



# Glasgow City Region Sustainable Procurement Strategy

June 2021

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# 1. Foreword from the Chair of the Cabinet

In the past decade Glasgow City Region's economy and population have grown substantially and our productivity is projected to be higher than other UK post-industrial regions, including Manchester and Sheffield, if long-term trends continue.

We recognise this success has not been shared by all of our residents. But we are determined that decisions we make in procurement will benefit local businesses and local communities.

As eight local authorities in the City Region, we have a collective procurement spend of over £2 billion per annum. The scale of opportunity is enormous. How we manage our considerable spending power and procure goods and services must be aligned to our key challenges – in addressing inclusive growth, enhancing productivity, and responding to the climate emergency, as well as dealing with the current pressing challenge of economic recovery from the impact of Covid-19.

Our £1 billion City Deal is providing us with an opportunity to deliver social and physical transformation and to share this prosperity across the wider Region. Progress already made in our procurement plans includes work to ensure more consistent approaches across the eight council areas, improved supplier guidance and a shared IT solution to manage and maximise the delivery of community benefits secured through City Deal contracts.

To date local businesses have benefitted from over £109 million worth of City Deal contracts, around 50% of tier one City Deal contracts.

With this new strategy we have an opportunity to do things better, to make a real difference and to raise our ambitions to a higher level. It will build on successful practise from the City Deal. Crucially, it seeks to use our learning from collaborating on the City Deal to bring good practice into place for all capital infrastructure procurement programmes across the City Region.

We will also broaden our partnership to include other Regional partners and anchor institutions.

As the Region prepares to host COP26, the new strategy demonstrates that procurement is a vital tool in delivering on our net zero carbon ambitions

Our approach will support and embed the principles of Community Wealth Building, Fair Work First, promote the living wage, maximise opportunities for social enterprises and support the creation of a resilient skills and training pipeline across education and training providers. And to ensure that our approach to community benefits is tailored to the specific needs of local communities we will seek to develop a community wishlist approach.

We will work harder to support local businesses to benefit from public sector contract opportunities through better sharing of information.

An action Plan to support the strategy will be delivered by a dedicated Group of representatives from the eight partner councils, with progress regularly reported to Cabinet.

Success will require closer working and support from a broad range of partners and colleagues, not just within procurement, engaging with communities, businesses, third sector organisations and strategic partners.

By focusing on these key areas and priorities, our Regional approach to procurement will best benefit all stakeholders.



**Councillor Susan Aitken**

CHAIR OF THE GLASGOW CITY REGION CABINET  
AND LEADER OF GLASGOW CITY COUNCIL

## 2. Background – Building on our Achievements

### Glasgow City Region City Deal

In August 2014, the Glasgow City Region City Deal was signed between the eight local authorities (East Dunbartonshire; East Renfrewshire; Glasgow; Inverclyde; North Lanarkshire; Renfrewshire; South Lanarkshire and West Dunbartonshire) and the Scottish and UK governments. The Deal, which was the first in Scotland and one of the largest in the UK, was the first to benefit from funding from both the UK and Scottish governments. The objectives of the Deal, worth £1.13 billion, is to deliver on the following strategic objectives:

- a. Support the creation of new, sustainable jobs in high-value growth sectors providing fair, living wages;
- b. Provide improved transport connectivity for residents to access employment locations and for businesses to access national and international markets;
- c. Support the remediation and unlocking of key development and regeneration sites across the Region, with a focus on brownfield sites, creating attractive, marketable, accessible locations for people and businesses to live and invest;
- d. Support the delivery of a resilient, low carbon, sustainable, connected and attractive place capitalising on our existing social, cultural and environmental assets;

- e. Support micro, small and medium sized businesses in growth sectors to innovate, commercialise and grow through the provision of incubation, grow-on-space and world class research and development facilities;
- f. Provide additional skills, training, and employment support to those facing additional barriers to fair work and/or who are at risk of poverty; and
- g. Use the Programme resources to maximise the leverage of additional private and public sector funding for the City Region.

In 2014, a Joint Committee, known as the Glasgow City Region Cabinet was constituted, made up of the Leaders of the participating authorities and responsible for decision making in relation to the City Deal and for determining the strategic economic development priorities for Glasgow City Region.

## 2. Background – Building on our Achievements

### Glasgow City Region Sustainable Procurement Strategy

In 2015, the Cabinet approved the Glasgow City Region City Deal Procurement Strategy and Community Benefits Strategy (2015 to 2020) which put in place a shared approach to procurement and community benefits across the eight councils for the delivery of their City Deal funded projects.

As these documents were due to expire in 2020, the Glasgow City Region Cabinet on 11 August 2020 agreed a proposal to develop a single Glasgow City Region Sustainable Procurement Strategy that would:

- combine and build upon the successful collaboration achieved under the previous strategies;
- improve social, environmental and economic wellbeing;
- take into account developments in the wider policy landscape, such as Fair Work First, Grow Local, community wealth building, the circular economy, how public sector procurement can contribute to carbon reduction and climate adaptation;
- extend the collaborative approach to progressive procurement objectives beyond the scope of just the City Deal projects to include wider infrastructure investment; and
- to broaden the reach of the strategy to include capital investment by wider Regional economic partners and key anchor institutions.



