

APPENDIX REGIONAL SUSTAINABLE PROCUREMENT STRATEGY – ACTION PLAN 2023/24

Objective 1. Encouraging Collaboration across Glasgow City Region:- 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.			
Action 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.			
Task	Owner	Timescale	Progress to Date
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.	Sustainable Procurement Strategy Group & Glasgow City Region Programme Management Office (PMO)	Ongoing	Status: Green
			Complete: <ul style="list-style-type: none"> • Membership of Sustainable Procurement Strategy group (SPSG) extended to include: Scottish Government, SDP, CITB, NHS, PHS, Strathclyde, Glasgow & West of Scotland Universities; • Membership of SPSG further extended to include: Network Rail and Caledonia University December 2022; • November 2022- existing collaborative forum disbanded in favour of SPSG; • The creation of an Anchor Network for Glasgow City Region to provide senior leadership and momentum for building wealth in the regional economy December 2022; • PSG & SPSG provided with an update for first Community Wealth Building (CWB) conference that took place in North Ayrshire in October 2022; • PSG and SPSG attendance at seminar on 14 Dec 22 with Sarah McKinley of the Democracy Collaborative for : Community wealth building as health building: ‘how a local democratic economy can create healthy, thriving communities’; • Regional Response to Scottish Governments CWB consultation (May 2023); and • Extended SPSG as far as we can at the moment, key group at moment no further extension.
			Underway: <ul style="list-style-type: none"> • Programme Manager, Health and Inclusive Economy, Glasgow City Region (GCR) leads on Community Wealth Building (CWB) for GCR and serves as a link between SPSG and CWB; • Anchor Network created for GCR – 2nd summit taking place October 2023; and • Reigniting engagement with collaborative partners Construction Industry training Board (citb) and SDP.

			<p>Future:</p> <ul style="list-style-type: none"> • <i>Consider inclusion of Development Trusts Association Scotland, as a link to community-based enterprise;</i> • <i>Publication of a new Community Wealth Building (Bill) Scotland expected by autumn 2023 with likely implications for SPSG re. 'spending' pillar; and April 2024 anchor milestone sustainable procurement with a focus on policy for phase 2 Community Wishlist.</i>
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 (e.g. Advanced Procurement for Universities & Colleges, Scotland Excel, MAs and National frameworks).	Procurement Support Group	Complete 2021/22	<p>Task Status: Complete</p> <p>Complete:</p> <ul style="list-style-type: none"> • Mapping exercise completed; • New Guidance for use of frameworks added to the GCR Buyers Guide; • New Cenefits features in place for Frameworks on Contract Pipeline; and • Information for use of Frameworks published as part of City Deal Programme Contract Pipeline.
1.1.3 We will <i>link in, better co-ordinate and join up with</i> Tier 1 suppliers, the Supplier Development Programme (SDP), CITB, Federation of Small Businesses, and other relevant partners, to share experience and best practice.	Sustainable Procurement Strategy Group & Supplier Development Programme (SDP)	Every 6 months	<p>Task Status: Green</p> <p>Complete:</p> <ul style="list-style-type: none"> • Engagement with Tier 1 suppliers for SQW Community Wish List (CWL) report; • CITB and SDP participation in the SPSG; • <i>Balfour Beatty SDP Corporate membership and hosting talking tenders 10 August 2023;</i> • <i>GCR PMO recently published Prior Information Notice to accelerate the delivery of electric vehicle charging infrastructure received a positive response; and</i> • <i>Both the Glasgow and Renfrewshire Chambers of Commerce have been appointed as members of the Glasgow City Regional Economic Partnership.</i> <p>Underway:</p> <ul style="list-style-type: none"> • <i>Reignite industry led Sustainable Procurement Forum facilitated by citb, supported by SDP and hosted on a rota basis by Tier 1s across the Region;</i> • <i>Refreshed Supplier Guidance to be issued September 2023 at Tier 1 forum to share best practice for application; and</i>

