements that were fulfilled during the year covered by the report".

Section 25 of the Procurement Reform (Scotland) Act 2014 mandates that all contracting authorities *"must consider whether to impose community benefit requirements as part of the procurement"* when the estimated contract value is greater than or equal to £4,000,000.

Community benefits are a key objective of the Council's Strategy for 2018 to 2022 and the Council's own CB policy stipulates that community benefits must be considered for inclusion in all:

Goods and Services Contracts	Works Contracts
with an estimated value greater than	with an estimated value greater than
£50,000	£500,000

Robust processes have been developed to ensure that community benefits are considered for inclusion in all relevant contracts in line with the requirements of both the Procurement Reform (Scotland) Act 2014 and the Council's own CB policy.

When initiating procurement activity, client departments are required to consider and highlight potential community benefits for inclusion where relevant. Procurement staff then engage with key stakeholders (including Community Planning, Economic Development and Education) and undertake market research and benchmarking activity to further explore potential opportunities and identify appropriate requirements for inclusion in the contract, or which will form part of the CB evaluation criteria and menu.

Delivery of agreed outcomes is monitored and reported internally on a quarterly basis using monitoring updates provided by suppliers. The entire process is overseen by a Community Benefits Steering Group comprised of key stakeholders from across the Council who are responsible for ensuring delivery of the policy, progressing further developments, and identifying and resolving any issues.

The Council has now fully embedded Cenefits to support the monitoring and delivering of Community Benefit outcomes. Cenefits is a web and mobile application which makes it easy for Council staff and public sector buyers to manage, measure and realise benefits in their contracts. The system allows suppliers to upload evidence on their delivery of benefits for approval/rejection by the Council's Strategic Leads. The Community Benefit Officer, with support from the relevant category managers and procurement officers, manages and monitors the suppliers' Community Benefit obligations.

Key community benefits outcomes secured in FY 21/22 include:

49

new entrants positions

83

work experience placements

62

workplace visit and careers events

£77,000

Community Engagement funding opportunities

475

hours of community Engagement

Due to the ongoing impact of the Covid 19 Pandemic we have continued to extend the deadline on a number of delivery dates for Community Benefits outcomes which has resulted in a reduction in outcomes delivered this year. We have also had to analyse and revise on how outcomes are delivered and have moved to virtual sessions for certain outcomes.

Please see four sample case studies of CB outcomes that have been delivered during financial year 20/21

Case Study 1

Community Benefits Theme: Recruitment and Employment

Supplier: Aspire

The young person initially came to Aspire as a Modern Apprentice and had recently completed S6 Secondary school on the advice of their Guidance Teacher. To build the young person's confidence Aspire offered a part time job throughout the summer prior to the young person's College Commencement. The young person however decided that they were not ready to start college and that they were unsure of what they wanted to do.

The young person had struggled with confidence in the last year of their secondary school studies due to covid 19 and the full academic year being delivered via remove learning. Aspire decided to support the young person by offering a permanent part time 30-hours contract as full time hours were causing the young person difficulty with travelling to Hillington.

During this period, the young person became an apprentice to the Brand Manager. The young person is now fully trained on digital print, embroidery and is still in training for screen print and sublimination.

The young person is currently responsible for branding the products where required on this contract. They have also been an integral part of creating ideas when looking at S6 Leaver Prints and Outdoor Events.

The young person's future plan was to become a dental nurse however, the young person has excelled so much in the job role and found a talent and skill that they had never thought of.

The young person has started driving lessons and has since had their contract increased to full time 39 hours with a £12 per hour salary at 18. This is in line with the Branding Team at Aspire.

The young person stated:

> ***"This job has meant I could afford driving lessons much earlier than I thought and my new salary will mean I will be able to afford my own car when I pass my driving test! I like working in Aspire because I spend every day doing something different and learning something new."***
>
> **Branding Team**

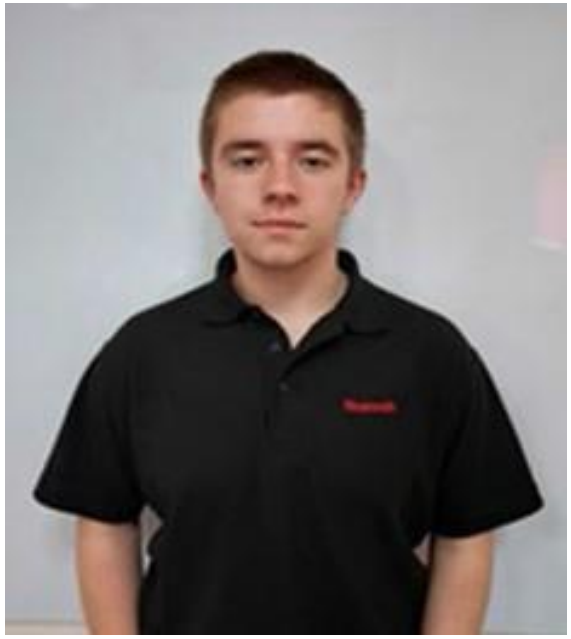
The Managing Director at Aspire stated:

> ***"The candidate has been a great addition to the Aspire Branding Team. She is so thorough in all aspects of her work and takes such care in quality and presentation. She also brings new ideas when we are creating branding or social media posts for our younger customer base. Our Brand Manager, Anna has nothing but praise and enthusiasm for the continuous development of the candidate's role at Aspire and we look forward to providing updates over the three year term."***
>
> **Claire Donnelly, Managing Director**

Case Study 2

Community Benefits Theme: Skills and Training

Supplier: Stannah



Following the successful award for the Stair lifts, Access lifts, Track Hoist Systems and Slings (Framework) Stannah got to work straight away to fulfilling their Community Benefit obligations. Stannah had chosen a variety of outcomes which were mainly based around the Skills and Training Theme.

After discussions with the Strategic Lead for Education Stannah decided to work in partnership with the Education Department on the Bridges to Employment Programme. The programme was developed to help support Glasgow Young People (YP) be better prepared to move into the world of work.

The Bridges to Employment objective is to engage in partnerships with employers that are willing to work with young people from Glasgow schools over a period of time with the ultimate outcome of a full-time modern apprentice or permanent position within the business.

The programme was adapted to align with the community benefits that Stannah Lifts committed to, and at the same time the needs of course of education and ultimately the young people. The programme was broken down into five stages:-

Stage 1

the nomination stage. It is normally 4 schools with 5 young people per school and the young people are selected by the school dependent on their interest in the field and their aspirations.

It must be noted that not all young people that take part at the beginning would be keen to follow through the full 5 stage process, interest drops and there may only be 6-8 young people left in the process.

With Stannah there were 4 schools interested with 6 young people moving onto the next stage.

Stage 2

was a workplace visit for the young people where they carried out a tour of the branch, a career event where they were given a presentation and videos on the Stannah brand and the business operating units in the UK and worldwide, and included a question and answer session.

Stage 3

involved work experience placement and assessment for the young people. The assessment involved a mock test which was sat under exam conditions and was structured around the test used for Stannah's apprentice application stage.

No preferential treatment was given to the young people. Feedback was given to all the young people on their placements and their completed assessments. 5 of the young people selected moved to the interview stage.

Stage 4

was the interview stage for the remaining young people. The young people had to apply for the role the same way as any individual would have to and all were interviewed under normal interview conditions. This allowed the young people to learn about the interview process from completing application forms to being able to handle interview situations with the view to achieving a job at the end of the process.

Stage 5

was the recruitment stage whereby one of the remaining candidates was offered the role that had already been created by Stannah. Stannah had created a Modern Apprenticeship role in Lift Engineering.

The young person, from Hillpark Secondary School, was delighted to accept the role, the first part of the young person's training will be a 4 week experience in Andover.





Case Study 3

Community Benefits Theme: Career Events

Supplier: Levenseat

As part of its tender submission Levenseat had agreed to commit to a variety of Career Events within Glasgow schools. Through discussions with the Strategic Lead for Education, the Supplier identified a real passion and enthusiasm for carrying out the Career Events within the ASL (Additional Support for Learning) schools.

Since the tender award, Levenseat has been working closely with both Cardinal Winning and Parkhill secondary school, two of the ASL schools in the east end of Glasgow.

The format and structure of the Career Events were agreed with the Education representative with input from the ASL schools involved.

The member of staff from Levenseat who carried out the Career Events had prior involvement with young people with additional support needs so was well equipped and knowledgeable about how to present to the audience.

Cardinal Winning was the first school that Levenseat worked with. Throughout their time at the school Levenseat has contributed to forming a recycling group within the school delivering some very interesting workshops about how to recycle, and making them aware not only of the problem of the landfill but also of how recycled materials can become a source of wealth for the communities.

Levenseat approached our young people with videos, cartoons and even a digital book that proved to be very effective to pass the message on to the young people. The addition of hands on workshops has also been a winning move.

Since then, the young people in the school have started a very active recycling program involving not only members of staff and other young people but the whole community.

Following the advice of Levenseat the young people have collected plastic bottles and cans and used them through a Return, Reward, Recycle scheme in two main supermarkets. The scheme allowed them to return Cans or plastic bottle and obtain vouchers to spend in the supermarket.

Every room has three bin options to help us more easily collect the items that are of use.



The vouchers have then been used to buy items to help different causes, such as fill up the in school foodbank, buy items for Helping People In Need (Glasgow) as part of voluntary work for Duke of Edinburgh, create hampers for poorer families in the community during Christmas time and to finance an enterprise in the school. They use the vouchers to stock the tuck shop, so ALL the sales are profit for the school residential fund.



Following the success of the scheme at Cardinal Winning, the recycling group prepared a PowerPoint to present to Parkhill Secondary to share good practice. Levenseat was just starting the sessions with the young people in Parkhill school, so the event was organised to share good practice and was deemed very beneficial for both the schools.

