

Annual Procurement Report

1 APRIL 2020 –
31 MARCH 2021

CPU TEAM



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SUMMARY OF REGULATED PROCUREMENT

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 56 regulated, non-social care related, procurements during the reporting period with a total award value of £988,706,869. The following table shows the split of the key types of awards:

Type	Volume	Value
Awards of new Council Frameworks and Contracts	21	£931,151,097
Awards from existing Council Frameworks	2	£4,164,652
Awards from non-Council Frameworks	33	£53,391,120

These procurements include projects supporting: Way Finding Sign System, Street Lighting LED Lantern and Column Replacement Programme; Statutory Private Housing Repair Framework; Taxi and Private Hire Service Framework; Mobile Telephone Replacement Tariffs, Cycle Infrastructure Framework, Traffic Equipment Maintenance, Supply, Installation and Design (TEMSID) and other Council's Business as Usual (BAU) requirements. Other contracts awarded out with BAU were key procurements as part of the Glasgow City Region City Deal Initiative and The Burrell Renaissance Project.

In addition, the Council made awards from existing Council social care Frameworks with a combined value of £6,518,342 and utilised The Scotland Excel Framework above regulated procurement to a total value of £3,552,017. The Council also utilised the COSLA National Care Home Framework Agreement to make awards above regulated procurement covering a value of £76,774,543.

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 potential supplier)

SUMMARY OF REGULATED PROCUREMENT

The Council currently has a commercial spend profile with 578 contracted suppliers. The table below provides further details, including the size of the organisation. 6% 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	200	34%
Medium Company	203	35%
Large Company	145	25%
Unknown	30	6%

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

Annual Procurement Report Owner



Elaine Galletly
 Director of Legal and Administration
 Elaine.Galletly@glasgow.gov.uk

IMPACT OF COVID-19

The Covid 19 Pandemic and subsequent lockdown resulted in teams across the Council family having to find new and different ways of working, including our Corporate Procurement Unit and Commissioning Teams.

The teams had to support and collaborate with colleagues across the Council family, working in partnership with Health and Safety (H&S), Neighbourhoods Regeneration and Sustainability, Education Services, Financial Services and the Glasgow City Health and Social Care Partnership to procure works, services and supplies covering areas such as;

- Protective Personal Equipment (PPE) Delivery Plan - Playing a key role in a project team set up to deal with the unprecedented demand for PPE during the pandemic. This led to the creation of a central store which allocated PPE to service areas and staff most at risk of contracting the virus, the setup of this store included departments and stakeholders working to plan the future requirements and the needs which included review by H&S, forward buying to secure stock whilst mitigating substantial price increases.
- Project Support - Supporting the Financial Inclusion and Improving the Cancer Journey team to develop an emergency food response across the city. The project resulted in 72,000 food packages and 7,000 care packages being delivered.

- Physical Distancing Programme - Working with Neighbourhoods, Regeneration and Sustainability to support the introduction of temporary measures to provide additional space for physical distancing across the city. This also included the procurement of signage, cleaning materials and hand wash supplies to support staff returning to the workplace.
- Vaccination Programme – The Health and Social Care Partnership (HSCP) Commissioning team worked in partnership with social care providers to deliver Covid-19 vaccinations to their service users on site. Using providers' premises allowed vulnerable individuals to be vaccinated in their home or at a place where they would get support. Close working with providers allowed service users to be identified and consent obtained prior to vaccinators visiting a location, thus minimising waste. Wasted doses were further reduced by vaccinating social care staff present where there were surplus vaccines.
- Care home meetings and provider engagement – In the absence of physical visits by Social Work staff there was a need for efficient and consistent communication with care homes. A series of meetings delivered through Microsoft Teams was introduced with care home managers, key commissioning staff, and invited speakers.

Topics have ranged from infection control and workforce development to future HSCP activities. Time is made available for care home managers to raise issues and commissioning staff are available to answer.

- Emergency measures to increase support to suppliers/providers and service capacity – At the start of the pandemic support hours were not being delivered as providers scaled back non-essential support or service users were reluctant to allow support workers to visit. A system was set up to make use of these 'undelivered' hours. The HSCP set up a single point of contact for providers to identify where they had available staff and this was shared with operational colleagues to utilise these resources to provide support, for example, when a support plan was breaking down due to staff absence.
- Provider Sustainability - Nationally, a consistent set of principles was developed to ensure that the social care sector remained sustainable during the emergency response to COVID-19 with the Scottish Government committed to meet all reasonable additional provider costs as they are aligned to health and social care mobilisation plans.

The HSCP established a provider sustainability process where HSCP commissioning and finance colleagues worked closely with providers to process these requests and the reimbursement of costs over and above what would normally be expected (e.g. PPE or use of agency staff).

- The Council also implemented the supplier relief process following the guidance within the Scottish Procurement Policy Note. The SPPN was to support suppliers with a view to allowing them to resume normal service after the pandemic and fulfil their contractual obligations.

Public sector procurement has been identified as having a pivotal role and being a key enabler in contributing to national climate change targets. Public bodies are required to report annually on how their 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 implement a number of policies, route-maps and strategies which will further support and influence the emerging climate change emergency such as: its Low Emission Zone (LEZ), Plastic Reduction Policy; the Council's Fleet Strategy; Circular Economy Route-map; and the Climate Emergency Implementation Plan. These policies and plans are embedded within the Corporate Procurement Unit's strategic procurement process and are supported in the delivery by The Scottish Government's sustainable tools.

A number of regulated procurements have been awarded to support the implementation of the Council's Fleet Strategy and the requirement for various fuel-efficient vehicles such as: the lease of electric vans, the purchase of 2 x 16 - seater electric minibuses and vehicle charging infrastructure and purchase of 19 hydrogen fuel Refuse Collection Vehicles (RCVs).

The Council has developed procurement sourcing strategies and tenders for the supply of hydrogen fuel, short term and long term contracts. These contracts will be used to service our new hydrogen vehicles and to cover the growing demand for these types of vehicles which interlink with the Council's Fleet Strategy objective relating to a greener fleet of vehicles.

The utilisation of these vehicles and infrastructure will contribute to: the national carbon emissions reduction target; the Council's Strategic Plan 2017-2022; and the Council's Corporate Procurement Strategy's Sustainable procurement objective. It will also help to support compliance with the Council's new Low Emissions zone within Glasgow City Centre.

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 emergency plan. Please see the projects detailed below:

- Surface Water Management plans – Package 2 Castlemilk
- Way Finding Sign System – will encourage more city centre travel via foot instead of vehicles.

CLIMATE CHANGE AND SUSTAINABLE PROCUREMENT

- Supply & Delivery of High Mast LED Lanterns – reduced energy consumption
- Taxi and Private Hire Framework – greater emphasis on electric taxis
- Mansewood Park Enhancements and Allotment extension and Growchapel allotments – improved use of open space and local produce
- Cycle Infrastructure Framework – will result in an increase in cycle usage throughout the city
- Provan Hall Restoration - main works contract – restoration of current building
- Specialist Utility Advice – advise on energy consumption and reduction
- Secure on Street Cycle Storage scheme and Maintenance – promote and encourage bicycle use for residents of Glasgow.
- Purchase of Solar Bins to include for Installation & 5 years Maintenance provision – revised collection cycle which will result in reduced emissions

Appendix 1 provides further details of the above projects and shows all regulated procurements undertaken in FY20/21.

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 had adopted the European Single Procurement Document Scotland (ESPDs) which is an electronic self-declaration document to be submitted by suppliers interested in tendering for contracts. This embedded the Scottish Government's sustainable procurement tools (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. Following Brexit, the Council will now utilise the Single Procurement Document (SPD)

The adoption of the ESPD/SPD and Tools help the Council to ensure tier 1 suppliers/contractors and their supply chain are compliant with the Human Trafficking and Exploitation Act 2015 and Modern Slavery Act 2015 and they not have breached any obligations in the fields of environmental, social or labour law.

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 opportunities for cross sector collaboration, if identified as the most appropriate route to market and proven to deliver best value for the Council.