## Achievements to Date

Since the introduction of the Glasgow City Region City Deal Procurement Strategy and Community Benefits Strategy (2015 to 2020) we have made real progress.

Following the development of our key guidance documents - Buyers Guidance and Suppliers Guidance - to implement the strategies, and the regular, programme level reporting on contracts and community benefits, we have delivered significant achievement.

Some of our key contract and community benefits achievements since 2015 include:

- **Awarding 413 Tier 1 contracts to the value of £243.1 million** awarded to deliver City Deal projects
- **Nearly half of our Tier 1 contracts, valued at £116.1 million, have** been awarded to local businesses based within Glasgow City Region
- **Over 25% of Tier 1 City Deal contracts have been awarded to SMEs,** creating over £66 million of opportunities for small businesses
- **22% of all of our Tier 1 contracts** have been awarded to SMEs in Glasgow City Region
- **Secured a total of 1,214 contractual community benefit opportunities** from Tier 1 City Deal contracts, of which 216 of these benefits were employment and training opportunities

### 3. The Social and Economic Impact of the Region's Procurement

The recent Regional Economic Baseline report highlighted the various socio-economic strengths and challenges facing Glasgow City Region. In the baseline, key issues facing the Region were summed up by three grand challenges:

- **Inclusive Growth:** despite significant efforts by local and national government agencies for recent decades, the socio-economic situation for the local population can be summarised in the old adage – a tale of two cities, or in this case, regions. The haves and the have nots. Finding innovative ways to ensure all sections of society can prosper is crucial to addressing the prevalence of deprivation which has scarred Scotland's only true metropolitan region for far too long.
- **Enhancing Productivity:** the OECD has analysed in significant detail the missed productivity gap across UKs regions/cities in comparison to those in other European countries. Glasgow is one where the gap is significant. However, the Connected Places Catapult in 2020 identified the region as one of four with the strongest potential to join London, Oxford and Cambridge as the future engine of the UK economy.
- **Climate Emergency:** Glasgow City Region's local authorities are required to hit net zero emissions by 2045, whilst Glasgow has a more ambitious target of carbon neutrality by 2030. Reaching these targets requires not just an acceptance of the transition, but a proactive use of the economic development levers to accelerate, and scale progress.

These are being used to shape the development of future policy and strategy. It is clear that public sector procurement within Glasgow City Region has a role in addressing these challenges. This can be evidenced by analysis conducted on the local authority procurement in 2018 to 2019 to establish the economic impact of that spending within the Region.

#### The Economic Potential of Regional Procurement Spending

In the financial year 2018 to 2019, the total amount spent on procurement by the eight Glasgow City Region member authorities was **£2.185 billion**. Of this amount, **approximately £1 billion was retained within the Region - secured by suppliers based within Glasgow City Region.**

Based on the procurement spend for 2018 to 2019, it is estimated that this would deliver the following economic benefits:

#### Economic Impact on GCR Economy of Procurement Spending in 2020

- Output – would increase by £2.57 billion,
- GVA – would increase by approximately £1.6 billion and
- Jobs – 28,500 jobs would be supported. (This is over 3% of Regional economy and its jobs)

As noted, just under half of the money spent on procurement by local authorities was kept within the Region. This shows the scale of opportunity that a sustainable procurement strategy has to enhance the economy and help address the three grand challenges.

## 4. Community Wealth Building – Progressive Use of Procurement

Promoting Community Wealth Building (CWB) approaches is a priority for Glasgow City Region and is seen as a key principle that will underpin economic recovery from the Covid pandemic, and support our long-term aspirations for the Glasgow City Region economy. The Scottish Government’s ‘[Programme for Government](#)’ includes a commitment to work with Glasgow City Region to develop a bespoke Community Wealth Building action plan. This work has already commenced. Working with the Centre for Local Economic Strategies (CLES), we have delivered separate reports focussing on two of the key pillars of CWB – socially just use of land; and progressive use of procurement.

These reports highlight progress made to date by the City Region councils and include recommendations for future approaches. The report on the progressive use of procurement, which recognises the significant good practice already underway in Glasgow City Region, has informed and confirmed the content of this strategy and action plan.



## 5. The Development of the Sustainable Procurement Strategy

A workshop was held with key stakeholders and partners in August 2020 to support the strategy development; identify the priorities that we wanted it to address, and action plan to support it.

The outcome of the workshop was the identification of the following seven priorities:

### 1. PRIORITY GROUPS

Building on the work in the delivery of the City Deal to identify and target community benefits, we will encourage and monitor the opportunities secured through procurement for priority groups, including:

- Young people (16-24 years);
- Women – assuming primary care role for children;
- Disabled people;
- Black Minority Ethnic people; and
- People experiencing poverty and deprivation.