			<ul style="list-style-type: none"> For specific projects under the Regional Economic Strategy, the GCR PMO has actively engaged with the private sector to test market demand and appetite by use of Project Initiation Notice (PIN) to include questions on how to ensure equitable access for all across the region, opportunities to support inclusive economic growth and what community benefits could be realised within the scope of this work.
			<p>Future:</p> <ul style="list-style-type: none"> Engagement with CITB and SDP to better connect / align existing private sector structures and GCR businesses.
Action 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.			
Task	Owner	Timescale	Progress to Date
1.2.1 Maintain, update, and develop the Buyers Guidance document, and share it with all partners and anchor institutions.	Procurement Support Group	Ongoing / Reviewed annually	<p>Task Status: Green</p> <p>Complete:</p> <ul style="list-style-type: none"> Refreshed guidance issued July 2023 – Buyers Guide v7.1; Buyers Guide shared with partners; Suppliers Guide issued with tenders by MAs; GCR Guidance shared with anchor institutions; Analysis of Points Values; Regional Social value Portal and Community Wishlist policy and Operational Guidelines added to Buyers Guide; and Feedback/ lessons learned.
			<p>Underway:</p> <ul style="list-style-type: none"> Engagement with Network Rail to explore collaboration opportunities around community, social and skills benefits; PSG Procurement Lessons learned Log agenda item at LOG meeting on a 6 weekly basis; GCR participating Case Study for UK wide Buying Social Justice research Project; Workshop September 2023 for PSG update of the Community Benefit Menu and points values for relevance and further regional alignment; New processes for uptake of 2 tranches of developments of Cenefits system sponsored by Edinburgh with a combined value of £14K; and Schedule in place for Buyers Guide v 7.2 to be issued in Nov/ Dec 2023.
			<p>Future:</p> <ul style="list-style-type: none"> Utilise and implement all new features developed for Cenefits system inc. sponsored by Edinburgh and to facilitate CWL via the Guidance; and

			<ul style="list-style-type: none"> <i>GCR Guidance part of Sustainable Procurement focus of SPSG/Anchor Network Summit in April 2024.</i>
1.2.2 Develop a toolkit that includes a range of sample documents to be used for a selected Procurement Route.	Procurement Support Group	Complete 2022/23	Task Status: Complete Complete: <ul style="list-style-type: none"> Sample documents included within Buyers Guide; <i>Use of SharePoint for Knowledge Hub to share information and examples;</i> <i>Striping out of information for quick use templates;</i> <i>Use of common community benefit menu and standardised templates for Community Benefit integrated on Cenefits system;</i> <i>Standard Orders are project specific, differs, depends on how other authorities run their procurement tenders and examples provided;</i> <i>Fair Work First (FWF) questions added to Buyers Guide and evidence questions;</i> <i>Use of standard template for Fair Work First (FWF);</i> <i>A Procurement Risk Scoring Matrix and Template and comprehensive framework guidance added to Buyers Guide; and</i> <i>The Buyers Guidance V7.1 issued July 2023 has completed the development of a toolkit and accommodates local delivery.</i> Underway: Future: <ul style="list-style-type: none">
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.	Procurement Support Group	Complete 2021/22	Task Status: Complete Complete: <ul style="list-style-type: none"> Mapping exercise completed; Each MA have own internal templates for contract management; Contracts Standing Orders vary across authorities; Guidance augmented with wording and/or links to MA internal processes; NEC3/4 training provided to MAs 25 Feb 2021; and PSG Chair shared NEC3 & 4 package offer with MAs.
1.2.4 All MAs will consistently apply the processes set out within the GCR Buyers Guide and issue the GCR Suppliers Guide	Member Authorities	Short Term	Task Status Green Complete: <ul style="list-style-type: none"> <i>Buyers Guide ongoing update to remain relevant, implement policy and reflect continuous improvement, V7.1 issued for implementation by MAs;</i> <i>Targeted menu options for suppliers to select from;</i>