The Council looked at participating in 61 of the 72 available Scotland Excel Frameworks and utilised 49 of the Frameworks, which is a participation level of 68% and cover a contractual spend of £41,000,000. Other collaborative opportunities were reviewed on a project by project basis and by working strategically and collectively with other organisations, 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
Advanced Procurement for Universities and Colleges	2
Crown Commercial Services	12
Eastern Shires Purchasing Organisation	8
Local Government Pension Scheme	4
Scottish Procurement	12
SPF Framework	1
Treasury Management	1
Procurement for Housing	2
Strathclyde Passenger Transport	1
Total	43

COLLABORATION AND STRATEGIC PARTNERSHIPS

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

- West Dunbartonshire Council
- Wheatley Housing Group Ltd
- National Records of Scotland
- Disclosure Scotland
- Register of Scotland
- Scottish Courts and Tribunals services
- Scottish Prison Services
- Transport Scotland
- The Scottish Government Core Directorate
- Glasgow Clyde College
- City of Glasgow College
- Glasgow Kelvin College
- Glasgow Caledonian University
- Glasgow School of Art
- University of Glasgow
- University of Strathclyde
- Glasgow Alliance to End Homelessness

In May 2019, Glasgow City Council embarked on an ambitious and innovative collaboration process under direction from the Integrated Joint Board (IJB) and issued a tender for pre-formed group bids to establish an Alliance with the Council to deliver purchased homelessness services in the city. The Glasgow Alliance to End Homelessness (GAEH) is a new and different partnership approach developed with the aim of jointly managing resources, planning, designing and delivering transformational change across the purchased homelessness sector in Glasgow. Alliance partners will work together and with other homelessness agencies to improve outcomes for those at risk of, or experiencing homelessness, in the city.

The GAEH contract was initiated in July 2020 and the contract duration is for 7 years with an option to extend for a further 3 years thereafter subject to satisfactory review. The estimated 10-year contract value is circa £187.5 million. The Alliance Leadership Team (ALT) membership consists of eight organisations, Glasgow City Council, Aspire, Crossreach, Loretto Care, Mungo Foundation, Sacro, Salvation Army and Ypeople.

Homeless Network Scotland and Glasgow Homelessness Involvement and Feedback Team (GHIFT) (representing those with lived/ living experience of homelessness) are both represented on the ALT.

An Alliance approach is not a traditional commissioner/provider relationship. Members of an Alliance work collaboratively knowing that the benefits in doing so are greater than those obtained by acting individually. This collective ownership of opportunities and responsibilities, together with shared consensus decision making, creates a different environment in which to remove the barriers of “silo” approaches and adopt a needs-led “best for people using services” approach. Partners share responsibility and accountability for the design and delivery of services and new approaches, seeking a culture that promotes and drives innovation and outstanding performance across the sector. Success will be measured through the collective performance of the Alliance thus creating a shared incentive to achieve objectives.

To procure this service a bespoke staged approach was designed under the “Light Touch Regime” provisions of the Public Contracts (Scotland) Regulations 2015. This gave the Council greater freedom to tailor the tender process to best meet the needs of people at risk of, or experiencing homelessness, whilst complying with the procurement principles of transparency, equal treatment, non-discrimination and proportionality.

Members of GHIFT with lived and living experience of homelessness were involved in every stage of this tender process, from development of the specification to tender evaluation and interviews. This level of involvement from people using services exceeded the existing best practice in user involvement in commissioning and ensured a focus was maintained on improving outcomes.

The GAEH is working in partnership with people who have personal experience of homelessness, wider public services, charities, homelessness and housing providers and others, towards homelessness prevention and sustainable resettlement, minimising the time spent homeless and to end rough sleeping for Glasgow Citizens.

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 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 20/21 can be broken down as follows:

Best Practice Indicator 1A Cash Savings	£6,593,211
Best Practice Indicator 2A Non-Cash Savings	£8,738,595
Total Savings	£15,331,806

These savings were delivered by the strategic procurement teams through a combination of tendering activity and contract management. The cash saving figure represents a 200% increase on the previous year and is the highest total since FY 16/17.

In order to further support the strategic procurement teams in the delivery of savings the CPU Commercial Team was formed in 2019. During the period covered by this report, the Commercial Team undertook significant and comprehensive spend and demand management analysis underneath an expanded list of key targeted commodities: Post; Courier & Distribution; Recruitment & HR; Vehicles; Refuse and Waste; Road Materials; Food & Water; Catering; Cleaning and Janitorial; Security and Safety; and Teaching Supplies, Information Technology (IT), Plant Equipment and Aids .

The Commercial and Strategic Teams have identified and delivered significant savings across these commodities which contributed to the £15.3m saving figure listed above. In addition, the Commercial Team has continued to develop and implement new processes and supporting documents to ensure a consistent and more commercially focussed approach is achievable within the Strategic Procurement and the Demand Management Processes.

Key Deliverables:

- Identified potential revenue opportunities for CED via leveraging collaborative spend in CPU procurement exercises.

- From the £15m savings achieved, the commercial team in collaboration with the strategic procurement teams identified £1.1m savings opportunities and managed to secure £900k of savings.
- Established processes to support / escalate corporate savings opportunities via the Council's Procurement Asset Board.
- Provided extensive analysis of orders for Covid-19 specific requirements (e.g. PPE and cleaning materials) in order to identify commercial impact and highlight non-compliance and further aggregation opportunities.
- Created a cost tracking tool to allow strategic teams to more easily identify the commercial impact of awards, extensions and price increases. The tool also highlights items that require commercial clarification (post tender clarification) which can help deliver additional savings once the preferred supplier has been identified.
- Created a tool for tracking and summarising data from market indices in order to better challenge price increase requests from suppliers.

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.

In addition, the team will be delivering commercial awareness training to the strategic teams to ensure that the commercial processes and documents are being used to deliver commercial improvements across the entire procurement portfolio.

Supplier Support via Procurement

The Council's Social Enterprise Strategy is now in place, but the delivery of the action plan encountered a delay due to the Covid 19 Pandemic and the new action plan timelines will be agreed in June 21. 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 CPU has also developed a strong working relationship with Glasgow Social Enterprise Network (GSEN) and shares its workplan regularly to make social enterprises aware of all opportunities at an early stage of the procurement process.

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;

- Purchase and Supply of Community Equipment;
- Repair and Maintenance of Community Equipment;
- Legal Consultancy Services;
- The Supply and Delivery of Fresh Fish, Shellfish and Poultry;
- Child Counselling Services;
- Hydrogen Fllet and Hydrogen Fuel.

As part of the strategy development for the Early Years Nursery Framework, it was agreed that in conjunction with the Supplier Development Programme that we would facilitate a tender clinic. This was to assist supplier with their tender submission.

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 4 actions were targeted to be delivered within FY20/21.

These actions supported 3 of the 6 key Strategic Procurement objectives:

1. Savings and Positive Outcomes
2. Leaner, More Efficient and Effective Procurement Function and
3. Delivery Sustainable Procurement across the council.

The Table below provides further details on the 4 actions delivered.

Actions Delivered in Financial Year 2020 - 2021

Action Ref	Actions	Actions Delivered	Target Date
2.02	Further embed and improve demand management within the contract management process.	The CPU has influenced the Glasgow Collaboration working group that consists of GCC, NSS, Network rail and Glasgow based Uni's and Colleges. Work-plan and training plans have been shared and discussed to create savings and efficiencies. Engaged with SXL to review framework not being utilised and to influence future work-plan to meet our needs, looks to target small value contract award team within SXL.	Apr-20
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.	Continue to attend and influence the Glasgow Collaboration Working Group that consists of GCC, NSS, Network Rail and Glasgow based Uni's and Colleges. Share work-plans and training plans to create savings and efficiencies. Engage with SXL to review framework not being utilised and to influence future work-plan to meet our needs.	Apr 20

REVIEW OF REGULATED PROCUREMENT COMPLIANCE

Actions Delivered in Financial Year 2020 - 2021

Action Ref	Actions	Actions Delivered	Target Date
3.02	Identify procurement Information and Communication Technology (ICT) development requirements and work with the new ICT provider to identify opportunities to implement them.	CPU and SIT have submitted a business plan to CGI for an end to end procurement and contract management system. CPU now has access to Ibisworld (online system) which provides market leading MI. The implementation of the community benefits Cenefits monitoring system has created efficiencies via ICT.	Apr 20
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.	<p>The CPU has further developed its Sourcing Strategy template to ensure consideration is given to how the tender can be structured to increase the contract opportunity for SMEs, Social Enterprises being procured.</p> <p>The CPU have 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.</p>	Feb-21

All 4 actions have been successfully delivered and reported to the relevant Council Procurement Governance Boards. The remaining 12 actions will be delivered in line with the agreed target dates as detailed within the Strategy Action Plan (Action Plan). 1 action has been extended to a later date due to the impact of the Covid-19 Pandemic.