The Equality Act 2010 defines disability as a long-standing physical or mental impairment which causes substantial difficulty with daily activities. In Glasgow, 28% of the population have a limiting long-term condition or impairment, rising to over 30% in some areas. Almost a third (31%) of all Glasgow residents have one or more health conditions.

### 2. TACKLING INEQUALITY

We will use procurement to create additional employment opportunities, and in particular to advance equality at every stage of the procurement process, including the use of award criteria and tender specifications, to encourage employers to focus on increasing opportunities for disabled people, minority ethnic people employed; gender progression at the beginning and end of the contract; and addressing the gender pay gap.

### 3. COMMUNITY WEALTH BUILDING

How can we maximise the benefits to the local economy and encourage a better balance in the supply chain - promote inclusion and participation and get more people in the local labour market?

### 4. SKILLS

How can we ensure that the skills pipeline is in place to meet future needs, that opportunities are accessible to all, and that targeted training does not displace existing jobs and helps focus on new ones? We will aim to align our strategy between existing national, local and Regional initiatives and link in with colleges and training providers

### 5. EMPLOYMENT

How can we use procurement and community benefit to prioritise the creation of meaningful local jobs within Glasgow City Region, and use targeted recruitment to help vulnerable groups; long term inactive due to ill health, older people, women, young people move in to work or closer to the labour market.

### 6. BUSINESSES

To support our local businesses and their supply chains at risk from Brexit or the impact of the pandemic, including opportunities for financial support, by:

- the use of procurement activity to support the local business base (for example, Grow Local)
- encouraging Tier 1 contractors to support local supply chains
- encouraging local spending in SMEs, social enterprises, supported businesses, and the third sector; and,
- help local businesses to build resilience to future economic shocks (Brexit etc).

### 7. PLACE/ENVIRONMENT

Maximise opportunities from procurement and community benefits to bring vacant and derelict land back into use; to reduce carbon emissions and industrial pollution, promote the circular economy, and to provide support to local environmental projects.

## 6. Strategic Objectives

Based upon the priorities identified during the engagement with stakeholders and partners, we were able to develop five strategic objectives:

- 6.1 Encouraging Collaboration across the Glasgow City
- 6.2 Supporting Local Businesses to Thrive
- 6.3 Creating Opportunities for Employment and Jobs
- 6.4 Skills, Training and Fair Work
- 6.5 Mitigating the Impact of Climate Change and Reducing Carbon Emissions

The scope of these strategic objectives and how we will deliver them is set out in the following sections. The more detailed tasks that will underpin how we will deliver on our headline actions are set out in the Action Plan.



## 6.1 Encouraging Collaboration across the Glasgow City Region

### Aim

**To create a truly collaborative approach to procurement across all Regional Economic Partners in Glasgow City Region, ensuring the use of simplified, co-ordinated, consistent policies and processes.**

We recognise that it is people and organisations that make great procurement happen and through new ways of effective partnership working and collaboration, with public and private sector bodies and communities, pressing issues that have an impact on key areas where change may need to be considered will be identified and tackled. Through hard work and the delivery of innovative solutions and projects outcomes will be achieved that will have a big an impact on the public sector and private sectors by the big issues addressed collectively and future proofed sustainable ways of working will become the new norm.

### How We Will Do It

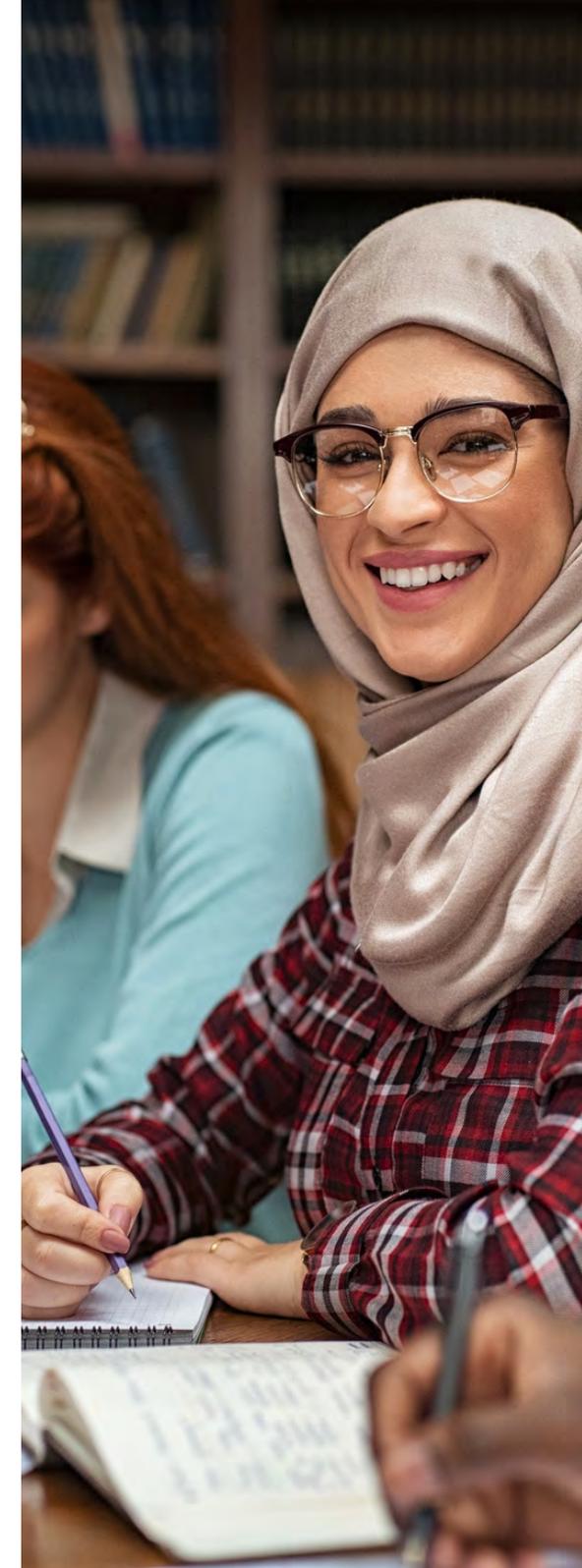
#### We will:

- collaborate more effectively with the eight local authorities and link with partners, and other key anchor institutions in Glasgow City Region, including the NHS, Universities, Further Education, Construction Industry Training Board, etc.
- seek to align approaches to procurement and community benefits, share learning, and seek consistency across Glasgow City Region partners, delivering a simplified and more consistent approach.

### What the Outcomes Will Be

#### The outcomes will include:

- greater consistency and certainty for the Glasgow City Region partners in tendering and for businesses bidding for contracts.
- a more efficient, streamlined and improved service through collaboration brought about by greater sharing of best practice and standardisation of processes where possible.



## 6.2 Supporting Local Businesses to Thrive

### Aim

**We will aim to develop resilient local supply chains, providing clear advice and consistent approaches to procurement and community benefits, ensuring businesses are aware of, and are able to take advantage of procurement opportunities, supported by a programme of active and innovative supplier engagement and development support.**

We understand that successful contracts depend on good contract management and good contract management depends on good supplier relations. We want to build good supplier relationships, including trust, openness, clear communications and common understanding. We will focus on how we can support the opening up of the supply chain and provide practical support and guidance to suppliers. We aim to collectively deliver outstanding responses to change that will encourage and support the regional SME business base.

### How We Will Do It

#### We will:

- work with Economic Development colleagues across Glasgow City Region to support strong local supply chains.
- meet the national objectives for the prompt payment of suppliers by all City Region partners and promote the prompt payment of subcontractors.
- develop a Capital Investment Plan to share information about forthcoming infrastructure investment with businesses in Glasgow City Region.
- analyse the supply chain in Glasgow City Region to identify specific areas of strength and opportunities to develop specific sectors and work closely with the Supplier Development Programme (SDP) to deliver effective supplier engagement and improve the capability of local businesses to bid for contracts.

### What the Outcomes Will Be

#### We will:

- have delivered simplified and more consistent procurement processes for businesses tendering for contracts across Glasgow City Region.
- have raised awareness among suppliers of forthcoming opportunities to bid for contracts related to capital investment by Glasgow City Region partners.
- have supported businesses to access existing supply chains and increased their capability to successfully bid for contracts.



## 6.3 Creating Opportunities for Employment and Jobs

### Aim

**To pioneer the use of procurement to maximise and target employment opportunities – supporting young people to enter the labour market, addressing the gender pay gap, and encouraging opportunities for career progression.**

We will promote the use of procurement as a means to bring people into employment and will build on the progress made by eight partner councils' collaboration on procurement and community benefits in the £1.13 billion Glasgow City Region City Deal since 2014. We will become an exemplar of what good procurement looks like by consistently signalling our desire, delivered by contracts specifications, to deliver our social aspirations to support identified priority groups of people who disproportionately experience disadvantage and inequality within our region to gain skills, employment and career progression.

### How We Will Do It

#### We will:

- use tender or ITT specifications, including community benefit requirements, to encourage the creation of, fair, quality job opportunities for residents in Glasgow City Region, with a focus on identified priority groups including those protected under the Equality Act 2010.

### What the Outcomes Will Be

#### We will:

- increased employment opportunities secured through the capital investment of Glasgow City Region partners, particularly for those residents within key target groups such as young people, women, Black and Minority Ethnic residents, people experiencing poverty and deprivation, and those with disabilities.



## 6.4 Skills, Training and Fair Work

### Aim

**To utilise procurement to support the principles of fair work, promote the living wage, maximise opportunities for social enterprises and to support creation of a resilient skills and training pipeline across education and training providers.**

We will use the opportunities of procurement and community benefits to align with the priorities of our Regional Skills Investment Plan, supporting the development of a skills and training pipeline for infrastructure projects across the City Region. Our approach will be informed by the principles of Community Wealth Building and will seek to promote the progressive use of procurement. We will embed principles of Fair Work First in our approach, incorporating the [Scottish Government's guidance](#) and [toolkit](#) into our regional approach. Aligning our strategy with FE, HE and training providers it will allow us to maintain a skills pipeline that delivers opportunities accessible to our residents.