After the session a series of workshops started in Parkhill, aiming to create a recycling culture and forming a new group of young people that could implement a similar system to the one in Cardinal Winning.

The response was very positive, the young people understood the importance for the planet, enjoyed and actively took part in the workshops and prepared a poster to introduce the program to the entire school.

The Council Representative stated:

> ***"The response has been very positive, the young people have a greater understanding of recycling and its importance for the planet, they enjoyed and actively took part in the workshops and prepared a poster to introduce the program to the entire school. We hope to continue the collaboration with Levenseat and achieve more goals in the future."***

Case Study 4

Community Benefits Theme: Recruitment and Employment (Priority Group)

Supplier: Lightways



As part of their tender submission Lightways had originally committed to a variety of Community Engagement activities which were being planned out. Then Lightways had made a request that they wanted to be considered.

This request involved substituting some of their previous choices and replacing them with a New Start Job from a Priority Group.

During the time that Lightways was working on the GCC contract, one of the on the job Supervisors had noticed that the same individual would turn up at each location every day and would ask questions about the work they were doing. This was mentioned to Lightways Management who were interested to know more.

Lightways Management soon discovered that the individual, since leaving school in 2017, had been out of work for a year before starting employment doing groundworks/civils work.

This spell of employment lasted around a year or so and the individual then tried their hand at demolition. The individual had another spell of unemployment, and it was during in this time he had taken a keen interest in the works Lightways were undertaking throughout Glasgow, replacing deteriorated lighting columns.

The individual would check the Scottish Roads Works Register for locations of the work and arrive at the location each day, questioning the guys as they worked and taking a keen interest in how works were carried out.

The individual is an avid collector of road lighting luminaires, attends conventions and has his own lighting social media account,
and the individual admitted that Street Lighting was a real passion and had been for some time.

When asked how long he had been interested in Street Lighting the response was, from approximately the age of 4 years old when he used to sit and watch as the lights came on at night and wondered how this happened and looked in awe as the lights burned different shades and wanted to learn more.

After further discussions Lightways decided to offer the individual the position of a street lighting labourer. Lightways was aware that the individual had autism and by changing some of their processes and breaking down tasks they would be able to support the individual in the working environment.

The individual is employed full time and long term by Lightways and has become a valued member of the street lighting team.

The individual has stated:

> ***"that he absolutely loves his job. He openly says this is his dream job. He doesn't struggle to get out of bed in the mornings like he used to and noted that overall improvements in his life have been noticeable. These range from his concentration improving, his motivation to better himself and his overall confidence. The individual also described this as one of his happiest moments."***

Lightways representative has stated:

> ***"Before we employed Lewis, he would spend his days observing our operatives carrying out Street Lighting replacement works throughout Glasgow. In August 2021 we decided to offer Lewis a position as a street lighting labourer, we knew he had autism and that he sometimes found it difficult to concentrate and focus, he has progressed well within the company, given clear instruction and structured tasks he copes very well and his overall confidence and ability to concentrate and focus has improved tenfold."***



Appendix 3 sets out the full details of all Community Benefit outcomes secured and delivered during the reporting period of the Report.

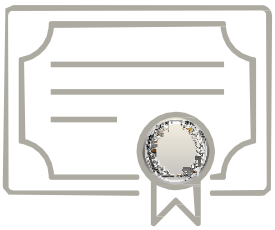
Community Benefits Supplier Recognition Scheme

The Council has recently implemented a Community Benefits Supplier recognition scheme which highlights and celebrates the varying stages of delivery of agreed Community Benefits.

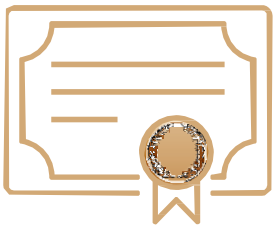
Suppliers are awarded certificates at Bronze, Silver and Gold status dependent on the delivery status of their agreed Community Benefit outcomes. The award criteria is outlined as:



Gold Status
delivery of 100% of Community Benefit outcomes with additional voluntary benefits also delivered within the agreed timescales.



Silver Status
delivery of 100% of Community Benefit outcomes within the agreed timescales.



Bronze Status
delivery of 50% of Community Benefit outcomes within the agreed timescales.

The certificates are issued to the suppliers per a monthly status review and are valid for a period of 12 months from the date of issue, where applicable, or from the contract expiration date.

The scheme also highlights good news case studies from delivered Community Benefits. These along with a list of all suppliers under each certificate status are available to the public via https://www.glasgow.gov.uk/article/26577/Community-Benefits-Supplier-Recognition-Page.

To date the Council have awarded the following certificates issued:







In addition, we are progressing with the development of a Voluntary Community Benefits Recognition Award certificate that will only be issued to suppliers who deliver voluntary benefits.

9 SUPPORTED BUSINESSES SUMMARY

Section 18(2)(e) of the Procurement Reform (Scotland) Act 2014 requires organisations to include "a summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report".

The Council's corporate procurement manual instructs that consideration must be given to the inclusion of supported businesses in all regulated procurements.

In addition, the Council's procurement toolkit includes the register of supported businesses supplied by the Scottish Government and an expanded list of potential supported businesses provided by the Ready for Business organisation.

During the reporting period there were no regulated procurements awarded to supported businesses. The reason for this is that the goods, services or works associated with these procurements are not provided by existing supported businesses.

The Council does have existing agreements in place with Royal Strathclyde Blindcraft Industries (RSBi) for the provision of furniture and for the collection and disposal of confidential waste. The annual value of these contracts is £8m for FY21/22.

10 FUTURE REGULATED PROCUREMENTS SUMMARY

Section 18(2)(f) of the Procurement Reform (Scotland) Act 2014 states that it is mandatory that an annual procurement report must include "a summary of the regulated procurements the authority expects to commence in the next two financial years."

Future regulated procurements have been identified via the following means:

- Current contracts on the Council's register that will expire and need to be extended or re-tendered over the next two years.
- New procurements identified via future work plans provided by Council service areas/teams.
- New procurements identified via anticipated work plans for special projects (e.g. The Glasgow City Region City Deal)

A full list of anticipated procurements in the next two years is set out in Appendix 4. However, this list is subject to change.

APPENDIX 1 – CONTRACTS AWARDED FY21/22

Awards of New Council Frameworks and Contracts: 40 in total £143,676,519

This includes Social Work Personal Care awards that were approved under delegated authority.

Date Awarded	Successful Supplier(s)	Subject Matter (Commodity)	Title	Actual Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Award Value Inclusive of Extensions
07/04/2021	The Iso Organisation Ltd	IT	AV Software and Film Content	01/07/2021	01/01/2022	GCC Contract, Under Procurement Threshold	£165,000
07/04/2021	Lot 1 : DAC Beachcroft LLP: SO301379. Lot 2: Clyde & Co : SO305618, Shoosmiths LLP : OC374987, Burness Paul LLP : SO300380, Lot 3 : Harper MacLeod LLP : SCO300331, Anderson Strathern LLP : SO301485, MacRoberts LLP: SO301699, Morton Fraser: SO300472, Brodies LLP: SO300334, Lot 4: Harper MacLeod LLP : SCO300331, Anderson Strathern LLP : SO301485, Morton Fraser: SO300472, Lot 5 : JK Cameron (no SC Number), Morton Fraser: SO300472, Anderson Strathern LLP : SO301485, Lot 6 : Anderson Strathern LLP : SO301485, DAC Beachcroft LLP: SO301379, Harper MacLeod LLP : SCO300331, Shoosmiths LLP : OC374987, Brodies LLP: SO300334, Lot 7 , Harper MacLeod LLP : SCO300331, Brodies LLP: SO300334, MacRoberts LLP: SO301699, CMS Cameron McKenna, OC310335, Morton Fraser: SO300472,	Legal Consultancy	Provision of Professional Legal Services	09/04/2021	09/04/2025	GCC Framework, Above Procurement Threshold,Open	£4,000,000

Date Awarded	Successful Supplier(s)	Subject Matter (Commodity)	Title	Actual Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Award Value Inclusive of Extensions
09/04/2021	Lot 1, Connect Community Trust, Lot 2, The Wheatley Foundation, Lot 3 Enable Scotland, Lot 4 Bridges Programme, Lot 5 Enable Scotland, Lot 6 One Parent Families Scotland	Professional Services	Framework for the Provision of Services for Glasgow`s ESF Employability Pipeline	09/04/2021	01/04/2024	GCC Framework, Above Procurement Threshold, Open	£4,363,704
16/04/2021	John McAslan & Partners Ltd (Companies House Number 02802936)	Construction Consultancy	EIIPR Block C Consultancy	21/04/2021	21/12/2028	GCC Contract, Above Procurement Threshold, Open	£2,293,610
04/05/2021	New Practice Limited (SC623648)	Construction Consultancy	Sauchiehall & Garnethill District Community Projects	29/04/2021	29/04/2022	GCC Contract, Under Procurement Threshold,	£89,872
24/05/2021	Lot 1 Elmwood Projects Ltd Lot 2 Beck Interiors Ltd	Construction & Trades	Burrell-Bespoke Displays Lot 1 & Lot 2	24/05/2021	24/05/2022	GCC Framework, Above Procurement Threshold	£409,183
15/06/2021	Timberplay Scotland Ltd (SC393741)	Playground Equipment & Surfaces	Consultation, Design, Manufacture and Installation of Playscape (Burrell)	01/06/2021	01/04/2022	GCC Contract,	£130,000
23/06/2021	Arcola Energy Ltd (07257863) & Farid Hillend Engineering Ltd (SC053003)	Vehicles	Purchase & Maintenance of Refuse Collection Vehicles	24/06/2021	24/06/2026	GCC Contract, Above Procurement Threshold, Open	£7,641,971
23/06/2021	Lot 1 : Handicare Accessories Ltd, Stannah Lift Services Lot 2: Handicare Accessories Ltd, Stannah Lift Services. Lot 3 : Prism UK T/A Prism Medical UK, Stairlift Scotland Ltd, Arjo UK Ltd. Lot 4 : Prism UK T/A Prism Medical UK, Stairlift Scotland Ltd, Drive De Bliss Sidhill Ltd, Arjo UK Ltd	Aids	Supply and Maintenance of Stair Lifts and Track Hoists and associated services (EquipU)	23/06/2021	21/09/2025	GCC Framework, Above Procurement Threshold, Open	£5,020,962