REVIEW OF REGULATED PROCUREMENT COMPLIANCE

The table below provides details on the action and date that's been extended.

Action Ref	Actions	Target Date	Revised Target Date
4.03	Streamline and standardise Social Work and Corporate Procurement Unit processes and documentation relating to sustainability where appropriate.	Jun-21	Apr-22

The table below details the sub actions against the main actions that are currently outstanding, in progress or complete as part of the strategy implementation action plan.

Row Labels	Not Started	In Progress	Complete
1. Legal Compliance and Governance	0	0	22
2. Savings and Positive Outcomes	4	6	18
3. Leaner, More Efficient and Effective Procurement Function	8	4	6
4. Deliver Sustainable Procurement Across the Council	17	9	22
5. Innovation	3	2	5
6. Promote Procurement Awareness	0	2	8
Grand Total	32	23	81

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. This is supported by a Strategic Training Methodology which has been based on the Scottish Government's National Procurement Development Framework and ensures that all procurement staff are able to deliver regulated procurements which are compliant.

Throughout the reporting period, the Council's regulated procurements were 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;

REVIEW OF REGULATED PROCUREMENT COMPLIANCE

evaluation scoring calculators; and award approval reports. Moving forward a quarterly internal governance report will be created to establish further compliance with the Council's Standing Orders and the Corporate Procurement Manual. A Head of Procurement Report has been embedded 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. The reviews have also allowed the Council to identify the following potential improvement areas and build on previous strategy areas.

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 (Purchase to Pay, tender, contract management);

- 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, work with the Scottish Government on Fair Work First
- Fully embed the new Scottish Government sustainable online sustainable tools
- 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

REVIEW OF REGULATED PROCUREMENT COMPLIANCE

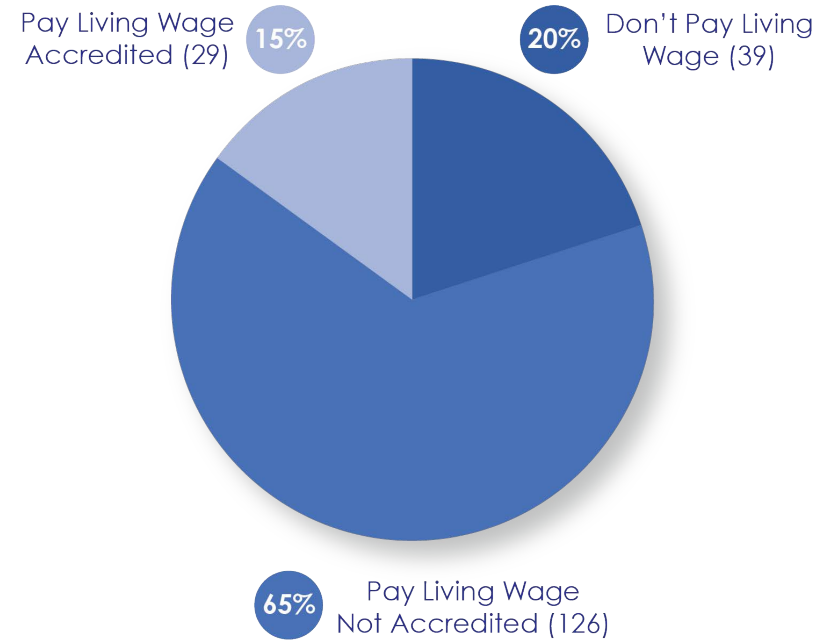
The Council is committed to ensuring that all suppliers which are awarded business are paid within 30 days. Prompt payment clauses requiring a 30-day payment term are embedded within the Council's contractual terms and conditions. Suppliers must also apply the same terms and conditions to its sub-contractors 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 5% weighting applied against Fair work Practice criteria.

The diagram details the number of appointed suppliers awarded a contract in FY 20/21 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.

We will be 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.

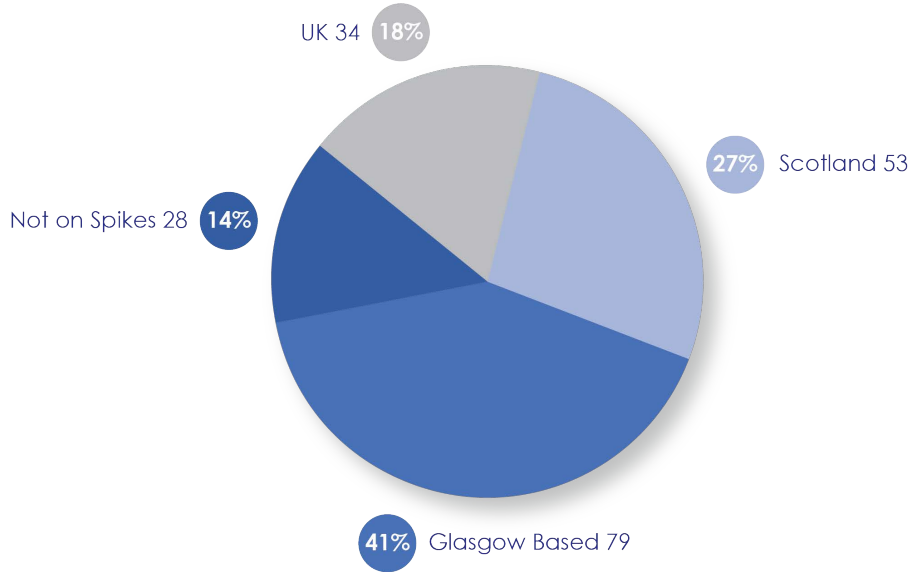
194 Living Wage Suppliers 20/21



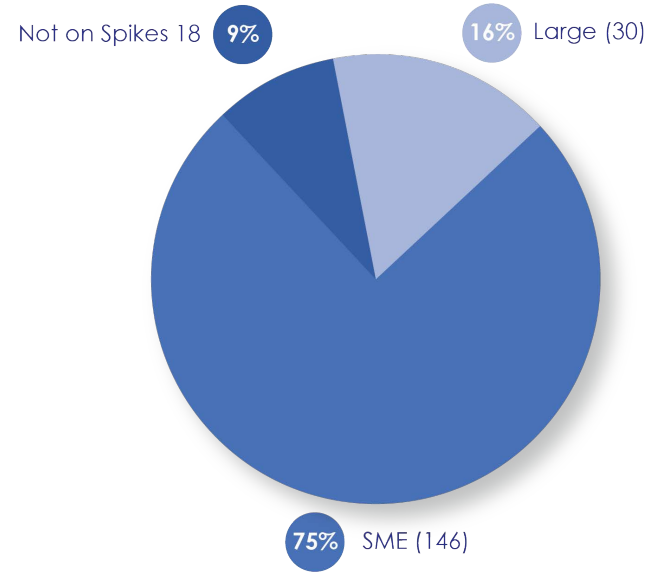
The Council's Procurement Strategy also encourages the utilisation of SMEs and local suppliers within its quick quote process and regulated procurements.

REVIEW OF REGULATED PROCUREMENT COMPLIANCE

194 Unique Suppliers 20/21 Location of Suppliers detailed in the chart



194 Unique Supplier 20/21 SME Status detailed in the chart



7 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 procurement 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 which stipulates that community benefits must be considered for inclusion in all:

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

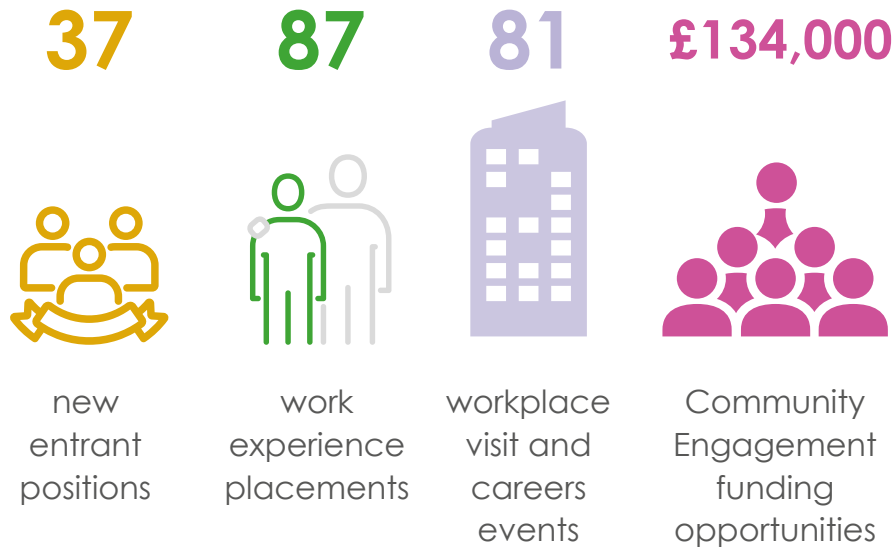
7 COMMUNITY BENEFIT SUMMARY

The Council have 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 its evidence for approval/rejection of the Council's Strategic Leads. The Community Benefit Officer, with support from the relevant category managers and procurement officers, manage and monitor the suppliers' Community Benefit obligations.