with targeted menu options for suppliers to select from.			<ul style="list-style-type: none"> • <i>PMO monitoring and reporting via the Annual Implementation Plan (AIP) and Quarterly Performance Report (QPR);</i> • <i>Data quality exercise to be completed by Q2 2022/23 for missing and outdated information;</i> • <i>Extended analysis of data and introduction of new KPIs for Q2 2022/23;</i> • <i>Annual Community Benefit Performance Report within Q4 2022/23 QPR;</i> • <i>PMO to make use of each MA's Programme Summary for targeted interventions;</i> • <i>Update guidance, menu and Cenefits with CWL arrangements;</i> • <i>Audit of Community Benefits (2021-22) and recommendations completed;</i> • <i>Further Equality guidance added to Buyers' Guide; and</i> • <i>Audit of City Deal Sustainable Procurement Strategies (2022-23) and recommendations completed.</i> <p><i>Underway:</i></p> <ul style="list-style-type: none"> • <i>Remain at Amber- some MAs to fully engage and for full compliance with PMO requirements;</i> • <i>PMO continue to support some MAs to ensure consistent implementation;</i> • <i>Ongoing update of processes within Buyers Guide reflect continuous progress for V7.2;</i> • <i>Application of best practice where GCR acts as 9th authority, contracting on behalf of region and member authorities for region wide work;</i> • <i>Better use of target setting for monitoring to improving performance for KPIs;</i> • <i>PSG review of Community Benefit Menu and points Matrix at their meeting on 7 September 2023;</i> • <i>Development and introduction of a new processes created to deal with 'Overdue' benefits that is facilitated by Cenefits system; and</i> • <i>PMO use of the business case appraisal template, Appendix 4 of the Programme Management Toolkit to ensure questions for each iteration of project business cases are fully answered for compliance with guidance.</i> <p><i>Future:</i></p> <ul style="list-style-type: none"> • <i>Implementation and application of items on schedule for update of Buyers Guide for V7.2;</i> • <i>Considers developments made by Glasgow for enforcement utilising the new processes for 'Overdue' benefits;</i> • <i>PMO engagement with Intelligence Hub for better automating KPIs for a dashboard; and</i> • <i>Consider how lessons learned and guidance can be extended to other sustainability factors.</i>
1.2.5 We will implement a common, shared system for recording contract and community benefits information (e.g. Cenefits) for City Deal projects and	Procurement Support Group & GCR PMO	Short to medium Term	<p>Task Status: Green</p> <p>Complete:</p> <ul style="list-style-type: none"> • Cenefits in place for all City Deal Contracts & Community Benefits; • Some GCR MAs using Cenefits system for business as usual (BAU); • Free Trial for MAs BAU usage extended up to 31 July 2021 (total period of 27 months); • Additional Cenefits and Reporting training delivered by PMO for ERC, IC and WDC;