Date Awarded	Successful Supplier(s)	Subject Matter (Commodity)	Title	Actual Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Award Value Inclusive of Extensions
25/06/2021	Marlet Ltd 11156710	Furniture & Fittings	Stained Glass Handling Frames (Burrell)	01/07/2021	31/10/2021	GCC Contract, Under Procurement Threshold,	£147,020
28/06/2021	Lot 1 : Crosby Weighing T/a Crosby Weighing Machine Ltd, Lot 2: John White and Sons (Weighing Machines Ltd), Crosby Weighing T/a Crosby Weighing Machine Ltd, Lot 3: John White and Sons (Weighing Machines Ltd), Crosby Weighing T/a Crosby Weighing Machine Ltd	Testing Instruments	Fixed and Mobile Weighbridge Services (inclusive of testing, calibration, repairs, supply & installation of weighbridges & welding repairs, Hire of a Weighbridge Test Vehicle & Operator (for NS use only)	08/07/2021	08/06/2025	GCC Contract, Above Procurement Threshold, Open	£257,000
29/06/2021	Cadden Engineering Scotland SC468430	Utilities & Fuel	Fuel Management System and Fleet Fuel System Maintenance	02/07/2021	02/07/2025	GCC Contract, Under Procurement Threshold, Open	£185,500

Date Awarded	Successful Supplier(s)	Subject Matter (Commodity)	Title	Actual Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Award Value Inclusive of Extensions
01/08/2021	Lot 1: Clydeside Trading Society Ltd, Rigby Taylor. Lot 2 Rigby Taylor, Wm Hamilton & Sons Ltd. Lot 3, Rigby Taylor Ltd. Lot 4, Agrovista UK Ltd. Lot 5, Agrovista UK Ltd, Clydeside Trading Society Ltd. Lot 6, Fairways Sportsgrounds Limited, Greentech, (sportsturf Ltd). Lot 7A, Root One West Ltd. Lot 7B, Root One West Ltd. Lot 7C, Root One West Ltd. Lot 8, J A Jones and Sons (Churchtown Ltd). Lot 12, Clydeside Trading Society Ltd. Lot 15, J A Jones and Sons (Churchtown Ltd), RC Ferguson and Sons. Lot 17, Greentech (sportsturf ltd), Fairways Sportsgrounds Limited,	Livestock, Animals & Plants	Horticulture & Plants Framework	07/09/2021	07/09/2025	GCC Framework, Above Procurement Threshold, Open	£1,263,158
01/08/2021	Muirgroup Interiors Ltd, Gailarde Ltd	Linens & Fabrics	Linens & Fabrics	08/09/2021	07/09/2025	GCC Contract, Above Procurement Threshold, Open	£1,350,000
01/08/2021	Targeting Innovation Ltd	Professional Services	Digital Boost 1-2-1 Consultation	31/08/2021	31/08/2025	GCC Framework	£99,750
27/08/2021	BOC LTD, 00337663	Utilities & Fuel	Supply and Dispensing of Fuel Cell Purity Grade Green Hydrogen	07/09/2021	07/09/2028	GCC Contract, Above Procurement Threshold,	£4,250,772
30/08/2021	BOC Ltd (00337663)	Utilities & Fuel	Supply of a Mobile Hydrogen Refuelling Managed Service	14/09/2021	14/03/2023	GCC Contract, Above Procurement Threshold, Open	£484,332

Date Awarded	Successful Supplier(s)	Subject Matter (Commodity)	Title	Actual Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Award Value Inclusive of Extensions
01/10/2021	Edmunson Electrical Ltd (2667012)	Electrical	Burrell Luminaires	01/11/2021	30/11/2021	GCC Contract, Above Procurement Threshold, Open	£257,298
01/10/2021	Lot 1 and 3 : Enviro Technology Services Ltd (1726773). Lot 2 Andrews Air Conditioning & Refrigeration Ltd(1535598), Lot 3 Acoem UK Ltd (3975947)	Testing Instruments	Air Quality Monitoring Maintenance	05/10/2021	05/10/2025	GCC Framework, Above Procurement Threshold, Open	£220,000
01/11/2021	Market & Opinion Research International, trading as Ipsos Mori, (948470)	Marketing & Promotion	Provision of Glasgow Household Survey	19/11/2021	19/11/2025	GCC Contract, Above Procurement Threshold, Open	£266,470
01/12/2021	Farrans Construction T/A Division of Northstone (NI4078)	Construction & Trades	Govan - Partick Bridge	08/12/2021	08/11/2023	GCC Contract, Above Procurement Threshold, Restricted	£29,501,075
01/12/2021	Ironside Farrar Ltd (SC109330)	Construction Consultancy	Block S - Design consultancy (Glasgow Avenues plus design)	19/11/2021	19/05/2026	GCC Contract, Above Procurement Threshold, Restricted	£798,603
01/03/2022	Various	Aids	Community Equipment (Equip U) DPS	01/03/2022	01/03/2032	DPS, DPS Overall Award (creation of DPS),	£56,000,000
28/03/2022	Hillhouse Quarry Group Ltd (SC135103), Tarmac Trading Ltd (00453791), Patersons of Greenoakhill (SC054793), Tilicoutry Quarriers Ltd (SC016360), Wm Thomson & Son Dumbarton Ltd (SC025901)	Road Materials, Other Stone & Aggregates	Supply & Delivery of Coated & Uncoated Roadstone etc.	01/04/2022	01/04/2026	GCC Framework, Above Procurement Threshold, Open	£3,000,000
01/08/2021	Phoenix Futures	Social Work	Addiction Residential	01/08/2021	01/08/2022	Direct Award under Section 12	£85,440
28/06/2021	Aberlour Childcare Trust, Action for Children's Services Ltd, Includem, Barnardos, Quarriers, Children 1st, Right There	Social Work	Glasgow Family Support Service	28/06/2021	27/06/2024	GCC Framework, Above Procurement Threshold, Open	£15,600,000

Date Awarded	Successful Supplier(s)	Subject Matter (Commodity)	Title	Actual Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Award Value Inclusive of Extensions
04/10/2021	Carr Gomm	Social Work	Carr Gomm Delayed Discharge	04/10/2021	03/10/2022	Direct Award under Section 12	£150,000
26/11/2021	Glasgow Womens Aid	Social Work	Digital and Inclusion and IT Support	26/11/2021	31/03/2022	Direct Award under Section 12	£72,000
01/09/2021	Caledonia Healthcare Ltd	Social Work	Social Care Agency Staff	01/09/2021	31/03/2022	Direct Award under Section 12	£700,000
25/10/2021	Eastfields Brain Injury Rehabilitation Trust	Social Care	Individual Care	25/10/2021	25/10/2024	Direct Award under Section 12	£337,738
25/10/2021	Eastfields Brain Injury Rehabilitation Trust	Social Care	Individual Care	25/10/2021	25/10/2024	Direct Award under Section 12	£489,174
25/10/2021	Alderwood House	Social Care	Individual Care	25/10/2021	25/10/2024	Direct Award under Section 12	£224,030
25/10/2021	Eastfields Brain Injury Rehabilitation Trust	Social Care	Individual Care	25/10/2021	25/10/2024	Direct Award under Section 12	£489,174
21/02/2022	The Richmond Fellowship Scotland	Social Care	Individual Care	21/02/2021	21/02/2024	Direct Award under Section 12	£510,579
21/02/2022	The Richmond Fellowship Scotland	Social Care	Individual Care	21/02/2021	21/02/2024	Negotiated	£807,849
24/01/2022	The Disabilities Trust	Social Care	Individual Care	24/01/2022	24/01/2024	Direct Award under Section 12	£337,738
24/01/2022	The Disabilities Trust	Social Care	Individual Care	24/01/2022	24/01/2024	Direct Award under Section 12	£489,174
14/03/2022	The Disabilities Trust	Social Care	Individual Care	14/03/2022	14/03/2024	Direct Award under Section 12	£501,403
14/03/2022	The Disabilities Trust	Social Care	Individual Care	14/03/2022	14/03/2024	Direct Award under Section 12	£349,203
24/05/2021	Eastfields Brain Injury Rehabilitation Trust	Social Care	Individual Care	24/05/2021	24/05/2024	Direct Award under Section 12	£337,738
Total							**£143,676,519**

Awards of Existing Council Frameworks/ Contracts: 8 in total: £36,486,450

Date Awarded	Successful Supplier(s)	Subject Matter (Commodity)	Title	Actual Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Award Value Inclusive of Extensions
13/05/2021	First Travel Solutions Ltd (1966624)	Coach Hire	UEFA EURO 2021 - Bus Coach Hire	14/05/2021	30/06/2021	DPS, DPS ITT,	£105,952
26/05/2021	Orbis Conservation Limited 9119948	Furniture & Fittings	Burrell- Object Mounts Direct Award	04/06/2021	04/04/2022	Other Framework, Direct Award, DA Under Procurement Threshold	£127,384
02/06/2021	Orbis Conservation Limited 9119948	Furniture & Fittings	Burrell- Object Mounts Mini-Competition	04/06/2021	04/04/2022	GCC Framework, Mini-Comp,	£279,838
01/08/2021	Handicare Accessibility Ltd	Aids	Lot 1: Supply, Delivery, Installation, Removal, Storage, Recondition, Repair and Servicing of Stair lift and Access lifts.	06/08/2021	06/11/2025	GCC Framework, Direct Award,	£17,303,382
01/08/2021	Prism UK Medical T/A Prism Medical UK	Aids	Lot 3: Supply, Delivery, Installation, Removal, Storage, Recondition and Repair and Servicing of Track Hoist Systems	06/08/2021	06/11/2025	GCC Framework, Direct Award,	£1,246,705
01/08/2021	Prism UK Medical T/A Prism Medical UK	Aids	Lot 4: Thorough Examination for Track Hoist Systems	06/08/2021	06/11/2025	GCC Framework, Direct Award,	£226,635