Due to the impact of the Covid 19 Pandemic we have had 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 three sample case studies of CB outcomes that have been delivered during financial year 20/21.

Key community benefits outcomes secured in FY 20/21 include:



7 COMMUNITY BENEFIT SUMMARY

Case Study 1

Community Benefits Outcome Community Engagement – Supplier Financial Donation

Report by – Brake Bros

Brake Bros had been successfully awarded the contract for Frozen Foods. As part of the contract Brake Bros had agreed to provide Community Benefits in the form of a financial donation. The total amount due for the timeframe was £19K.

After various discussions with relevant departments it was deemed appropriate that the donation (19K) should be given to support the Council's Food Strategy and the introduction of the Food Pantries scheme across the City.

The City has a range of community led organisations that provide food support to people experiencing food poverty and destitution. These come in the form of Foodbanks of which there are 50 main delivery points, Community Food Organisations and more recently the Food Pantries Scheme, to name a few.



These organisations rely on surplus food and donations. By far the largest provider of surplus food in the UK is FareShare. Move On runs the FareShare Glasgow and the West of Scotland service and has been operating since 2009. There are approximately 280 community food member organisations throughout the region, of which 101 are in Glasgow.

7 COMMUNITY BENEFIT SUMMARY

Case Study 2

Community Benefits Outcome – Apprenticeship – Civil Engineering

Report by – Mott McDonald

Following the successful award for the Provision of a Lead Consult and a Team of Multi Disciplinary Professional Consultants at the Charing Cross Keys Project. Mott McDonald advertised for an additional apprentice. The successful candidate was interviewed and appointed to the role.

The apprenticeship role is in civil engineering and the successful employee has been working on a variety of UK and international projects. The role is largely in the production of engineering design drawings and 3D models. The successful candidate also attends Kelvin College one day a week and is expected to achieve his HNC in June 2021.

The successful candidate has also entered onto the Mott MacDonald apprenticeship programme which he should complete in 2021/22 after achieving EngTech with the Institution of Civil Engineers.



The successful candidate has stated:-

“ I have been working at Mott MacDonald and have gained a vast amount of experience in that time. I am currently completing the second year of my HNC at Glasgow Kelvin College and working through my SVQ, aiming to have both complete by June 2021. After achieving this I am hoping to start at University in September 2021 and start my application process for the Institution of Civil Engineers EngTech qualification by the end of 2021. I look forward to the challenges my goals will bring and am excited to progress further in my apprenticeship with Mott MacDonald. ”

7 COMMUNITY BENEFIT SUMMARY

Case Study 3

Community Benefits Outcome – Level 3 Modern Apprenticeship – Driving Goods Vehicles

Report by – M8 Recovery

M8 recovery was successfully awarded the contract for the Vehicle and Plant recovery Services. A job for a Light Recovery Driver was advertised and the role was appointed in August 2020. The successful candidate was a 23-year-old single parent of 2 small children whose previous employment prior to taking the job was mostly casual agency work.

Whilst working in his role and with support from M8 Recovery the employee worked towards an SVQ in Driving Goods Vehicles. He worked in his own time studying for both SVQ and MA. Through all his hard work the employee has recently successfully completed a Level 3 Modern Apprenticeship in Driving Goods Vehicles at SCQF Level 6.

This has been very positive for the employee and has given him the stepping-stones to advance further with his driving qualifications and career within the business which M8 Recovery are fully supportive of.



The successful employee has stated:-

“From the start I really loved working here and there is a real feel of family with everyone that works here.”

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

8 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 £3.9m for FY20/21.

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, COP26 and the Refurbishment of the Burrell Collection)

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 FY20/21

Awards of New Council Frameworks and Contracts: 21 in total £931,151,097

Date Awarded	Name of Suppliers	Subject Matter (Commodity)	Title Of Contract	Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Total Estimated Value
05/08/2020	Cairn Building Solutions, City Building Contracts LLP, Go Wright Ltd, Hugh Stirling Ltd, WH Kirkwood Ltd	Construction & Trades	Statutory Private Sector Housing Repairs Framework	12/08/2020	12/08/2024	GCC Framework, Above Procurement Threshold, Restricted	£10,000,000
15/07/2020	Hillhouse Quarry Group Ltd	Other Commodity	Transport and Storage of Rock Salt	15/07/2020	15/06/2023	GCC Contract, Under Procurement Threshold	£177,000
17/07/2020	Central Cab C Cumbernauld (Ltd), Spring Radio Cars, SSRG Ltd, Glasgow Taxis Ltd, Glasgow Private Hire, Eagle Couriers	Taxis	Taxi & Private Hire Services - Retender	22/07/2020	22/07/2024	GCC Framework, Above, Procurement Threshold Open	£31,372,548
21/04/2020	Clear Channel UK Ltd	Advertising	Way Finding Sign System	21/04/2020	21/04/2030	GCC Contract Above Procurement Threshold	£5,754,670
30/03/2021	Action for Children, Impact Arts (Project Ltd), Life Link, Quarriers, With Kids	Professional Services	Counselling in Educational Establishments	01/01/2021	01/01/2025	GCC Contract Above Procurement Threshold	£7,000,000

APPENDIX 1 – CONTRACTS AWARDED FY20/21

Date Awarded	Name of Suppliers	Subject Matter (Commodity)	Title Of Contract	Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Total Estimated Value
18/07/2020	Acorn Park Nursery and Kindergarden, Adelaides Nursery, Alexandria Childcare Ltd, Alltots Ltd, Amcol Scotland Ltd, Balmore Kindergarden Ltd, Barrachnie Childrens Nursery, Bright Beginnings, Bright Horizons Family Solutions Ltd, Buddies Clubs and Services, Busy Bees Nursery Scotland, Butterfly Nursery, Carmunnock Nursery, Carrick Nursery, Cassiltoun Stables Nursery, Cherry Tree Nursery, Childcare Scotland, Clarence Nursery Ltd, Clever Clogs Nursery, Collin Care Ltd, Cardonald Nursery, Cosmic Coppers Childcare Ltd, Craigholme School Nursery, Debison Albie Ltd t/a Woodland Outdoor Kindergartens, Enchated Forest Nurseries, Evergreen Outdoor Nursery, Flying Start Nursery, Forward Steps Nursery, Glasgow City Mission Child & Family Centre, Glasgow West End School Care, Glasgow Clyde College, Green Acres Nursery, Happy Days Community Nursery, Happitots, Happitots Garrowhill, Headstart Nursery, Healthy Steps Organic Nursery, Heathdene Nurseries Ltd, Heron House Early Years,	Professional Services	Early Years Nursery Provision	01/08/2020	01/08/2026	GCC Contract Above, Procurement Threshold Open	£186,414,798

APPENDIX 1 – CONTRACTS AWARDED FY20/21

Date Awarded	Name of Suppliers	Subject Matter (Commodity)	Title Of Contract	Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Total Estimated Value
	Hickory Dickory House, Hyde N Seek Ltd, Jeely Piece Club, Kelvinside Academy Nursery, Kelvinside Kindergarten, Kirktonholme Childcare Trading as Kirtonholme Nursery, L&D Nurseries Ltd, Little Me Nursery, Little Stars ELCC, Little Wonders Nursery Scotland, Little Scholars Nursery, Look Who's Learning Nursery, LSL Daycare Ltd, Mackin Childcare Ltd, Maryhill Childcare Limited, Mayfield Nursery, Mini Rainbows (Murrayfield) Ltd, McGraw and McGraw Ltd, Mulberry Bush Montessori, Mulberry Kindergarten, My Little Fishes Nursery Ltd, Nerlana Ltd t/a Smiley Stars Nursery, Nightingales Nursery, Oganan Ghaschu, Orchard Grove Kindergarten, Play Away Nursery, Poppins Kindergarten, Pride & Joy Nursery Ltd, Puddleduck Nursery Ltd, Quarriers, Rockmount Nursery, Rosemount Lifelong Learning, Saheliya, Seudan Beaga, Sinclair Nursery, Somerset Nursery, Southside Daycare, St. Thomas' Playgroup, Step by step Private Nurseries Ltd, Stepping Stones for Families, St Roch's Childcare Service,						