look to extend this to wider Regional procurement activity.			<ul style="list-style-type: none"> • Final evaluation of Cenefits by Intelligence Hub; • Cabinet approval 14 Feb 2023 for the future use of (Cenefits) online system to monitor and manage City Deal Community Benefit delivery; • Refreshed Buyers Guide V7.1 issued and shared with partners and collaborative SPSG; • Successful collaboration with City of Edinburgh Council leading to Edinburgh sponsoring the development of further Cenefits features for a value of over £14,000 that are beneficial to GCR; and • New contract issued for continued use of Cenefits for a further 4 years. <p>Underway:</p> <ul style="list-style-type: none"> • Cenefits Integrated with CWL system for City Deal projects; • Engagement with IH for GIS mapping; • SLC achieved approval for uptake of Cenefits for BAU; and • Collaboration with University of Strathclyde for use of Cenefits system for their benefits. <p>Future:</p> <ul style="list-style-type: none"> • Use of common shared system extended to wider regional procurement activity; • Consider use of Cenefits for monitoring wider activity (e.g. project outputs & sustainability factors) for those appropriate for using it for BAU; • Some anchor institutions asking about City Deal systems and processes; • Extending CWL for partners to access wishlist for their suppliers to deliver requests as part of their contracts; and • Further collaboration with Edinburgh for Cenefits and to influence Tier 1 behaviours.
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.	Sustainable Procurement Strategy Group	Short Term	<p>Task Status: Green</p> <p>Complete:</p> <ul style="list-style-type: none"> • Collaboration and sharing of Buyers Guide via SPSG members and other groups; • Legacy Officer presentations of the Regional Strategy to Equally Ours (April 2022) • and Social Economic Deprivation Interest Group (May 2022) to share the approach with local authorities across the UK; • GCR participation and case study for Buying Social Justice Research piece and development of toolkit; and • Buyers Guide V7.1 shared partners September 2023 • GCR participation in the Equality & Human Rights Commission's project on work on City Region Deals and Combined Authorities in Scotland, Wales & England between 2019 – 2023 to help shape further support to the economic development sector in the future; and • GCR Procurement Strategy used by Heseltine Institute at the University of Liverpool in publication of policy briefing. <p>Underway:</p>

			<ul style="list-style-type: none"> Discussions ongoing with SPSG members; Continuing to work closely with Equalities and Human Rights Commission and share GCR approach and practice; GCR approach and Guidance as focus of future Anchor Network engagement as part of CWB; and Discussions to explore collaborative opportunities with Network Rail.
			<p>Future:</p> <ul style="list-style-type: none"> Use of Anchor Network summit in April 2024 to share good practice and promote and showcase the Buyers Guide; and Supporting Cenefits provider to set up a Cenefits Intelligence Group for Users.
1.2.7 Create and maintain a process that will include the identification and sharing of case studies, examples of good practice and innovation across the City Region.	Procurement Support Group & GCR PMO	Quarterly	<p>Task Status: Green</p> <p>Complete:</p> <ul style="list-style-type: none"> New Case Study Process in place and has been added to Buyers Guide; and GCR PMO has collated a number of case studies including various short film clips in the past year on GCR projects, contractors, and Community Benefit beneficiaries; Comms for apprenticeship week, other relevant events and activity we want to showcase; Review Scottish Government independent benchmarking for lessons learners / good practice in early 2023; Social media and YouTube Channel; BLOG - Community Wealth Building in the Glasgow City Region - Scottish Hub For Regional Economic Development ; 57 Case Studies published for City Deal to date, of which 8 are for Q1 2023/24; and New process implemented for case studies by use of quarterly Cenefits download for reporting to directly access outcome evidence for qualitative data and supplier and MA contacts. <p>Underway:</p> <ul style="list-style-type: none"> New comms process implemented for local and wider promotion for regional communications; Use of new features integrated on Cenefits for Suppliers to provide evidence for benefit delivery and case study material; and Forward look for comms overall, communication plan linking in with GCR overall comms planner. <p>Future:</p> <ul style="list-style-type: none"> Comms around regional CWL launch.
1.2.8 We will seek to put in place qualitative studies that will allow us to assess, evaluate and share information about the	GCR PMO	Medium to Long Term	<p>Task Status: Green</p> <p>Complete:</p> <ul style="list-style-type: none"> PSG response to the CLES Report on CWB; and SQW CWL research piece completed Final Evaluation of Cenefits system;