Date Awarded	Successful Supplier(s)	Subject Matter (Commodity)	Title	Actual Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Award Value Inclusive of Extensions
01/08/2021	Stannah Lift Services Limited	Aids	Lot 2: Thorough Examination for Stair lifts and Access lifts	06/08/2021	06/11/2025	GCC Framework, Direct Award,	£2,562,367
01/04/2022	Riverside Truck Rental Ltd (3190863)	Vehicles	Preventative Planned Maintenance and Repair of Vehicles over 7.5 Tonnes	01/04/2022	01/04/2026	GCC DPS,DPS ITT,	£14,634,187
Grand Total							**£36,486,450**

Awards from non-Council Frameworks: 31 in total: £48,014,276

Date Awarded	Successful Supplier(s)	Subject Matter (Commodity)	Title	Actual Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Award Value Inclusive of Extensions
01/12/201	Bishop Sports and Lesiure Ltd, CPP Trading Group Ltd T/A Clyde Paper and Print, Collaborate and Innovate Ltd T/A Cosy Direct, ESPO, Findel Education Ltd T/A Hope Education Ltd, Foams 4 Sports, Grosvener House Papers Ltd, Hamelin Brands Ltd, Inc Dot Com Ltd, Inivos Ltd T/A Edulab, Kent County Council, Muddy Faces Ltd, Newitt & Co Ltd, Scientific and Chemical Supplies Ltd, Scientific Laboratory Supplies Ltd, Seawhite of Brighton Ltd, RM Educational Resources Ltd T/A Consortium, RM Educational Resources T/A TTS, W Enterprises (ABDN), WF Education Group Limited, Yorkshire Purchasing Organisation	Teaching Supplies (Core)	Supply & Delivery of Education Materials	16/10/2021	16/10/2025	SXL Framework, Direct Award, DA Above Procurement Threshold	£12,000,000
02/04/2021	Accurate Data Services Ltd	Financial	SPF Member Data Services	01/05/2021	30/09/2024	SPF Framework, Mini-Comp, Above Procurement Threshold	£153,750
30/04/2021	McLay's Ltd	Food & Water	Fresh Fruit and Vegetables	01/05/2021	31/07/2023	APUC Framework, Direct Award, DA Above Procurement Threshold	£3,375,000
04/05/2021	Paypoint Network Ltd, 02973115	Financial	Electronic Payment Services - Paypoint	08/05/2021	08/05/2025	PFH Framework, Direct Award, Under Procurement Threshold	£168,191

Date Awarded	Successful Supplier(s)	Subject Matter (Commodity)	Title	Actual Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Award Value Inclusive of Extensions
21/05/2021	Lion Safety Ltd SC498428	Clothing & PPE	Supply and Delivery of COP26 Volunteer Uniforms	24/05/2021	20/11/2021	SXL Framework, Mini-Comp, MC Under Procurement Threshold	£146,380
25/05/2021	Grant Thornton UK LLP	Construction Consultancy	Glasgow City Region Home Energy Retrofit Proposal.	25/05/2021	25/12/2021	Crown Commercial Framework, Mini-Comp, Under Procurement Threshold	£79,500
07/06/2021	ACL Hire Limited (SC185801)	Vehicles	Hire of Vehicles for Health and Social Care Partnership	08/06/2021	15/11/2021	SXL Framework, Direct Award, Above Procurement Threshold	£312,455
14/06/2021	Pinsent Masons	Legal Consultancy	Legal Services for SPF	01/07/2021	01/07/2028	LGPS Framework, Mini-Comp, Above Procurement Threshold	£875,000
28/06/2021	Matthew Algie & Company Limited SC028433	Food & Water	Hot Beverage Supplies	30/06/2021	21/08/2023	SXL Framework, Call-off,	£325,000
01/07/2021	Bestway Wholesale Limited (01207120)	Food & Water	Supply and Distribution of Dried Goods and Ambient Products (mini comp)	20/07/2021	20/07/2025	SXL Framework, Mini-Comp, MC Above Procurement Threshold	£3,484,184
01/07/2021	Brake Bros Ltd (02035315)	Food & Water	Supply and Distribution of Crisps, Confectionery, Soft Drinks & Water (mini comp)	20/07/2021	20/07/2025	SXL Framework, Mini-Comp, MC Above Procurement Threshold	£9,835,984

Date Awarded	Successful Supplier(s)	Subject Matter (Commodity)	Title	Actual Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Award Value Inclusive of Extensions
01/07/2021	Brakes Bros Ltd (Companies House Number 02035315)	Food & Water	Supply and Distribution of Dairy & Chilled Products (mini comp)	20/07/2021	20/07/2025	SXL Framework, Mini-Comp, MC Above Procurement Threshold	£2,783,984
01/07/2021	D McGhee and Sons Ltd	Food & Water	Bread, Rolls and Bakery Products	01/07/2021	30/06/2024	SXL Framework, Mini-Comp, MC Above Procurement Threshold	£1,725,000
01/07/2021	Hymans Robertson LLP	Financial	SPF Investment Consultancy Services (Projects and Opportunities)	01/07/2021	01/07/2028	SPF Framework, Mini-Comp, Under Procurement Threshold	£560,000
01/07/2021	Hymans Robertson LLP	Financial	SPF Investment Consultancy Services (Strategy and Structure)	01/07/2021	01/07/2028	LGPS Framework, Mini-Comp, Above Procurement Threshold	£840,000
01/07/2021	The Furnishing Service (SC157534), New Two (SC170883) , CF Services (SC228448)	Domestic Appliances	Domestic Furniture and Furnishings	23/07/2021	31/01/2025	SXL Framework, Direct Award, Above Procurement Threshold	£455,000
23/07/2021	McLays Ltd SC265647, Lot 1 Fresh Meat. Brake Bros Ltd, Lot 2 Cooked Meats 02035315	Food & Water	SXL Framework Fresh Meats, Cooked Meats & Fish – Call off Lot 1 – Fresh Meat & Lot 2 Cooked Meats,	23/07/2021	30/09/2021	SXL Framework, Call-off	£874,999
01/08/2021	Whistl UK Ltd (Companies House Number : 04417047)	Post, Courier & Distribution	Postal Goods and Services	16/09/2021	17/09/2022	Crown Commercial Framework, Direct Award, Above Procurement Threshold	£1,144,809

Date Awarded	Successful Supplier(s)	Subject Matter (Commodity)	Title	Actual Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Award Value Inclusive of Extensions
02/08/2021	Waterlogic GB Ltd	Food & Water	Water Coolers & Repair & Maintenance : Plumbed In	02/08/2021	02/08/2022	SXL Framework, Call-off,	£130,000
02/09/2021	Arcadis Consulting UK Ltd SC02212959	Construction Consultancy	Liveable Neighbourhoods Plan	06/09/2021	31/03/2022	Scotland Excel Mini Comp	£429,840
03/09/2021	Forth Skip Repair and Refurbishers (SC579280)	Refuse & Waste	Purchase of Skips - COP26	15/09/2021	06/10/2021	SXL Framework, Direct Award, Under Procurement Threshold	£70,625
10/09/2021	Muckle Media Ltd (SC416685)	Marketing & Promotion	COP26 Projections	20/09/2021	13/01/2022	Scottish Government Framework, Mini-Comp, Under Procurement Threshold	£160,000
01/10/2021	ACL Hire Ltd	Vehicles	Hire of Vehicles for Health and Social Care Partnership	16/11/2021	31/01/2022	SXL Framework, Direct Award, Above Procurement Threshold	£149,435
01/10/2021	Capita Business Services Ltd	Professional Services	Provision of Resource for Revenue and Benefits	01/10/2021	01/01/2022	Crown Commercial Framework, Direct Award, Under Procurement Threshold	£163,875
05/11/2021	Gartner UK Ltd (02266016)	IT	ICT Sourcing Strategy	05/11/2021	05/05/2022	Crown Commercial Framework, Direct Award, Under Procurement Threshold	£99,706
01/12/2021	G4S Cash Solutions (UK) Ltd (00354883)	Security & Safety	Cash Collection Services 2021	01/12/2021	01/12/2024	SXL Framework, Mini-Comp, Under Procurement Threshold	£1,382,730

Date Awarded	Successful Supplier(s)	Subject Matter (Commodity)	Title	Actual Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Award Value Inclusive of Extensions
01/12/2021	Openview Security Solutions Ltd (3376202)	Security & Safety	Supply and Delivery of Closed-Circuit Television (CCTV) & Related Equipment (Mini-competition from ESPO)	14/12/2021	14/12/2022	ESPO Framework, Mini-Comp, Under Procurement Threshold	£53,111
01/12/2021	Softcat PLC (02174990)	IT	Microsoft Licence Re-Seller	06/12/2021	30/06/2023	Scottish Government/ NHS Framework, Mini-Comp, Above Procurement Threshold	£4,130,370
31/03/2022	Jacobs UK Ltd (02594504)	Other Commodity	Glasgow Bus Partnership - Business Case	04/04/2022	06/01/2023	SXL Framework, Mini-Comp, Under Procurement Threshold	£649,640
31/03/2022	Worldpay Ltd (03424752), Worldpay AP Ltd (05593466), Worldpay UK Ltd (07316500), Fidelity Information Services (Not UK company based in the US).	Financial	Payment Acceptance Services (formerly Merchant Acquirer and Payment Gateway Services)	03/04/2022	03/04/2026	Crown Commercial Framework, Direct Award, Above Procurement Threshold	£1,335,708
18/05/2021	SACRO	Social Work Criminal Justice	Peer Mentoring Service	14/06/2021	14/06/2022	Criminal Justice Framework Mini Competition	£120,000
TOTAL							**£48,014,276**

APPENDIX 2 – REQUIREMENTS OF THE ACT

Procurement Reform (Scotland) Act 2014 asp 12 Part 2 General duties Section 8

8 General Duties

(1) A contracting authority must, in carrying out a regulated procurement -

(a) treat relevant economic operators equally and without discrimination,

(b) act in a transparent and proportionate manner.