10 APPENDIX 1 – CONTRACTS AWARDED FY20/21

Date Awarded	Name of Suppliers	Subject Matter (Commodity)	Title Of Contract	Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Total Estimated Value
	Summerston Childcare Ltd, TASK Childcare Family Support and Learning, Treasure Tots Nursery, The Centre Playgroup, The Glasgow Academy War Memorial Trust, The Governors of Hutchesons' Educational Trust, The Indigo Childcare Group, The Park Nursery and Kindergarten, Victoria Park Kindergarten Ltd, VL Kinder, Gowanlea Nursery, Westbourne Gardens Nursery, West End Montessori Pre-School						
04/10/2020	Lot 1 : ABT Engineering , Lot 2 Broxap, Lot 3, Qfree, Lot 4 Clearview Intelligence	Sports & Recreation	Cycle Infrastructure Framework	14/10/2020	14/10/2024	GCC Framework, Above Procurement Threshold	£840,000
10/11/2020	Allen Gordon & Co, Corderoy, DSSR, Stantec UK Ltd	Construction Consultancy	Specialist Utility Advice	16/11/2020	16/11/2024	GCC Contract Above Procurement Threshold	£800,000
17/11/2020	Campbell's Prime Meat Ltd	Food & Water	Supply & Distribution of Fresh Fish and Shellfish	01/12/2020	01/12/2025	GCC Contract Above Procurement Threshold	£354,079
17/11/2020	McLays Limited	Food & Water	Supply & Distribution of Poultry	01/12/2020	01/12/2025	GCC Contract Above Procurement Threshold Open	£292,755

APPENDIX 1 – CONTRACTS AWARDED FY20/21

Date Awarded	Name of Suppliers	Subject Matter (Commodity)	Title Of Contract	Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Total Estimated Value
20/11/2020	Braehead Foods Ltd	Food & Water	Supply & Distribution of Specialist Products	01/12/2020	01/12/2025	GCC Contract Above Procurement Threshold Open	£425,339
26/11/2020	Hawkins Brown Architects LLP	Construction Consultancy	Custom House Quay Wall Development-Design Team (Engineering only) and Ground Investigation at Tradeston and Custom House Quay.	15/12/2020	15/02/2024	GCC Contract Above Procurement Threshold Restricted	£3,427,000
15/12/2020	SICE UK	Construction & Trades	Clyde Tunnel Renewal of Carriageway Lighting	18/01/2021	18/01/2026	GCC Contract Under Procurement Threshold Open	£2,021,874
01/01/2021	GES International/Sustainalytics	Financial	SPF Responsible Investment Engagement Services	01/12/2021	01/12/2028	GCC Contract Above Procurement Threshold	£840,000

APPENDIX 1 – CONTRACTS AWARDED FY20/21

Date Awarded	Name of Suppliers	Subject Matter (Commodity)	Title Of Contract	Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Total Estimated Value
01/02/2021	Siemens Mobility Ltd	Traffic Control	(TEMSID) Traffic Equipment Maintenance, Supply, Installation, Design	01/02/2021	01/02/2028	GCC Contract, Above Procurement Threshold Open.	£19,847,002
16/02/2021	Bridgeman Arts Events Ltd	Events	Christmas Style Mile Carnival	15/02/2021	14/02/2026	GCC Contract Above Procurement Threshold Open	£250,000
28/02/2021	Cyclehoop Ltd	Sports & Recreation	Secure on Street Cycle Storage scheme and Maintenance	02/03/2021	02/03/2025	GCC Contract	£490,000
01/03/2021	Aspire Industrial Services Ltd, Muddy Faces Ltd	Clothing & PPE	Outdoor Clothing	01/03/2021	01/03/2025	GCC Framework Above Procurement Threshold Open	£300,000
01/04/2020	Aspire, Crossreach, Salvation Army, Mungo Foundation , Wheatley Care, SACRO, Y People.	Social Work	Glasgow Alliance to End Homelessness	01/04/202	31/03/2021		£187,500,000

APPENDIX 1 – CONTRACTS AWARDED FY20/21

Date Awarded	Name of Suppliers	Subject Matter (Commodity)	Title Of Contract	Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Total Estimated Value
30/03/2021	Academy House Services , Ailsa Care services, Alltogether Care Services, Antonine Court, Buddies Clubs and Services, Caledonia Social Care, Carescot t/a Home Instead Senior Care, Community Integrated Care, Deaf Action, Deafblind Scotland, Glasgow Eastend Community Carers Ltd, ICare (GB) Limited, Invercare Services Ltd, Penumbra, Share Scotland, SRS Care Solutions Limited, Trust Housing Association.	Social Work	Social Work Framework for Selected Purchased Social Care Supports, Self Directed Support option 2.	05/04/2021	30/01/2026	GCC Framework, Above OJEU, Open	£426,410,000
19/03/2021	Aberlour Child Care Trust, Action for Children Services Limited, Barnardos Scotland, Care Visions, Core Assets Fostering, Fostering People Scotland Limited, Fostering Relations, Fosterplus Limited, JMT Fostering, Quarriers, Stepdown Carers Services, Swiis Foster Care Scotland, The Adolescent and Children's Trust, The National Fostering Agency	Social Work	Foster Care and Adult Placements		31/03/2025	PURCHASED FOSTER CARE AND ADULT PLACEMENT FRAMEWORK (Open)	£46,634,032
Grand Total							£931,151,097

APPENDIX 1 – CONTRACTS AWARDED FY20/21

Awards of Existing Council Frameworks/ Contracts: 2 in total: £4,164,652

Date Awarded	Name of Suppliers	Subject Matter (Commodity)	Title Of Contract	Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Total Estimated Value
04/10/2020	Lightways (Contractors) Limited	Street Road Lighting	Street Lighting LED Lantern & Column Replacement Programme - Phase 2a	19/10/2020	19/12/2021	GCC Framework, Mini Comp	£2,164,652
22/12/2020	JH Civil Engineering	Construction & Trades	Carriageway Patching 2020/21	11/01/2021	11/08/2021	GCC Framework, Mini Comp	£2,000,000
Grand Total							£4,164,652

10 APPENDIX 1 – CONTRACTS AWARDED FY20/21

Awards from non-Council Frameworks: 33 in total: £53,391,120

Date Awarded	Name of Suppliers	Subject Matter (Commodity)	Title Of Contract	Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Total Estimated Value
01/05/2020	Allpay Limited	Financial	Bill Payment Services	01/06/2020	01/06/2023	Procurement for Housing: Direct Award	£658,899
08/04/2020	SPT	Coach Hire	School Transport Agreement	09/04/2020	09/04/2023	Teckal	£6,000,000
10/06/2020	Work package 1 – Everwarm Ltd Work package 2 – A C Whyte & Co Limited	Construction & Trades	HEEPS 2019/2020	08/02/2021	08/08/2021	Scotland Excel Framework Mini Comp	£2,579,750
11/06/2020	AnSCO Signs Ltd	Signs	Signage Direct Award under SXL FA Ref: 14/18 (SE04998) Lot 1 - Permanent Road Signage & Associated Products	15/06/2020	15/12/2021	Scotland Excel : Direct Award	£150,000
14/05/2020	APS Group (Scotland) Limited	Other Commodity	Manufacture, Supply and Delivery of Banners	05/05/2020	05/11/2023	Scottish Procurement: Direct Award	£119,000
16/07/2020	Brake Bros Ltd	Food & Water	Supply & Distribution of Groceries and Provisions Lot 1 Call off Dairy & Chilled Produce	20/07/2020	20/07/2021	Scotland Excel Framework, Call Off	£597,262
23/04/2020	Securigroup	Security & Safety	Provision of Man Guarding, Taxi Marshalling and Event Stewarding	01/04/2020	01/04/2024	Scotland Excel: Direct Award	£16,870,959