### How We Will Do It

#### We will:

- use our infrastructure investment to maximise the skills and training opportunities for Priority Groups and deliver on the principles of Fair Work First.
- introduce a 'community wishlist' approach to identify tangible benefits from local communities.
- use the Labour Market Forecasting tool, developed by CITB, to accurately calculate the labour market requirements for infrastructure investment in Glasgow City Region and share skills and training demand information with providers.
- target training opportunities through community benefits which help to create/sustain training pipelines (for example, to provide the work experience placement element required as part of a Foundation Apprenticeship or a Taster Session as part of a Council or Delivery Partner programme.

### What the Outcomes Will Be

#### We will:

- increase the number of skills and training opportunities that are secured and delivered
- improve the match between skills provision and demand
- where appropriate evaluate progress being made towards delivering tender proposals in relation to the Fair Work First criteria.



## 6.5 Mitigating the Impact of Climate Change

### Reducing Carbon Emissions

#### Aim

**To maximise the use of procurement towards supporting the transition to net zero emissions, reduce potential supply chain disruptions and work with our supply chains to reduce carbon emissions, incentivise climate resilience and mitigation efforts and build their capability.**

We know the magnitude of climate change and recognise that the supply chain presents a significant opportunity to drive emissions reduction and build resilience to climate impacts for the Region. We will make every effort to maximise the opportunities presented by procurement for best environmental impact from our contracts, ensure that supplier activities contribute to the increased ambition of the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019. We will manage supply chains and update Contract Clauses and Terms and Conditions when developing specifications for contracts to take consideration of climate change to reduce emissions and adapt to climate impacts throughout the supply chain.

#### How We Will Do It

##### We will:

- use our approach to procurement to reduce carbon emissions.
- work with suppliers to demonstrate their contribution towards our net zero carbon, climate resilience, and adaptation objectives.
- support our potential and existing suppliers to improve their sustainability and reduce their carbon emissions.

#### What the Outcomes Will Be

##### We will:

- reduce the carbon footprint of Glasgow City Region's Scope 3 emissions from procurement
- encourage resilience within the supply chain to ensure businesses can deal with vulnerabilities caused by climate change
- build an evidence base of supplier practice which can be shared with other future suppliers and inform future contract specifications.



## 7. Sustainable Procurement Strategy Governance

Using the existing governance structures of Glasgow City Region we will ensure that we work effectively, compliantly and responsively. Through our dedicated regional procurement structures – the Procurement Support Group and the Sustainable Procurement Strategy Group – we bring together the eight Member Authorities alongside our key partners in government, the Supplier Development Programme, and other anchor institutions in Glasgow City Region to deliver the objectives and actions in this strategy.



## 8. Monitoring and Reporting

Buyers and Supplier Guidance is in place to reflect sustainable procurement and community benefit strategy commitments. The Buyers Guide is intended for use as a 'Single Point of Reference' for the adoption and application of a consistent, standard approach to the procurement of contracts and the delivery of Community Benefit Outcomes.

The delivery of Community Benefit commitments is a Key Performance Indicator (KPI) on City Deal contracts and Community Benefit clauses are rigorously monitored. Tender documents include an obligation on suppliers delivering City Deal contracts to provide such information as the City Deal shall reasonably require, enabling the City Deal to measure and produce performance reports for the Community Benefit KPIs.

Information for all Community Benefits committed within contracts is collected via a single, shared monitoring and reporting system. Standardised Benefit Outcome Evidence Report (BOER) templates are completed by the supplier for each benefit outcome delivered and Tier 2 contract awards and provide measures of sustainability. Increased use by Member Authorities of the Cenefits system for the monitoring and management of community benefits secured through their wider capital investment programmes remains an ambition, which, once realised, will allow for the same level of community benefit reporting as seen for the City Deal Programme with the opportunity for continuous improvement.



## 9. Action Plan

We have set out a clear action plan containing key tasks, owners and timescales. We will report on the delivery against these actions through the Procurement Support Group and through the Annual Implementation Plan. The timescales set out within the Action Plan are currently expressed at a high level in terms of short, medium and long term.

The Procurement Support Group and the Sustainable Procurement Strategy Group will sign off detailed timescales for the delivery of the actions and these will be incorporated into the Glasgow City Region Programme Management Office' Annual Implementation Plan.