(2) A contracting authority must also comply with the sustainable procurement duty.

(3) However, a contracting authority must not do anything in pursuance of subsection (2) that would conflict with its duty under subsection (1).

(4) A relevant economic operator is an economic operator who is a national of, or is established in -

(a) A member State, or

(b) Iceland, Liechtenstein or Norway.

(5) Subsection (1) does not apply in relation to an EU-regulated procurement.

9 Sustainable Procurement Duty

(1) For the purposes of this Act, the sustainable procurement duty is the duty of a contracting authority -

(a) before carrying out a regulated procurement, to consider how in conducting the procurement process it can -

(i) improve the economic, social, and wellbeing of the authority's area,

(ii) facilitate the involvement of small and medium enterprises, third sector bodies and supported businesses in the process, and (iii) promote innovation, and

(b) in carrying out the procurement, to act with a view to securing such improvements identified as a result of paragraph (a)(i).

(2) The contracting authority must consider under subsection (1) only matters that are relevant to what is proposed to be procured and, in doing so, consider the extent to which it is proportionate in all the circumstances to take those matters into account.

(3) In this section -

- "*small and medium enterprises*" means businesses with not more than 250 employees,
- "*third sector bodies*" means organisations (other than bodies established under an enactment) that exist wholly or mainly to provide benefits for society or the environment.

(4) In this section, references to the wellbeing of the authority's area include reducing inequality in the area.

Procurement Reform (Scotland) Act 2014 asp 12 Part 2 Procurement strategy and annual report Section 15

15 Procurement Strategy

(1) A contracting authority which expects to have significant procurement expenditure in the next financial year must, before the start of that year -

(a) prepare a procurement strategy setting out how the authority intends to carry out regulated procurements, or

(b) review its procurement strategy for the current financial year and make such revisions to it as the authority considers appropriate.

(2) Subsection (3) applies where a contracting authority -

(a) has not, in relation to a financial year, prepared or reviewed a strategy under subsection (1), and

(b) becomes aware of the likelihood of having significant procurement expenditure during that year.

(3) The contracting authority must, as soon as practicable after it becomes aware of the likelihood of having significant procurement expenditure -

(a) prepare a procurement strategy setting out how the authority intends to carry out regulated procurements, or

(b) review its most recent procurement strategy and make such revisions to it as the authority considers appropriate.

(4) An authority has significant procurement expenditure in a year if the sum of the estimated values of the contracts to which its regulated procurements in that year relate is equal to or greater than £5,000,000.

(5) The procurement strategy must, in particular -

(a) set out how the authority intends to ensure that its regulated procurements will

(i) contribute to the carrying out of its functions and the achievement of its purposes

(ii) deliver value for money, and

(iii) be carried out in compliance with its duties under section 8,

(b) include a statement of the authority's general policy on—

(i) the use of community benefit requirements,

(ii) consulting and engaging with those affected by its procurements,

(iii) the payment of a living wage to persons involved in producing, providing or constructing the subject matter of regulatedprocurements,

(iv) 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

(v) 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 -

(i) improve the health, wellbeing and education of communities in the authority's area, and

(ii) 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 -

(i) payments due by the authority to a contractor,

(ii) payments due by a contractor to a sub-contractor,

(iii) payments due by a sub-contractor to a sub-contractor,

(e) address such other matters as the Scottish Ministers may by order specify.

(6) The Scottish Ministers may by order modify subsection (4) so as to substitute for the figure specified there for the time being such other figure as they consider appropriate.

(7) In subsection (5)(b)(iii), a "living wage" means remuneration which is sufficient to ensure an acceptable standard of living.

APPENDIX 3 – COMMUNITY BENEFIT OUTCOMES

Outcomes Secured

Description	Q1 FY 21/22	Q2 FY 21/22	Q3 FY 21/22	Q4 FY 21/22	YTD FY 21/22
CHN01 - Supply Chain Briefings	11	18	3	3	35
CHN02 - Business Mentoring	4	10	2	2	18
COM01 - Community Engagement - Financial Support (minimum £1k)	0	51	24	2	77
COM02 - Community Engagement - Non Financial Support (minimum 5 hours)	33	49	8	5	95
EMP01 - New Employee - Full Time Job (from Priority Group)	1	8	7	0	16
EMP02 - New Employee Full Time Job (non Priority Group)	4	12	9	2	27
EMP03 - New Employee - Part Time Job (from Priority Group)	2	3	0	0	5
EMP03 - New Employee Part Time Job (from Priority Group)	1	0	0	0	1
EMP04 - Apprentice New Start - Full Time (from Priority Group)	3	9	6	2	20
EMP05 - Apprentice New Start - Part Time (from Priority Group)	0	2	0	0	2
EMP06 - New Entrant Graduate - Full Time (from Priority Group)	0	3	1	0	4
EMP07 - New Entrant Graduate - Part Time (from Priority Group)	0	2	0	0	2
EMP08 - Apprentice Transferred - Full Time	2	12	1	0	15
EMP09 - Apprentice Transferred - Part Time	0	1	0	0	1
SKL01 - MCR Pathways 1-2-1 Mentoring Programme (or equivalent Programme)	3	2	1	1	7
SKL02 - School Mentoring or Enterprise Programme	0	31	1	2	34
SKL03 - Work Experience Placement - Foundation Apprenticeship	2	1	0	2	5
SKL04 - Taster Sessions (Council or Delivery Partner Programme)	15	9	7	0	31
SKL05 - Work Experience Placement - School	5	25	12	3	45
SKL06 - Work Experience Placement - Non School	2	14	7	0	23
SKL07 - Careers Event	26	12	9	3	50
SKL08 - Workplace Visit	34	23	5	0	62
SKL09 - Volunteering Opportunity - City Deal Priority Group	0	0	4	0	4
Outcomes Secured Total	148	297	107	27	579

Outcomes secured for delivery will be delivered and monitored throughout the duration of each contract.

APPENDIX 4 – FUTURE REGULATED PROCUREMENTS

Please note that the future regulated procurement work plan could be subject to change, including the contract start dates.

Commodity Group	Title	Estimated Contract Start Date	Procurement Route	Estimated IPA Total
Advertising	Media Planning and Buying	31/01/2023	Scottish Procurement Framework,Mini Comp,MC Above OJEU	£13,600,000
Aids	Repair & Maintenance of Community Equipment (EquipU)	01/01/2023	GCC DPS,DPS ITT,	£4,618,692
Aids	Supply of Bariatric Equipment	31/01/2023	GCC DPS,DPS ITT,	£239,094
Aids	Supply of Bathing and Showering Equipment	31/01/2023	GCC DPS,DPS ITT,	£2,019,201
Aids	Supply of Beds and Bed Accessories	01/12/2022	GCC DPS,DPS ITT,	£868,000
Aids	Supply of Daily Living Aids	31/03/2023	GCC DPS,DPS ITT,	£1,351,809
Aids	Supply of Evacuation Chairs	01/03/2023	GCC DPS,DPS ITT,	£90,000
Aids	Supply of Hoists and Slings	01/12/2022	GCC DPS,DPS ITT,	£632,145
Aids	Supply of Mattresses and Pressure Care Equipment	31/01/2023	GCC DPS,DPS ITT,	£2,088,918
Aids	Supply of Moving and Handling Equipment	01/12/2022	GCC DPS,DPS ITT,	£573,726
Aids	Supply of Paediatric Equipment	31/01/2023	GCC DPS,DPS ITT,	£477,822
Aids	Supply of Seating and Accessories	31/01/2023	GCC DPS,DPS ITT,	£2,189,298
Aids	Supply of Sensory Equipment	01/03/2023	GCC DPS,DPS ITT,	£373,155
Aids	Supply of Walking Aids	31/03/2023	GCC DPS,DPS ITT,	£487,566
Aids	Supply of Wheelchairs	31/01/2023	GCC DPS,DPS ITT,	£90,000
Catering	Disposable Products Catering disposables	14/11/2022	SXL Framework,Mini Comp,MC Above Procurement Threshold	£630,000

Commodity Group	Title	Estimated ContractStart Date	Procurement Route	Estimated IPA Total
Catering	Hire of Commercial Catering Equipment	01/12/2022	GCC Framework,Above Procurement Threshold,Open	£136,800
Catering	Light Commercial Catering Equipment	16/09/2022	SXLFramework,Direct Award,DA Under Procurement Threshold	£80,000
Cleaning & Janitorial	Supply and Delivery of Janitorial Cleaning Products, Chemicals and Paper Products	25/11/2022	SXL Framework,Mini - Comp,MC Above Procurement Threshold	£3,000,000
Cleaning & Janitorial	Washroom Services	01/03/2023	SXLFramework,Direct Award,DA Above Procurement Threshold	£1,050,000
Cleaning & Janitorial	Washroom Solutions - Direct Award (placeholder)	01/10/2022	ScottishProcurement Framework,Direct Award,DA Above Procurement Threshold	£400,000
Clothing & PPE	Clothing & PPE - Safety, Workwear, Weatherwear andFootwear	01/09/2023	SXL Framework,Mini - Comp,MC Above Procurement Threshold	£3,260,000
Clothing & PPE	Clothing and PPE - Catering and Food Industry	01/09/2023	SXL Framework,Mini - Comp,MC Under Procurement Threshold	£310,800
Coach Hire	School Coach Hire	04/01/2023	GCC Framework,Above Procurement Threshold,Open	£2,520,000
Coach Hire	School Transport Agreement	01/04/2023	Teckal,,	£6,000,000