APPENDIX 1 – CONTRACTS AWARDED FY20/21

Date Awarded	Name of Suppliers	Subject Matter (Commodity)	Title Of Contract	Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Total Estimated Value
27/04/2020	Systra Ltd	Construction Consultancy	Work Place Parking Levy	27/04/2020	27/07/2020	Scotland Excel: Direct Award	£52,006
28/06/2020	National Westminster Bank Public Limited Company (Natwest)	Financial	Purchasing Cards	01/08/2020	01/08/2024	Crown Commercial: Direct Award	£12,000,000
30 July 2020	Bruynzeel Storage Systems Ltd	Furniture & Fittings	Burrell Renaissance - Collection Storage	01/03/2021	01/11/2021	Crown Commercial Services, Mini Comp Above Procurement Threshold	£199,405
30/06/2020	ZG Lighting (UK) Ltd	Street Road Lighting	Supply & Delivery of High Mast LED Lanterns (SXL - Street Lighting Materials (26/17) Lot 1 - LED Lanterns)	30/06/2020	30/06/2021	Scotland Excel: Mini Comp	£150,000
31/07/20	Lot 1 Emtec Energy Lot 2 Everwarm Ltd	Utilities & Fuel	Solar Array and Battery Storage at Duke Street Carpark	10/08/2020	10/02/2021	SXL Framework, Mini Comp, Above Procurement Threshold	£595,352
31/07/2020	Wider Plan Ltd	Professional Services	Salary Sacrifice Schemes Administrator for Childcare Vouchers scheme	01/08/2020	31/07/2024	ESPO Direct Award, Under Procurement Threshold	£77,640

10 APPENDIX 1 – CONTRACTS AWARDED FY20/21

Date Awarded	Name of Suppliers	Subject Matter (Commodity)	Title Of Contract	Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Total Estimated Value
19/05/2020	Sweco UK Limited	Construction Consultancy	Surface Water Management Plans Package 2 Castlemilk	20/05/2020	20/12/2021	Scotland Excel: Mini Comp	£110,740
09/07/2020	Vodafone Ltd	IT	Mobile Telephony Replacement Tariffs'	11/07/2020	11/07/2024	Scottish Procurement	£480,000
16/07/2020	Brake Bros Ltd	Food & Water	Supply & Distribution of Groceries & Provisions Lot 2 Call Off Dried Goods and Ambient Products	20/07/2020	20/07/2021	SXL Frame-work, Call Off	£721,700
16/07/2020	Brake Bros Ltd	Food and Water	Supply & Distribution of Groceries & Provisions Lot 3 Call Off Crisps, Confectionery, Soft Drinks & Water	20/07/2020	20/07/2021	SXL Framework, Call Off	£139,662
31/07/2020	Wider Plan Ltd	Professional Services	Salary Sacrifice Schemes Administrator for Cycle to Work scheme	01/08/2020	31/07/2024	ESPO, Direct Award, Above Procurement Threshold	£187,000
01/09/2020	Tennent Caledonian Breweries UK Ltd	Food & Water	Wines, Spirits, Draught & Packaged Beers	10/09/2020	10/08/2023	SXL Framework, Direct Award	£1,312,500

APPENDIX 1 – CONTRACTS AWARDED FY20/21

Date Awarded	Name of Suppliers	Subject Matter (Commodity)	Title Of Contract	Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Total Estimated Value
08/09/2020	Bunzl Greenham	Clothing & PPE	The Supply and Delivery of Disposable Nitrile Gloves	10/09/2020	10/09/2020	SXL Direct Award	£251,055
06/11/2020	Commsworld Ltd	IT	Installation and management of city wide closed circuit television (CCTV) and Traffcom circuits network	11/10/2020	11/10/2030	Crown Commercial Services Mini Competition	£5,791,317
06/11/2020	FCC Recycling (UK) Ltd	Refuse & Waste	Reception, Collection and Landfill of Balance of Residual Waste	07/12/2020	31/12/2024	SXL DPS	£772,400
26/11/2020	Crest Medical Ltd t/a Wallace Cameron International	medical	Supply and Delivery of First Aid Goods	21/12/2020	21/05/2025	Scotland Excel Mini Competition above Procurement Threshold	£81,405
30/11/2020	Woodall Nicholson t/a Mellor Coachcraft	Vehicles	Purchase of Two Electric - 16 Seater (Min buses)	01/12/2020	01/12/2020	ESPO Direct Award	£588,000

10 APPENDIX 1 – CONTRACTS AWARDED FY20/21

Date Awarded	Name of Suppliers	Subject Matter (Commodity)	Title Of Contract	Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Total Estimated Value
05/01/2021	Progressive Partnership Ltd, Jump Research Ltd, Ashbrook Research and Consultancy Ltd, Scott Porter Research and Marketing Ltd, RS Consulting Ltd (t/a Breaking Blue)	Professional Services	Provision of Re-search Services	21/01/2021	21/06/2022	Scottish Procurement Framework Call Off	£400,000
12/01/2021	APS Group (Scotland) Ltd	Marketing & Promotion	Provision of Marketing Services including Photography	14/01/2021	14/09/2025	Scottish Procurement Framework Call Off	£1,300,000
19/01/2021	SSUK Ltd	Photographic & Audio Visual Equipment	Burrell Collection AV Cabling	01/02/2021	01/04/2021	SXL Framework Mini Comp Under Procurement Threshold	£69,728
21/01/2021	Egbert H Taylor Limited	Refuse & Waste	Purchase of Solar Bins to include for Installation & 5 Years Maintenance provision - Direct Award on ESPO framework	21/01/2021	21/01/2026	ESPO Framework	£80,000
01/02/2021	Jacobs UK Limited	Professional Services	Integrated Transport Study for Glasgow	01/02/2021	01/12/2021	SXL Framework Mini Comp	£239,972
08/02/2021	Kinto UK Ltd	Vehicles	Lease of Electric Panel Vans	01/03/2021	01/03/2024	Crown Commercial Services RM6096	£204,656

APPENDIX 1 – CONTRACTS AWARDED FY20/21

Date Awarded	Name of Suppliers	Subject Matter (Commodity)	Title Of Contract	Contract Start Date	Contract End Date Inclusive of Extensions	Procurement Route	Total Estimated Value
01/03/2021	Enva Scotland Ltd	Refuse & Waste	Special Waste	04/03/2021	03/03/2025	SXL DPS	£320,000
17/03/2021	Jacobs UK Limited	Construction Consultancy	Metro Feasibility Study - Economic, Governance and Operator Options Study	18/03/2021	18/10/2021	Scotland Excel Direct Award	£160,000
17/03/2021	Systra Ltd	Construction Consultancy	City Centre Transformation Plan Consultancy Support	17/03/2021	16/03/2022	Mini Comp Scotland Excel Framework, Engineering and Consultancy	£130,712
Grand Total							£53,391,120

11 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,

11 APPENDIX 2 – REQUIREMENTS OF THE ACT

- (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 regulated procurements,
 - (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.

12 APPENDIX 3 – COMMUNITY BENEFIT OUTCOMES

Theme	Outcome	Secured for Delivery	Outcomes Delivered
Targeted Recruitment and Employment	New Entrant Job – No Relevant Experience	28 posts	11 posts
	New Entrant Job - Graduate	7 posts	8 posts
	New Entrant - Apprenticeship	2 posts	2 posts
Targeted Skills and Training	Work Experience Placement - 16+ Years of Age	53 placements	12 Placements
	Work Experience Placement - 14 -16 Years of Age	28 placements	12 placements
	Work Experience Placement - Foundation Apprenticeship	6 placements	0 placements
	Careers Event, Industry Awareness Days or Workshops for school pupils or college students	58 events	11 events
	Workplace Visits	23 visits	8 visits
	School Mentoring or Enterprise Programme	3 events	2 events
	Taster Sessions (Council or Delivery Partner Programme	6 events	6 events
	MCR Pathways 1-2-1 Mentoring Programme	3 events	2 events
Vocational Training	S/NVQ Certification (or equivalent)	69 qualifications	36 qualifications
Supply Chain Development	Supply Chain Briefing with SMEs Including Micro-Businesses	11 events	4 events
	Business Mentoring	9 events	19 events
Community Engagement	Financial Support for a Community Project	£134,000	£17,000
	Non-Financial Support for a Community Project	270 hours	180 hours