longer term impact of progressive procurement.			<ul style="list-style-type: none"> • <i>Scottish Government’s independent Community Benefit benchmarking report presentation to PSG and SPSG;</i> • <i>Appreciative Inquiry Report Completed to support development of the CHIA Toolkit;</i> • <i>CHIA toolkit stage 2 – Development Cohort Sessions, including Procurement and Community Benefits discussion, to help develop a collective vision of the toolkit;</i> • <i>Stakeholder Workshop to support the design and embedding of the CHIA Toolki; and</i> • <i>Procurement Analysis and review of Scottish Government Procurement Hub Review completed September 2023 to better understand the local Supply Chain (Task 2.1.1 below) in terms of contract awards.</i> <p>Underway:</p> <ul style="list-style-type: none"> • <i>Conceptual Development of the CHIA Toolkit, including evidence base, metrics and case studies.</i> • <i>Capacity Building Case study for GR2 Local Evaluation Framework;</i> • <i>Buying Social Justice Research – GCR Case Study – Findings and Recommendations – 19 October 2023;</i> • <i>Technical and conceptual development of the CHIA Toolkit;</i> • <i>Testing and refining the CHIA Toolkit; and</i> • <i>Embedding CHIA Toolkit as part of Business as usual.</i> <p>Future:</p> <ul style="list-style-type: none"> • Consider how information from final evaluation of Cenefits system can be used to measure the longer-term impacts.
1.2.9 Better use of target setting and data analysis to improve member authority (MA) performance for contracts and community benefits making of quarterly MA programmes and annual Programme Summaries	Procurement Support Group	Ongoing	<p>Task Status: Green</p> <p>Complete</p> <ul style="list-style-type: none"> • <i>KPIs for monitoring – In Development contracts added;</i> • <i>Review of Procurement Hub and data (intern exercise); and</i> • <i>Buyers &Suppliers Guide- equality guidance and tools added.</i> <p>Underway:</p> <ul style="list-style-type: none"> • <i>Introduction of monitoring and reporting of progress towards increases / decreases in contract clauses such as for Fair Work First (FWF), equality, climate CWB outcomes; and</i> • <i>Monitoring and Reporting of points values secured and delivered within contracts.</i> <p>Future</p> <ul style="list-style-type: none"> • <i>Not yet introduced a target;</i> • <i>Contracts given out locally, look at change over time;</i> • <i>Asking for employment from priority groups;</i> • <i>Employability service/delivery partners;</i>

			<ul style="list-style-type: none"> • <i>Overlap- protected characteristics;</i> • <i>Equalities Impact Assessment;</i> • <i>FWF- takes account of this- touching on this pick up policies related to equalities;</i> • <i>Complying in grant agreement- expect this to be application for City Deal >£2m, interpretation and applicability of the guidance- update Buyers Guide, when this comes into force- process to determine;</i> • <i>Outcome question- policies more relevant and proportionate for nature of work;</i> • <i>Consider how do you score the questions. Score and Assessment. If decision made its applicable, then monitoring. Still to check applicability. In terms of our approach and Cenefits use. Set up to facilitate the monitoring and reporting; and</i> • <i>Next steps- PSG under Buyers Guidance- looking at how we address and monitor. Legal advice ref City Deal Grants after 1 July 2024.</i>
1.3.1 Support the Economies for Healthier Lives project in the development of the Capital Health Inequalities Impact Assessment (CHIIA) toolkit to support improved health and equity outcomes in capital project delivery	Procurement Support Group	Short Term	Task Status: Green
			Complete: <ul style="list-style-type: none"> • <i>Assist the Economies for Healthier Lives project, by attending development cohort session and providing relevant comment and feedback on the development of a CHIIA toolkit which will be developed and embedded in Glasgow City Region processes.</i>
			Underway: <ul style="list-style-type: none"> • <i>Assist the Economies for Healthier Lives project, by continuing to provide an advisory role during the conceptual design of the CHIIA Tool, ensuring that procurement levers and opportunities are appropriately considered and included.</i>
			Future: <ul style="list-style-type: none"> • <i>Assist the Economies for Healthier Lives project, by having a representative from the PSG within the CHIIA Champions Network, supporting the Design, Testing, Refinement and embedding of the CHIIA toolkit; and</i> • <i>Assist the Economies for Healthier Lives project, by communicating the value of using the tool during procurement stages, in particular.</i>
Objective 2. Supporting Local Businesses to Thrive:- 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.			
Action 2.1 We will work with Economic Development colleagues across Glasgow City Region to support strong local supply chains.			
Task	Owner	Timescale	Progress to Date
		Ongoing	Task Status: Green