Commodity Group	Title	Estimated Contract Start Date	Procurement Route	Estimated IPA Total
Construction & Trades	Amenity Greenspace	19/09/2022	GCC Framework,Mini - Comp,	£400,000
Construction & Trades	Byres Road Phase 1 Public Realm Construction	09/01/2023	City Deal,Mini -Comp,	£4,500,000
Construction & Trades	Clyde Place/Kingston Street/Nelson Street Rail underpass lighting	03/10/2022	GCC Framework,Under Procurement Threshold,Restricted	£440,000
Construction & Trades	Construction & Trades Framework	22/08/2023	GCC Framework,Above Procurement Threshold,Restricted	£60,000,000
Construction & Trades	Custom House / Carlton Place/Tradeston Quay Wall Development	01/03/2023	TBC	£20,000,000
Construction & Trades	GeorgeSquare, Dundas Street & Dundas Lane Public Realm Construction	28/02/2024	City Deal,Mini -Comp,	£6,600,000
Construction & Trades	Hillington / Cardonald SWMP Phase 2 - Queensland Gardens SWMP Works	30/11/2022	GCC Framework,Mini - Comp,	£2,000,000
Construction & Trades	Hire of a Hot Applied Emulsion Sprayer	12/12/2022	GCC Contract,Above Procurement Threshold,Open	£1,200,000
Construction & Trades	Holland Street and Pitt Street Public Realm Construction	09/01/2023	City Deal,Mini -Comp,	£4,500,000
Construction & Trades	M8 Junction 19 Area Improvements	01/03/2023	City Deal,Mini -Comp,	£3,100,000
Construction & Trades	North Hanover Street and Kyle Street Public Realm Construction	31/08/2023	City Deal,Mini -Comp,	£5,800,000
Construction & Trades	Quay Wall Development (Windmillcroft) - Construction	30/06/2023	TBC	£17,500,000

Commodity Group	Title	Estimated Contract Start Date	Procurement Route	Estimated IPA Total
Construction Consultancy	Church Street Building Survey	29/09/2022	Other Framework,Call -off,	£50,000
Construction Consultancy	Glasgow & Strathclyde BPF strategy bus network plan	22/09/2022	SXL Framework,Mini - Comp,MC Above Procurement Threshold	£230,000
Construction Consultancy	Hogganfield Landscape Designs.	30/09/2022	Other Framework,Mini - Comp,MC Above Procurement Threshold	£50,000
Construction Consultancy	Liveable Neighbourhoods Plan - Tranche 2	18/09/2022	SXL Framework,Mini - Comp,MC Above Procurement Threshold	£600,000
Construction Consultancy	Study into Free Public Transport Pilot & Electric Shuttle Bus	03/10/2022	SXL Framework,Mini - Comp,MC Under Procurement Threshold	£100,000
Construction Consultancy	Tidal Weir Design and Consultancy support	24/10/2022	SXL Framework,Mini - Comp,MC Under Procurement Threshold	£100,000
Construction Consultancy	Vision and Plan for the Golden Z	28/11/2022	SXL Framework,Mini - Comp,MC Above Procurement Threshold	£150,000
Events	Events Framework/DPS	30/09/2022	GCC Framework,Above Procurement Threshold,Open	£4,200,000
Financial	Bill Payment Services	01/04/2023	Other Framework,Direct Award,DA Above Procurement Threshold	£215,600

Commodity Group	Title	Estimated ContractStart Date	Procurement Route	Estimated IPA Total
Financial	Buchanan Financial Adviser	31/10/2022	Other Framework,Mini - Comp,MC Under Procurement Threshold	£100,000
Financial	Insurance Broker	01/02/2023	GCC Contract,Above Procurement Threshold,Open	£235,500
Financial	SPF Property Valuer Consultancy	08/05/2023	GCCContract,Under Procurement Threshold,Open	TBC
Food & Water	SXL Framework Fresh Meats, Cooked Meats & Fish – Lot 1 – Fresh Meat & Lot 2 Cooked Meats,	01/04/2023	SXL Framework,Call -off,	£875,000
Food & Water	Fresh Fruit and Vegetables	01/05/2023	Other Framework,Direct Award,DA Above Procurement Threshold	£1,982,070
Food & Water	Frozen Foods	01/10/2022	ScottishProcurement Framework,Call -off,	£4,500,000
IT	ICT Sourcing Strategy	14/10/2022	Other Framework,Mini - Comp,MC Above Procurement Threshold	£300,000
IT	The Provision of Corporate Mobile Phone Services	09/10/2022	TBC	TBC
Legal Consultancy	Legal Services for SPF Property Portfolio	01/10/2023	Other Framework,Direct Award,DA Above Procurement Threshold	£3,200,000
Linens & Fabrics	Rental of Table Cloths/Linen	07/12/2022	GCC Framework,Above Procurement Threshold,Open	£180,000

Commodity Group	Title	Estimated Contract Start Date	Procurement Route	Estimated IPA Total
Livestock,Animals & Plants	Bedding Plants and Hanging Baskets	01/10/2022	GCCContract,Above Procurement Threshold,Open	£200,000
Other Commodity	Cremator Maintenance - Linn & Daldowie Crematoriums	03/11/2022	GCC Contract,Above Procurement Threshold,Open	£1,360,000
Other Commodity	Dressing The City	16/10/2023	GCC Framework,Under Procurement Threshold,Open	£900,000
Other Commodity	Manufacture, Supply and Delivery of Banners	05/11/2023	ScottishProcurement Framework,Direct Award,DA Under Procurement Threshold	£119,000
Other Commodity	Provision of Language Translation Services and British Sign Language Services	31/01/2023	GCC Contract,Above Procurement Threshold,Open	£3,900,000
Parking	Manufacturer and Supply of Parking Tickets, Printer Rolls, Parking Permits and Vouchers	03/06/2023	GCC Framework,Above Procurement Threshold,Open	£320,000
Pest Control	Pest Control (Products, Services including Birds of Prey)	30/11/2022	To be allocated	£311,000
Photographic & Audio Visual Equipment	Supply, Delivery and Installation of Audio Visual Equipment - (Previous SXL F/A Ref: 06/18)	20/11/2022	SXL Framework,Direct Award,DA Above Procurement Threshold	£1,050,000
Plant Equipment	Supply & Delivery of Small Plant Equipment Spares, Maintenance and Repair Services	02/01/2023	GCC Framework,Above Procurement Threshold,Open	£900,000

Commodity Group	Title	Estimated ContractStart Date	Procurement Route	Estimated IPA Total
Plant Equipment	Supply and Delivery of Light and Heavy Plant	01/03/2023	SXL Framework,Call -off,	£3,000,000
Plant Equipment	Supply and delivery of Three Tractor Towed Triple DeckMowers	26/09/2022	SXL Framework,Mini - Comp,MC Under Procurement Threshold	£96,545
Playground Equipment& Surfaces	Design, Supply and Install of Play Equipment from SXL Outdoor Play Equipment FW Lots 1 -11)	12/09/2022	ScottishProcurement Framework,Call -off,	£1,800,000
Playground Equipment& Surfaces	Supply and Delivery of Safety Surfaces	14/01/2023	GCC Framework,Above Procurement Threshold,Open	£95,907
Post, Courier & Distribution	Postal Goods, Services and Solutions - Hybrid/Digital	16/09/2022	Other Framework,Direct Award,DA Above Procurement Threshold	£3,600,000
Post, Courier & Distribution	Postal Services - Physical Mail	16/09/2022	Other Framework,Direct Award,DA Above Procurement Threshold	£230,000
Professional Services	Business Growth Development Framework (DRS Business Voucher Programme)	01/06/2023	GCC Framework,Above Procurement Threshold,Open	£1,900,000
Professional Services	Consultancy Support for SCOTS Roads Asset Management Project - Phase 4	09/09/2022	GCC Contract,Above Procurement Threshold,Open	£750,000
Professional Services	Employability - Management of Paid Work Placements	01/12/2022	SXL DPS,DPS ITT,	£1,050,000
Professional Services	Employability - Training for Work	01/12/2022	SXL DPS,DPS ITT,	£3,032,460

Commodity Group	Title	Estimated ContractStart Date	Procurement Route	Estimated IPA Total
Professional Services	Employability - Unemployed Disabled Parents Services	01/12/2022	SXL DPS,DPS ITT,	£500,000
Professional Services	Occupational Health and EAP	15/04/2023	Other Framework,Mini - Comp,MC Above Procurement Threshold	£725,000
Professional Services	Provision of Funeral Service Arrangements for Public Health Funerals	01/05/2023	GCC Contract,Above Procurement Threshold,Restricted	£116,000
Professional Services	Provision of Research Services	01/09/2022	ScottishProcurement Framework,Call -off,	£1,600,000
Professional Services	Retail Capacity Study	31/10/2022	SXL Framework,Mini - Comp,MC Under Procurement Threshold	£60,000
Recruitment & HR	Admin, Catering and Manual Staff Services	13/04/2023	ScottishProcurement Framework,Call -off,	TBC
Recruitment & HR	Interim Professional Staff Services	13/04/2023	ScottishProcurement Framework,Call -off,	TBC
Refuse & Waste	Bulk Waste Treatment	01/04/2023	SXL DPS,DPS ITT,	£15,000,000
Refuse & Waste	Disposal of Gully Waste	11/11/2023	SXL DPS,DPS ITT,	£135,000
Refuse & Waste	Metal Free Standing Bin House	16/02/2023	SXL Framework,Mini - Comp,MC Above Procurement Threshold	£300,000
Refuse & Waste	Organic Waste - Garden	01/07/2023	SXL Framework,Mini - Comp,MC Above Procurement Threshold	£347,000