OBJECTIVE	ACTION	TASK	TIMESCALE	OWNER
<p><b>1. Encouraging Collaboration across the Glasgow City Region</b></p> <p>To create a truly collaborative approach to procurement across all Regional Economic Partners in Glasgow City Region, ensuring the use of simplified, co-ordinated, consistent policies and processes.</p>	<p>1.1 We will collaborate more effectively with the eight local authorities and link with partners, and other key anchor institutions in Glasgow City Region, including the NHS, Universities, FE, Construction Industry Training Board, etc.</p>	<p>1.1.1 The membership of the Sustainable Procurement Strategy Group (SPSG) should be extended to include representatives from key public sector anchor institutions, CITB and the Supplier Development Programme.</p>	<p>Ongoing</p>	<p>Sustainable Procurement Strategy Group and Glasgow City Region Programme Management Office (PMO)</p>
		<p>1.1.2 Procurement Support Group (PSG) to carry out a high-level mapping exercise of existing Framework Agreements and how these collaborative agreements are used (for example, APUC, Scotland Excel, MAs and National frameworks).</p>	<p>Short Term to Medium Term</p>	<p>Procurement Support Group</p>
		<p>1.1.3 We will establish a forum with Tier 1 suppliers, the Supplier Development Programme, CITB, Federation of Small Businesses, and other relevant partners, to share experience and best practice.</p>	<p>Every 6 months</p>	<p>Sustainable Procurement Strategy Group and Supplier Development Programme (SDP)</p>

OBJECTIVE	ACTION	TASK	TIMESCALE	OWNER
<p><b>1. Encouraging Collaboration across the Glasgow City Region</b></p> <p>To create a truly collaborative approach to procurement across all Regional Economic Partners in Glasgow City Region, ensuring the use of simplified, co-ordinated, consistent policies and processes.</p>	<p>1.2 We will seek to align approaches to procurement and community benefits, share learning, and seek consistency across Glasgow City Region partners, delivering a simplified and more consistent approach.</p>	<p>1.2.1 Maintain, update, and develop the Buyers Guidance document, and share it with all partners and anchor institutions.</p>	<p>Ongoing/ Reviewed annually</p>	<p>Procurement Support Group</p>
		<p>1.2.2 Develop a toolkit that includes a range of sample documents to be used for a selected Procurement Route.</p>	<p>Medium to Long Term</p>	<p>Procurement Support Group</p>
		<p>1.2.3 We will map the existing approaches to contract management used by partners in GCR and ensure that effective approaches to contract management are in place.</p>	<p>Ongoing</p>	<p>Procurement Support Group</p>
		<p>1.2.3 We will map the existing approaches to contract management used by partners in GCR and ensure that effective approaches to contract management are in place.</p>	<p>Ongoing</p>	<p>Procurement Support Group</p>
		<p>1.2.4 All MAs will consistently apply the processes set out within the GCR Buyers Guide and issue the GCR Suppliers Guide with targeted menu options for suppliers to select from</p>	<p>Short Term</p>	<p>Member Authorities</p>

OBJECTIVE	ACTION	TASK	TIMESCALE	OWNER
<p><b>1. Encouraging Collaboration across the Glasgow City Region</b></p> <p>To create a truly collaborative approach to procurement across all Regional Economic Partners in Glasgow City Region, ensuring the use of simplified, co-ordinated, consistent policies and processes.</p>	<p>1.2 We will seek to align approaches to procurement and community benefits, share learning, and seek consistency across Glasgow City Region partners, delivering a simplified and more consistent approach.</p>	<p>1.2.5 We will implement a common, shared system for recording contract and community benefits information (for example, Cenefits) for City Deal projects and look to extend this to wider Regional procurement activity.</p>	<p>Short Term</p>	<p>Procurement Support Group and GCR PMO</p>
		<p>1.2.6 Share the Buyers and Supplier Guidance with anchor institutions in GCR for consideration and encourage them to adopt shared practices and objectives.</p>	<p>Short Term</p>	<p>Sustainable Procurement Strategy Group</p>
		<p>1.2.7 Create and maintain a Communication Plan that will include the identification and sharing of case studies, examples of good practice and innovation across the City Region.</p>	<p>Quarterly</p>	<p>Procurement Support Group and GCR PMO</p>
		<p>1.2.8 We will seek to put in place qualitative studies that will allow us to assess, evaluate and share information about the longer term impact of progressive procurement.</p>	<p>Medium to Long Term</p>	<p>GCR PMO</p>