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

13 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	Title	Estimated Contract Start Date	Procurement Route	Estimated Contract Value
Advertising	Media Planning and Buying	01/02/2022	Scottish Procurement Framework,Mini-Comp,MC Above Procurement Threshold	£3,300,000
Aids	Repair & Maintenance of Community Equipment (EquipU)	30/11/2021	GCC Framework,Above Procurement Threshold,Open	£4,618,692
Books, Publications & Newspapers	Library Books and Textbooks	09/03/2022	To be allocated	£2,040,000
Catering	Commercial Catering Kitchen Utensils - small kitchen equipment	01/12/2021	GCC Framework,Above Procurement Threshold,Open	£444,338
Catering	Repair and Maintenance of Commercial Catering Equipment	01/03/2022	To be allocated	£2,031,000
Cleaning & Janitorial	Blairvadach Facilities Management	29/10/2021	Other Framework,Mini-Comp,MC Above Procurement Threshold	£486,000
Cleaning & Janitorial	Washroom Services	01/10/2022	SXL Framework,Direct Award,DA Above Procurement Threshold	£800,000
Coach Hire	School Coach Hire	31/01/2022	GCC Framework,Above Procurement Threshold	£2,400,000
Construction & Trades	Byres Road - Public Realm	31/01/2022	City Deal,Mini-Comp,	£6,000,000
Construction & Trades	CNG Cowlairs Site Remediation	23/03/2022	GCC Contract,Under Procurement Threshold Open	£3,000,000
Construction & Trades	CNG Public Realm - Pinkston	31/01/2022	GCC Framework, Mini-Comp	£2,000,000
Construction & Trades	EIPPR Public Realm - Holland Street - Pitt Street	31/05/2022	GCC Framework, Mini-Comp	£2,400,000
Construction & Trades	EIPPR Public Realm - North Hanover Street - Kyle Street	31/03/2022	GCC Framework, Mini-Comp	£5,800,000
Construction & Trades	EIPPR Public Realm - Sauchiehall St Precinct	28/02/2022	GCC Framework, Mini-Comp	£3,400,000

13 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	Title	Estimated Contract Start Date	Procurement Route	Estimated Contract Value
Construction & Trades	Expressway Bridge: Construction	02/10/2022	GCC Framework, Mini-Comp	£3,000,000
Construction & Trades	Meatmarket Infrastructure and Public Realm	31/12/2021	GCC Framework, Mini-Comp	£6,500,000
Construction & Trades	Quay Wall Development (Windmillcroft) - Construction	01/03/2022	GCC Contract,	£17,500,000
Construction Consultancy	Byres Road Phase 2 - University Avenue and Campus Development - Design Team	01/01/2022	GCC Framework, Mini-Comp	£500,000
Events	Christmas Market	09/08/2022	GCC Contract,	£400,000
Events	Events Framework	21/05/2022	GCC Framework	£2,400,000
Financial	Insurance Broker	01/02/2023	GCC Contract,	£324,000
Financial	Merchant Acquirer and Payment Gateway Services	03/04/2022	Other Framework, Mini-Comp	£960,000
Financial	SPF Actuarial Consultancy	13/06/2022	Other Framework, Mini-Comp	£1,200,000
IT	Microsoft Licence Re-Seller	07/12/2021	Other Framework, Mini-Comp	£3,600,000
Marketing & Promotion	Community Engagement & Behaviour Change in Relation to Avenues Plus Project - Block S	01/02/2022	To be allocated	TBC
Marketing & Promotion	Provision of Glasgow Household Survey	01/11/2021	GCC Contract	£120,000
Other Commodity	Cremator Maintenance - Linn & Daldowie Crematoriums	03/12/2021	GCC Contract	£1,250,000

13 APPENDIX 4 – FUTURE REGULATED PROCUREMENTS

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Commodity	Title	Estimated Contract Start Date	Procurement Route	Estimated Contract Value
Pest Control	Pest Control (Products, Services including Birds of Prey)	01/12/2021	SXL Framework, Direct Award	£289,117
Plant Equipment	Supply & Delivery of Small Plant Equipment Spares, Maintenance and Repair Services	02/07/2022	GCC Framework, Direct Award	£900,000
Playground Equipment & Surfaces	Supply and Delivery of Playground Equipment	31/12/2021	SXL Framework, Direct Award	£833,333
Professional Services	CHR Employee Assistance Programme Tender	01/08/2022	GCC Contract,	£825,000
Professional Services	Provision of Research Services	21/06/2022	Scottish Procurement Framework, Call-off	£495,833
Recruitment & HR	Temp & Interim Labour (exc Social Care)	13/04/2022	To be allocated	£12,000,000
Recruitment & HR	Temporary and Interim Labour - Social Care	30/07/2022	To be allocated	£5,875,000
Road Materials, Other Stone & Aggregates	Salt for Winter Maintenance	27/06/2022	SXL Framework, Direct Award above Procurement Threshold	£2,250,000
Road Materials, Other Stone & Aggregates	Supply & Delivery of Coated & Uncoated Roadstone etc.	01/02/2022	To be allocated	£10,000,000
Road Materials, Other Stone & Aggregates	Supply & Delivery of Roads Maintenance Materials	19/09/2022	SXL Framework, Direct Award	£766,667
Scientific & Technical	The Supply & Delivery of Laboratory Equipment, Supplies & Consumables	28/10/2021	GCC Contract	£330,000

13 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	Title	Estimated Contract Start Date	Procurement Route	Estimated Contract Value
Security & Safety	Provision of Alarm Maintenance, Repair and Installation Services	01/04/2022	Other Framework, Direct Award	£13,500,000
Select From List	Provision of Research Services	21/06/2022	Scottish Procurement Framework, Call-off,	£495,833
Signs	Signage - Permanent Road Signage & Associated Products	15/12/2021	SXL Framework, Mini-Comp, MC Under Procurement Threshold	£150,000
Social Work	New Entrants to the 2019 Social Framework	31/01/2023	GCC Framework Open	£426,410,000
Social Work	Specialist Residential Support for People with LD	01/11/2021	GCC Contract Open	£24,300,000
Social Work	Social Care Agency Staff	TBC	GCC Contract Open	£9,600,000
Social Work	Mental Health Community Service	TBC	To be allocated	TBC
Social Work	Advocacy Services (NHS Contract)	01/12/2021	NHS Contract	£2,548,665
Street Road lighting	Supply and delivery of Street Lighting	31/07/2022	SXL Framework, Direct Award above Procurement Threshold	£4,250,000
Teaching Supplies (Core)	Photo & AV	20/11/2022	SXL Framework, Direct Award	£1,166,667
Travel	Travel Management Service	17/03/2022	Other Framework, Mini-Comp	£2,203,500
Utilities & Fuel	Supply and Delivery of Bottled Gas (Lot 2)	01/09/2022	SXL Framework, Direct Award	£80,000
Utilities & Fuel	Supply and Delivery of Bottled Gas (Lot 4)	01/09/2022	SXL Framework, Direct Award	£80,000
Utilities & Fuel	Supply and Delivery of Bottled Gas (Lot 5)	04/12/2021	SXL Framework, Mini-Comp	£60,000
Utilities & Fuel	Supply and Delivery of Bottled Gas (Lot 6)	01/09/2022	SXL Framework, Direct Award	£91,000

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	Title	Estimated Contract Start Date	Procurement Route	Estimated Contract Value
Vehicles	DPS - RCV Fleet Repairs, Maintenance & Spare Parts	01/04/2022	DPS, ITT	£16,000,000
Vehicles	Hire of Vehicle and Plant with and without operators (SXL Main Framework)	01/11/2021	SXL Framework, Call-off	£10,000,000
Vehicles	Maintenance of Garage & Taxi Equipment	11/10/2021	GCC Contract	£54,000
Vehicles	Provision of Pay As You Go Car Scheme	02/09/2022	GCC Contract	£150,000
Vehicles	Supply and Fitting of Tyres	22/04/2022	SXL Framework, Mini-Comp	£825,000
Vehicles	Supply of Vehicle Spare Parts	01/04/2022	SXL Framework, Mini-Comp	£3,200,000
Vehicles	SXL Electric Vehicle Charging Points Lot 1 Supply, Delivery, Installation & Maintenance Lot 2 Supply Only Lot 3 Installation Only Lot 4 Maintenance Lot 5 Additional Items (e.g. solar canopies, battery storage solutions)	01/11/2021	SXL Framework	TBC