Commodity Group	Title	Estimated ContractStart Date	Procurement Route	Estimated IPA Total
Refuse & Waste	Organic Waste - Food	01/07/2023	SXL Framework,Mini - Comp,MC Above Procurement Threshold	£228,000
Refuse & Waste	Purchase of Bins - 2 Wheeled Containers (Lot 1)	15/11/2022	SXL Framework,Mini - Comp,MC Above Procurement Threshold	£1,648,724
Refuse & Waste	Purchase of Bins - 4 Wheeled Containers (Lot 2)	15/11/2022	SXL Framework,Mini - Comp,MC Above Procurement Threshold	£1,238,319
Refuse & Waste	Refurbishment of Bins (Lot 8)	06/11/2022	Other Framework,Mini - Comp,MC Under Procurement Threshold	£241,164
Refuse & Waste	Tankering of Landfill Leachate at Cathkin and Summerston	23/09/2022	SXL DPS,DPS ITT,	£1,554,000
Refuse & Waste	The Collection and Processing of Dry Mixed Recyclables	31/10/2022	SXL DPS,DPS ITT,	£2,620,132
Road Materials, Other Stone & Aggregates	Salt for Winter Maintenance	01/11/2022	SXL Framework,Call -off,	£2,100,000
Road Materials, Other Stone & Aggregates	Supply & Delivery of Roads Maintenance Materials	01/04/2023	SXL Framework,Call -off,	£600,000
Scientific & Technical	The Supply & Delivery of Laboratory Equipment, Supplies & Consumables	31/03/2023	GCC Contract,Above Procurement Threshold,Open	£330,000
Security & Safety	DPS - Alarms/CCTV - Maintenance & Repair - Area 1	12/12/2022	TBC	TBC
Security & Safety	DPS - Alarms/CCTV - Maintenance & Repair - Area 2	12/12/2022	TBC	TBC

Commodity Group	Title	Estimated ContractStart Date	Procurement Route	Estimated IPA Total
Security & Safety	DPS - Alarms/CCTV - Maintenance & Repair - Area 3	12/12/2022	TBC	TBC
Security & Safety	DPS - CCTV- Goods only	12/12/2022	TBC	TBC
Security & Safety	DPS - Provision of Alarm Maintenance, Repair and Installation Services & CCTV Goods	12/12/2022	DPS,DPS Overall Award (creation of DP),	£17,500,000
Signs	Supply & Delivery of Road Signage Materials (SXL) Call Off from the following Lots: Lot 1 - Permanent Road Signage & Associated Products Lot 2 - Temporary Road Signage & Associated Products Lot 3 - Road Sign Posts & Associated Products	01/12/2022	SXL Framework,Call -off,	TBC
Social Work	Active Implementation for Childrens Services	Autumn 2022	TBC	£400,000
Social Work	Addiction on Move Services	01/12/2022	Open Framework	£2,400,000
Social Work	Abstinence Based Recovery Service	Autumn 2022	Open Framework	TBC
Social Work	Criminal Justice Framework	Autumn 2022	Open Framework	£2,600,000
Social Work	Therapeutic Services	01/12/2022	TBC	£900,000
Social Work	Childrens Advocacy	01/12/2022	TBC	£100,000
Social Work	Unnaccompanied Asylum Seeking Children	01/01/2023	TBC	£900,000
Social Work	Services for Children with a disability	01/01/2023	TBC	TBC
Social Work	Enhanced Community Living Service	01/01/2023	TBC	TBC
Social Work	Social Care Agency Staff	01/01/2023	TBC	£900,000
Social Work	Mental Health Flexible Framework for accomodation based services	01/01/2023	TBC	TBC
Social Work	Specialist Womens Services	TBC	TBC	TBC

Commodity Group	Title	Estimated ContractStart Date	Procurement Route	Estimated IPA Total
Sports & Recreation	Secure City Cycle Storage Scheme	27/01/2023	GCCContract,Under Procurement Threshold,	£185,000
Stationery & Computer Consumables	National Contract - Office stationery and Computer Consumables	01/10/2022	ScottishProcurement Framework,Direct Award,DA Above Procurement Threshold	£3,000,000
Travel	Travel Management Service Retender	28/02/2023	Other Framework,Mini - Comp,MC Above Procurement Threshold	£400,000
Utilities & Fuel	Supply of Liquid Fuels - Heating, Marine and Automotive fuels	28/04/2023	Other Framework,Direct Award,DA Above Procurement Threshold	TBC
Utilities & Fuel	Utility Management Software	11/11/2022	GCCContract,Above Procurement Threshold,Open	£350,000
Vehicles	Maintenance and Repair of Taxi & Garage Workshop Equipment • Lot 1 – Compressors • Lot 2 – Workshop Ramps • Lot 3 – MOT Test Equipment • Lot 4 – Workshop Lifting Equipment • Lot 5 – General Workshop Equipment	09/01/2023	GCC Framework,Under Procurement Threshold,Open	£120,000
Vehicles	Maintenance of Lifting Equipment for Plant & Vehicles Potentially 6 lots - Retender	16/12/2022	GCC Contract,Above Procurement Threshold,Open	£300,000

Commodity Group	Title	Estimated ContractStart Date	Procurement Route	Estimated IPA Total
Vehicles	Provision of Pay As You Go Car Scheme RETENDER	02/04/2023	GCC Contract,Above Procurement Threshold,Open	£125,000
Vehicles	RCV Contract Hire	01/07/2023	SXL Framework,Mini - Comp,MC Above Procurement Threshold	£1,728,318
Vehicles	SXL Electric Vehicle Charging Infrastructure - Lot 1 - Supply, Installation and Maintenance of EV Charging Infrastructure (including removal)	15/09/2022	SXL Framework,Call -off,	£1,000,000
Vehicles	The Hire of Cars and Vans, including Accidental Repairs for HSPC	01/04/2023	SXLFramework,Direct Award,DA Above Procurement Threshold	£312,455

Commodity Group	Title	Estimated Contract Start Date	Procurement Route	Estimated IPA Total
Vehicles	The Vehicle Maintenance and Repair Lot details: 1. Overhaul & repair of the fleet Engine faults 2. Tachograph Calibrations and Repair, 3. Transmission maintenance including gearbox prop shaft and hydraulic repairs 4. Diagnostic analysis of vehicle systems and replacement and reprogramming of keys and ignition barrels 5. Class 4,5 and 7 Vehicle MOT' s 6. Accident Damage and Operational Repairs for Council Vehicles - Cars/Car Derived Vans 7.Accident Damage and Operational Repairs for Council Vehicles - Light Goods Vehicles (LGVs) including buses 8.Accident Damage and Operational Repairs for Council Vehicles - - Heavy Goods Vehicles (HGVs) 9.Vehicle Servicing, Repairs, and Ministry of Transport (MOT's) for heavey goods vehicles 3.5tonne and above	17/11/2022	GCC Framework,Above Procurement Threshold,Open	£1,321,000
Vehicles	Vehicle and Plant Recovery Services(retender)	04/12/2022	GCC Framework,Above Procurement Threshold,Open	£1,800,000
Vehicles	Vehicle Replacement Glass M/C	29/10/2022	SXL Framework,Mini - Comp,MC Under Procurement Threshold	£120,000
Grand Total				

APPENDIX 5 – PROCUREMENT STRATEGY ACTION PLAN

Objectives, Aim and Outcomes	Performance Indicator	Action Ref	Actions	Target Date	Rag Status/ Mitigating Action	Owner
1. Legal Compliance and Governance						
AIM > To ensure all procurement staff and council officers involved in the procurement process are fully aware of all aspects and impacts of the procurement rules and any other relevant regulations. > To adapt to any changes to procurement rules following Brexit. OUTCOME > Mitigation of the opportunities for procurement challenge. > Procurement activity will comply with all relevant statutory and regulatory requirements. > Procurement staff are confident in their understanding of procurement regulations and other relevant regulations.	No successful legal challenges	1.01	Mandatory training for council officers involved in the procurement process (project leads, specification writers) including highlighting the social benefits that procurement must consider (e.g., Equality and Fair Work Practices).	Apr-19	Complete	Service Areas
		1.02	Ongoing training for procurement staff on changes to legislation and regulations.	Mar-19	Complete	Legal, Development Team, SW
		1.03	Adapt our internal procedures, processes, and documentation, where required, to reflect the requirements of the General Data Protection Regulation and new Data Protection Act.	Jun-18	Complete	Legal, CPU, SW
		1.04	Review procurement processes before Brexit and ensure appropriate procedures are in place for a smooth transition.	Apr-21 (original date Apr-20)	Complete	Legal, CPU, SW
		1.05	Adapt our internal procedures, processes, and documentation, where required, to reflect any new requirements of Brexit.	Apr-21 (original date Apr-20)	Complete	Legal, CPU, SW