OBJECTIVE	ACTION	TASK	TIMESCALE	OWNER
<p><b>2. Supporting Local Businesses to Thrive</b></p> <p>We will aim to support resilient local supply chains, providing clear advice and consistent approaches to procurement and community benefits, ensuring businesses are aware of, and are able to take advantage of procurement opportunities, supported by a programme of active and innovative supplier engagement and development support.</p>	<p>2.1 We will work with Economic Development colleagues across Glasgow City Region to regenerate local supply chains.</p>	<p>2.1.1 Linking with officers through the Enterprise Portfolio Group and the Supplier Development Programme we will collaborate closely to put in place actions to support and regenerate local supply chains.</p>	<p>Ongoing</p>	<p>Enterprise Portfolio and Supplier Development Programme</p>
		<p>2.1.2 Working with Scottish Enterprise, identify and support companies with development opportunities to enhance supply chain potential.</p>	<p>Short Term</p>	<p>Enterprise Portfolio Group and Scottish Enterprise</p>
	<p>2.2 We will meet the national objectives for the prompt payment of suppliers by all City Region partners and promote the prompt payment of subcontractors.</p>	<p>2.2.1 Liaising with the City Region Finance Strategy Group, we will develop a regional approach to encourage Tier 1 contractors to make prompt payments to sub-contractors, by gathering information and monitoring data from each MA.</p>	<p>Short Term and ongoing.</p>	<p>Procurement Support Group and Finance Strategy Group</p>
	<p>2.3 We will develop a Capital Investment Plan to share information about forthcoming infrastructure investment with businesses in Glasgow City Region.</p>	<p>2.3.1 Acquire the capital investment plans for each of the eight member authorities and relevant partner organisations and create a combined report to be shared.</p>	<p>Short to Medium Term</p>	<p>GCR PMO and Finance Strategy Group</p>

OBJECTIVE	ACTION	TASK	TIMESCALE	OWNER
<p><b>2. Supporting Local Businesses to Thrive</b></p> <p>We will aim to support resilient local supply chains, providing clear advice and consistent approaches to procurement and community benefits, ensuring businesses are aware of, and are able to take advantage of procurement opportunities, supported by a programme of active and innovative supplier engagement and development support.</p>	<p>2.4 We will analyse the supply chain in Glasgow City Region to identify specific areas of strength and opportunities to develop specific sectors, and work closely with the Supplier Development Programme (SDP) to deliver effective supplier engagement and improve the capacity of local businesses to bid for contracts.</p>	<p>2.4.1 Carry out an analysis of the strengths and weaknesses of the GCR supply chain, utilising a range of data sources including that provided by Grow Local.</p>	<p>Short to Medium Term</p>	<p>GCR Intelligence Hub</p>
		<p>2.4.2 In partnership with the Supplier Development Programme we will ensure local SMEs are aware of requirements to engage with Tier 1 contractors and their forthcoming work packages, and that targeted support is in place for local/SMEs.</p>	<p>Short to Medium Term</p>	<p>Sustainable Procurement Strategy Group, Supplier Development Programme and CITB</p>
		<p>2.4.3 Deliver an ongoing programme of effective supplier engagement and outreach with potential local suppliers.</p>	<p>Ongoing</p>	<p>Supplier Development Programme and Enterprise Portfolio Group</p>
		<p>2.4.5 Ensure that the terms and conditions of Framework Agreements used are aligned with the arrangements set out within GCR Buyers Guidance.</p>	<p>Short to Medium Term</p>	<p>Member Authorities and Procurement Support Group</p>

OBJECTIVE	ACTION	TASK	TIMESCALE	OWNER
<p><b>3. Creating Opportunities for Employment and Jobs</b></p> <p>To pioneer the use of procurement to maximise and target employment priority groups – supporting young people to enter the labour market, addressing the gender pay gap, and encouraging opportunities for career progression.</p>	<p>3.1 We will use tender or ITT specifications, including community benefit requirements, to encourage the creation of, fair, quality job opportunities for residents in Glasgow City Region, with a focus on identified priority groups including those protected under the Equality Act 2010.</p>	<p>3.1.1 We will embed the use of the Regional Community Benefits Outcome Selection Menu to incentivise the delivery of community benefits to GCR priority groups.</p>	<p>Ongoing</p>	<p>Procurement Support Group</p>
		<p>3.1.2 Create a standard approach and set of sample documents that will allow us to gather evidence from suppliers of their equalities and diversity policies and to demonstrate how these are having an impact.</p>	<p>Ongoing</p>	<p>Procurement Support Group and Supplier Development Programme</p>
		<p>3.1.3 Building on current work, including through Scotland Excel, the Supplier Development Programme, and Grow Local, we will identify opportunities to allow us to increase the advertising of subcontracting opportunities for Tier 2 suppliers.</p>	<p>Medium to Long Term</p>	<p>Procurement Support Group</p>

OBJECTIVE	ACTION	TASK	TIMESCALE	OWNER
<p><b>4. Skills, Training and Fair Work</b></p> <p>To utilise procurement to support the principles of fair work, promote the living wage, maximise opportunities for social enterprises and to support creation of a resilient skills and training pipeline across education and training providers.</p>	<p>4.1 We will use our infrastructure investment to maximise the skills and training opportunities for Priority Groups and deliver on the principles of Fair Work First.</p>	<p>4.1.1 Within each member authority, Economic Development/Education Services will link with procurement officers at the pre-tender stage to plan how opportunities can be targeted on priority groups.</p>	<p>Medium Term</p>	<p>Enterprise Portfolio, Skills and Employment Portfolios to engage with Procurement Support Group.</p>
		<p>4.1.2 Align Employability Programmes and activity to promote opportunities linked to the Capital Investment Plan.</p>	<p>Medium Term</p>	<p>Skills and Employment Portfolio</p>
		<p>4.1.3 We will actively consider how Fair Work First principles, as set out in the Scottish Government Guidance, apply to procurement and embed the Scottish Government's Fair Work First Guidance and use of the Toolkit within our Buyers Guidance.</p>	<p>Short Term to Medium Term</p>	<p>Procurement Support Group</p>
	<p>4.2 We will introduce a 'community wishlist' approach to identify tangible benefits from local communities.</p>	<p>4.2.1 We will undertake research to scope the delivery of a regional Wishlist approach for Glasgow City Region.</p>	<p>Medium to Long Term</p>	<p>Procurement Support Group and GCR PMO</p>