13 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	Title	Estimated Contract Start Date	Procurement Route	Estimated Contract Value
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 re-programming 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)	01/12/2021	GCC Framework	£800,000
Vehicles	Vehicle and Plant Recovery Services(retender)	04/12/2022	GCC Contract	£400,000
Vehicles	Vehicle Replacement Glass M/C	29/01/2022	SXL Framework, Mini-Comp	£80,000

Objectives, Aim and Outcomes	Performance Indicator	Action Reference	Actions	Target Date	Rag Status/ Mitigating Action	Owner
1. Legal Compliance and Governance						
<p>AIM</p> <p>> 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.</p> <p>> To adapt to any changes to procurement rules following Brexit.</p> <p>OUTCOME</p> <p>> Mitigation of the opportunities for procurement challenge.</p> <p>> Procurement activity will comply with all relevant statutory and regulatory requirements.</p> <p>> Procurement staff are confident in their understanding of procurement regulations and other relevant regulations.</p>	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)	Open (Green)	Legal, CPU, SW
		1.05	Adapt our internal procedures, processes and documentation, where required, to reflect any new requirements of Brexit.	Apr-21	Open (Green)	Legal, CPU, SW

Objectives, Aim and Outcomes	Performance Indicator	Action Reference	Actions	Target Date	Rag Status/ Mitigating Action	Owner
2. Savings and Positive Outcomes						
<p>AIM > To support the council in achieving budget savings targets.</p> <p>OUTCOME > Assisting the council to meet budget savings targets.</p> <p>> Positive outcomes (for example changes in buying behaviour, identifying alternative solutions, improved ordering and invoicing solutions).</p> <p>> To work closer with our clients to understand their needs identify opportunities to reduce expenditure, control demand and improve process efficiencies.</p> <p>> Work more collaboratively with other public sector organisations.</p>	No successful legal challenges	2.01	Continue to target savings from all aspects of the strategic procurement process (tender, contract management, P2P).	Apr-22	Open (Green)	CPU, SW, Financial Services (CBS)
		2.02	Further embed and improve demand management within the contract management process.	Apr-20	Complete	CPU, SW, Service Areas
		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 (Green)	CPU Senior Management Team, 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	CPU Strategic Teams, 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	CPU Strategic Teams, SW

Objectives, Aim and Outcomes	Performance Indicator	Action Reference	Actions	Target Date	Rag Status/ Mitigating Action	Owner
3. Leaner, More Efficient and Effective Procurement Function						
<p>AIM</p> <ul style="list-style-type: none"> > 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. <p>OUTCOME</p> <ul style="list-style-type: none"> > 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. 	No successful legal challenges	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 (Green)	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 (Green)	Development Team, Legal, CPU Strategic Teams and other council family procurement teams

Objectives, Aim and Outcomes	Performance Indicator	Action Reference	Actions	Target Date	Rag Status/ Mitigating Action	Owner
4. Deliver Sustainable Procurement Across the Council						
<p>AIM</p> <p>> 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.</p> <p>> To be compliant with the Procurement Reform (Scotland) Act 2014 and general and other duties contained therein, including the Sustainable Procurement Duty.</p> <p>OUTCOME</p> <p>> Increased opportunities for local SME's, Social Enterprises, Co-operatives, Supported Businesses and Third Sector organisations.</p> <p>> To secure wider social, economic and environmental benefits for the local area and ensure those benefits are realised.</p> <p>> Compliance with the Sustainable Procurement Duty.</p> <p>> Secured and realised sustainable benefits.</p>	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)	Open (Green)	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 (Amber) Form a close working relationship with the Head of Commissioning to allow process to be streamlined	SW

APPENDIX 5 – PROCUREMENT STRATEGY ACTION PLAN

Objectives, Aim and Outcomes	Performance Indicator	Action Reference	Actions	Target Date	Rag Status/ Mitigating Action	Owner
4. Deliver Sustainable Procurement Across the Council						
<p>> Staff involved in the procurement process understand and positively contribute to achieving sustainable outcomes.</p> <p>> The council is reassured that suppliers adhere to the principles of a Fair Work Practice organisation.</p>	Improvement in performance level of sustainable procurement as identified via the FFSAT	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 (Green)	Sustainable Steering Group, Service areas
		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 (Green)	CPU Senior Management Team, SW

Objectives, Aim and Outcomes	Performance Indicator	Action Reference	Actions	Target Date	Rag Status/ Mitigating Action	Owner
5. Innovation						
<p>AIM</p> <p>> Opportunities for innovative procurement practice will be considered for all procurement activity where appropriate</p> <p>>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.</p> <p>OUTCOME</p> <p>> Requirements are met within budget constraints whilst also providing best value and wider benefits for the local areas.</p> <p>> Procurement delivers improved services and products.</p> <p>> 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.</p>	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 (Green)	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 (Green)	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 Reference	Actions	Target Date	Rag Status/ Mitigating Action	Owner
6. Promote Procurement Awareness						
<p>AIM</p> <p>> A better understanding and knowledge of procurement, including risk, throughout the council.</p> <p>> Procurement is integrated as a strategic partner who can assist in transforming how the council operates.</p> <p>> To encourage early procurement engagement and increase opportunities for partnership working.</p> <p>> To afford more opportunity to invest in strategic procurement activity (market analysis, benchmarking).</p> <p>> 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.</p> <p>OUTCOME</p> <p>> Requirements are met within budget constraints.</p> <p>> Contracts provide best value and wider benefits for Glasgow and its citizens.</p>	<p>Percentage of adhoc requirements on work plan</p> <p>More time afforded to developing strategies</p> <p>Appropriate allocation of procurement activity within the procurement resource</p>	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

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

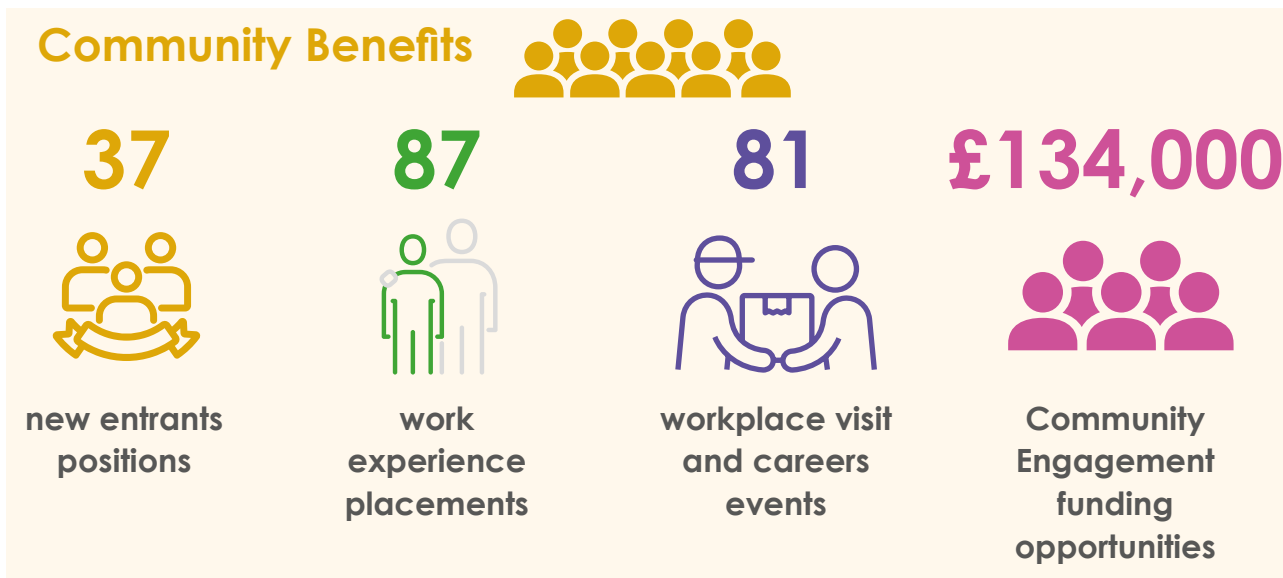
A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis and generates benefits, not only for the organisation but also to society, the economy and the environment.

Third Sector

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

Work Plan

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



80%
of awarded suppliers pay the Real living wage in 20/21

Glasgow
living wage



£6,593,211
of cash savings

£8,738,595
of cost avoidance savings