Objectives, Aim and Outcomes	Performance Indicator	Action Ref	Actions	Target Date	Rag Status/ Mitigating Action	Owner
2. Savings and Positive Outcomes						
AIM > To support the council in achieving budget savings targets. OUTCOME > Assisting the council to meet budget savings targets. > Positive outcomes (for example changes in buying behaviour, identifying alternative solutions, improved ordering and invoicing solutions). > To work closer with our clients to understand their needs identify opportunities to reduce expenditure, control demand and improve process efficiencies. > Work more collaboratively with other public sector organisations.	Savings for budget holders Reduced expenditure Reduction in Manual invoice volume	2.01	Continue to target savings from all aspects of the strategic procurement process (tender, contract management, P2P).	Apr-22	Open	Service Areas
		2.02	Further embed and improve demand management within the contract management process.	Apr-20	Complete	Legal, Development Team, SW
		2.03	Continue to prioritise more procurement time for the development of sourcing strategies to ensure that demand is fully understood (including future requirements) and that market analysis and supplier engagement is undertaken to establish the capabilities of the supply chain.	Apr-22	Open	Legal, CPU, SW
		2.04	Ensure that suppliers provide regular management information on our usage of their contracts and incorporate this information into the contract management process.	May-19	Complete	Legal, CPU, SW
		2.05	Continue to look for opportunities to collaborate in procurement with our public sector partners and benchmark to ensure that collaborations provide best value.	Apr-20	Complete	Legal, CPU, SW

Objectives, Aim and Outcomes	Performance Indicator	Action Ref	Actions	Target Date	Rag Status/ Mitigating Action	Owner
3. Leaner, More Efficient and Effective Procurement Function						
AIM > To make best use of our procurement resources. > To have a more efficient and effective procurement processes. > To make the procurement process more consistent for all internal and external stakeholders. OUTCOME > More time to focus on the strategic element of the procurement process (developing sourcing strategy, benchmarking and market analysis). > Identified ICT improvements. > Procurement process and documentation is easier for suppliers to follow. > A cohesive approach to procurement across the council family.	Increase percentage of strategic procurement activity	3.01	Review our procurement processes utilising the lean methodology (using external benchmarking and internal stakeholder engagement where possible) to improve efficiency, remove duplication and make best use of the available tools.	Apr-22	Open	Development Team, SW
		3.02	Identify procurement Information and Communication Technology (ICT) development requirements and work with the new ICT provider to identify opportunities to implement them.	Apr-20	Complete	Development Team, SW
		3.03	Streamline and standardise Corporate Procurement Unit and other council family procurement team processes and documentation where appropriate.	Apr-22	Open	Development Team, Legal, CPU Strategic Teams and other council family procurement teams

Objectives, Aim and Outcomes	Performance Indicator	Action Ref	Actions	Target Date	Rag Status/ Mitigating Action	Owner
4. Deliver Sustainable Procurement Across the Council						
AIM > To increase the knowledge and understanding of the benefits of sustainable procurement of all council staff who participate in the procurement process and make better use of the expertise within the council to ensure wider sustainable outcomes are achieved. > To be compliant with the Procurement Reform (Scotland) Act 2014 and general and other duties contained therein, including the Sustainable Procurement Duty. OUTCOME > Increased opportunities for local SME's, Social Enterprises, Co-operatives, Supported Businesses and Third Sector organisations. > To secure wider social, economic and environmental benefits for the local area and ensure those benefits are realised. > Compliance with the Sustainable Procurement Duty. > Secured and realised sustainable benefits. > Staff involved in the procurement process understand and positively contribute to achieving sustainable outcomes. > The council is reassured that suppliers adhere to the principles of a Fair Work Practice organisation.	Improvement in performance level of sustainable procurement as identified via the FFSAT	4.01	Training and awareness sessions for internal clients on sustainable procurement with an emphasis on the application of circular economy, whole life costing, life cycle impact mapping and the early involvement of SME's, Social Enterprises, Co-operatives, Supported Businesses and Third Sector organisations.	Jun-21 (original date Oct-19)	Complete	LES, Development Team
		4.02	Further optimise the community benefits process by working more closely with relevant internal stakeholders (community planning, employability team) and placing a greater emphasis on ensuring outcomes are delivered and benefits for Glasgow citizens are realised.	Jun-19	Complete	Development Team, Community Benefits Steering Group
		4.03	Streamline and standardise Social Work and Corporate Procurement Unit processes and documentation relating to sustainability where appropriate.	Apr-22 (original date Oct-19)	Open Form a close working relationship with the Head of Comm-issioning to allow process to be streamlined	SW
		4.04	Increase the council's sustainable performance by utilising the sustainable steering group and continuing to deliver the sustainable procurement action plan as derived from the Scottish Government's flexible framework.	Apr-22	Open	Sustainable Steering Group, Service areas

Objectives, Aim and Outcomes	Performance Indicator	Action Ref	Actions	Target Date	Rag Status/ Mitigating Action	Owner
		4.05	Review council mandatory evaluation requirements (insurance, health, and safety) to ensure they are compatible with the SME agenda.	Jul-19	Complete	CPU, Legal, Financial Services (Insurance), Health & Safety,
		4.06	Review Fair Work criteria looking at the potential to broaden the scope and develop the assessment process to include more external accreditations.	Feb-19	Complete	CPU Senior Management Team, Legal, SW
		4.07	Review our internal processes and documentation to identify potential improvements in how local SME's, Social Enterprises, Co-operatives, Supported Businesses and Third Sector organisations can gain opportunities to win council contracts.	Feb-21	Complete	Development Team, SW
		4.08	Advocate the use of the council's Supported Business (RSBI) within the Scottish public sector.	Apr-22	Open	CPU Senior Management Team, SW

Objectives, Aim and Outcomes	Performance Indicator	Action Ref	Actions	Target Date	Rag Status/ Mitigating Action	Owner
5. Innovation						
AIM > Opportunities for innovative procurement practice will be considered for all procurement activity where appropriate >To encourage innovation in products and services by adopting the aspects of the new procurement regulations that provide greater flexibility and scope to provide best value from procurement activity. OUTCOME > Requirements are met within budget constraints whilst also providing best value and wider benefits for the local areas. > Procurement delivers improved services and products. > To encourage innovation by adopting the aspects of the new procurement regulations that provide greater flexibility and scope to provide best value from procurement activity.	Number of innovative partnership procedures	5.01	Continue to work with our clients to ensure that procurement is involved, and that innovation is considered at the earliest possible stage in the development of the requirement.	Apr-22	Open	Service Areas, CPU Senior Management Team, SW
		5.02	Promote the innovation partnership model as a mechanism and share relevant examples of new procurement solutions	Apr-22	Open	CPU Strategic Teams, Development Team, SW
		5.03	Encourage all service areas to identify procurement opportunities where innovative products and services could deliver benefits to the council.	May-19	Complete	CPU, SW, Service Areas

Objectives, Aim and Outcomes	Performance Indicator	Action Ref	Actions	Target Date	Rag Status/ Mitigating Action	Owner
6. Promote Procurement Awareness						
AIM > A better understanding and knowledge of procurement, including risk, throughout the council. > Procurement is integrated as a strategic partner who can assist in transforming how the council operates. > To encourage early procurement engagement and increase opportunities for partnership working. > To afford more opportunity to invest in strategic procurement activity (market analysis, benchmarking). > Advanced work plans provided by clients include all requirements for the year which will enable more efficient and effective allocation of workload and utilisation of resource within procurement. OUTCOME > Requirements are met within budget constraints. > Contracts provide best value and wider benefits for Glasgow and its citizens.	Percentage of adhoc requirements on work plan More time afforded to developing strategies Appropriate allocation of procurement activity within the procurement resource	6.01	Develop and implement a procurement communication strategy which will include updating our internal and external procurement pages and providing regular updates to all council staff.	Dec-18	Complete	Development Team
		6.02	Make available training and awareness sessions for council staff involved in procurement on the council's internal procurement processes and procedures.	Aug-19	Complete	Development Team, CPU Strategic Teams, Legal
		6.03	Provide training and awareness sessions on council contracts for services who have purchasing compliance teams including highlighting the social benefits that procurement must consider (e.g., Equality and Fair Work Practices).	Apr-19	Complete	CPU Strategic Teams, Development Team, SW
		6.04	Establish a process to communicate procurement benefits and success stories (savings, sustainability outcomes including community benefits).	Dec-18	Complete	CPU

APPENDIX 6 – GLOSSARY

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.

Commercial
Area of spend that can be influenced by the procurement function.

Commodity
Taxonomy (classification) for the entire Council, to give the Council the ability to accurately describe the primary business activities of its suppliers the commodity approach presently used by the Council was defined back in 2006 and was reviewed and refined as part of the 2016 to 2018 Strategy.
Commodity ownership, definitions and scope will continue to be developed as part of the Council's Corporate Procurement and Commercial Improvement Strategy 2018 to 2022.

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 social, economic, and environmental conditions into the delivery of Council contracts.

Flexible Framework Self-Assessment Tool (FFSAT)
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 FFSAT. This enables measurement against various aspects of sustainable procurement.

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

Regulated Procurement
Contracts above the EU contract threshold values where the relevant EU regulations apply (above £50,000 for goods and services contracts and above £2,000,000 for works contracts).

Small and Medium-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.

Stakeholder
Any person or group who has a vested interest in the success of the procurement activity, i.e., either provides services to it, or receives services from it.

Supplier
An entity who supplies goods or services; often used synonymously with "vendor".

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

WorkPlan
List of upcoming procurement activity including re-tenders, extensions, and new activity.

APPENDIX 7 – KEY STATISTICS

Suppliers



13%	31%	50%	£7,959,285m
of suppliers are Glasgow based	are based in Scotland	of suppliers award during 21/22 are SME's	spent with RSBi

Contracts



79	£228,177,245m	591	72
contracts awarded	value of contracts awarded	contracted suppliers	Participated in external frameworks

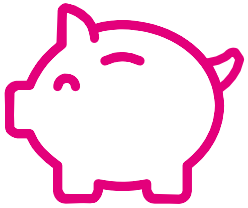
Community Benefits Delivered



49	83	62	£77,000
new entrants positions	work experience placements	workplace visit and careers events	Community Engagement funding opportunities

79%
of award suppliers pay the Real living wage in 21/22

Glasgow living wage



£1,144,204,
of cash savings

£3,205,005
of cost avoidance savings