OBJECTIVE	ACTION	TASK	TIMESCALE	OWNER
<p><b>4. Skills, Training and Fair Work</b></p> <p>To utilise procurement to support the principles of fair work, promote the living wage, maximise opportunities for social enterprises and to support creation of a resilient skills and training pipeline across education and training providers.</p>	<p>4.3 We will use the Labour Market Forecasting tool, developed by CITB, to accurately calculate the labour market requirements for infrastructure investment in Glasgow City Region and share skills and training demand information with providers.</p>	<p>4.3.1 PMO to action and share information with the relevant partners and portfolio groups.</p>	<p>Ongoing</p>	<p>GCR PMO</p>
	<p>4.4 We will target training opportunities through community benefits which help to create/sustain training pipelines (for example, to provide the work experience placement element required as part of a Foundation Apprenticeship or a Taster Session as part of a Council or Delivery Partner programme.</p>	<p>4.4.1 Ensure that individuals in priority groups are able to access training programmes that are part of the Employability Pipeline.</p>	<p>Ongoing</p>	<p>MAs - Economic and Education Leads and Skills and Employment Portfolio Group.</p>

OBJECTIVE	ACTION	TASK	TIMESCALE	OWNER
<p><b>5. Mitigating the Impact of Climate Change</b></p> <p>To maximize the use of procurement towards supporting the transition to net zero emissions, reduce potential supply chain disruptions and work with our supply chains to incentivise climate resilience and mitigation efforts and build their capacity.</p>	<p>5.1 We will place reducing carbon emissions at the heart of our approach to procurement.</p>	<p>5.1.1 We will embed the Scottish Government's Sustainable Procurement Guidance and Tools in our Buyers' Guidance.</p>	<p>Short Term</p>	<p>Procurement Support Group</p>
	<p>5.2 We will work with suppliers to demonstrate their contribution towards our net zero carbon, climate resilience, and adaptation objectives.</p>	<p>5.2.1 We will develop a series of qualitative questions designed to inform suppliers of the City Region's net zero objectives and encourage them to mitigate any climate impacts.</p>	<p>Medium Term</p>	<p>Procurement Support Group</p>
		<p>5.2.2 We will update our Suppliers' Guidance and Buyers' Guidance to ask suppliers to demonstrate that they have taken steps to consider climate adaptation and the resilience of their own supply chains, where it is practical to do so.</p>	<p>Medium Term</p>	<p>Procurement Support Group</p>
		<p>5.2.3 We will work with the Scottish Government and partners to identify and consider practicable methodologies that allow suppliers to quantify embodied carbon within the procurement process.</p>	<p>Medium to Long Term</p>	<p>Sustainable Procurement Strategy Group</p>

OBJECTIVE	ACTION	TASK	TIMESCALE	OWNER
<p><b>5. Mitigating the Impact of Climate Change</b></p> <p>To maximize the use of procurement towards supporting the transition to net zero emissions, reduce potential supply chain disruptions and work with our supply chains to incentivise climate resilience and mitigation efforts and build their capacity.</p>	<p>5.2 We will work with suppliers to demonstrate their contribution towards our net zero carbon, climate resilience, and adaptation objectives.</p>	<p>5.2.4 To improve the climate resilience of our supply chains and reduce their vulnerability to climate risks we will work with partners to develop an approach to baselining information about existing supply chains. This will identify the most vulnerable supply chains as a way of helping prioritise areas and identify opportunities to include climate resilience clauses within contracts.</p>	<p>Medium to Long Term</p>	<p>Sustainable Procurement Strategy Group</p>
	<p>5.3 We will work with suppliers to demonstrate their contribution towards our net zero carbon, climate resilience, and adaptation objectives.</p>	<p>5.3.1 By encouraging the use of existing resources for training and education, such as those provided by Zero Waste Scotland and the Supply Chain Sustainability School and working with the Supplier Development Programme, we will support suppliers to cut carbon emissions, support the circular economy, and make their businesses more sustainable.</p>	<p>Short to Medium Term</p>	<p>Supplier Development Programme and Sustainable Procurement Strategy Group</p>
		<p>5.3.2 We will review our community benefits menu to explore how we can include support for relevant projects and activities that support our adaptation, climate resilience and net zero objectives, such as the Clyde Climate Forest.</p>	<p>Short Term</p>	<p>Procurement Support Group</p>