<p>2.1.1 Working with Scottish Enterprise, local authorities, and the Supplier Development Programme, identify and support companies with development opportunities to support and grow local supply chains.</p> <p>Task 2.1.1 & 2.1.2 from Action Plan 2021/22 have been superseded and merged to create new task 2.1.1 set out above.</p>	<p>PMO, Scottish Enterprise & Supplier Development Programme.</p>		<p>Complete:</p> <ul style="list-style-type: none"> PMO has had initial discussions with Intelligence Hub (IH) in August 2022 to explore work to better understand the Supply Chain. <p>Underway:</p> <ul style="list-style-type: none"> <i>The RES Action Plan identifies a number of actions under the Future Skills Programme and Foundational Economy projects, to provide improved and additional business support and training for staff working with businesses sectors including hospitality, home energy efficiency and clean energy, health, transport and logistics; and</i> <i>Supported by Scottish Enterprise and Skills Development Scotland, the PMO will shortly start to engage with Member Authorities to map their existing retrofit contracts and supply chains, and procurement arrangements for current housing stock. This will help to establish a baseline of the current market and potential opportunities for increased production in the Region. The initial engagement will be with the members of the Housing Portfolio Group and Scottish Enterprise (SE) will look at the wider capacity of the business base in GCR to support retrofit.</i> <p>Future:</p> <ul style="list-style-type: none"> IH use Data City tool for initial work towards the development of a capability survey of GCR based construction businesses to understand that supply chain's capacity and capability to respond to opportunities; Identify gaps in GCR construction Supply chain; Explore links with Economic Complexity Analysis currently underway; <i>Home Energy Retrofit – SDS have developed a study under the Climate Emergency Skills Action Plan to identify the potential skills requirements for the widespread delivery of energy efficiency retrofit in GCR. SE is carrying out a parallel study into the opportunities for the local supply chain from retrofit;</i> <i>EV Charging – the PMO recently issued a PIN to accelerate the delivery of EV charging infrastructure. Many of the responses highlighted the future potential opportunities for the local supply chain in the installation and maintenance of EV infrastructure. Responses also considered how to support wider community benefits through this work; and</i> <i>Extend Plus – the PMO are working on behalf of all eight regional member authorities to fund Strathclyde University to deliver the Extend Plus project. This project will deliver 500 carbon baseline assessments to businesses across the region providing a better understanding of their carbon footprint, how to reduce emissions and how to access funding to support net zero action</i>
<p>Action 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</p>	<p>Procurement Support</p>		<p>Task Status: Amber</p> <p>Complete:</p>

<p>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>Group & Finance Strategy Group</p>	<p>Short term and ongoing.</p>	<ul style="list-style-type: none"> As a result of Scottish Government Guidance - Annex 1 of the Scottish Public Finance Manual- Prompt Payment Certificate are required as part of a tender; and <i>New Prompt Payment processes in place from June 2022 onwards.</i> <p>Underway:</p> <ul style="list-style-type: none"> MA's implementation of new Scottish Government guidance. <p>Future :</p> <ul style="list-style-type: none"> Exercise to collate MA processes for period after June 2022; Consider the use of project bank accounts; Full uptake of Buyers Guide processes to improve Tier 2 reporting and enforcement; Work with SDP, CITB and other private sector partners to understand the impact of new SG guidance. <i>Ongoing discussions:-</i> <ul style="list-style-type: none"> <i>not yet implemented, comes through in SDP questions, resource ability to change up;</i> <i>PMO asking at appraisal stage;</i> <i>Are we making prompt payments to tier 1s;</i> <i>How do we monitor our contractors and making prompt payments and so on but monitoring and checking is resource intensive;</i> <i>Project bank account is the only mechanism to track it;</i> <i>Initial Operating review – PMO process LOG, information ref supply chains, maybe do a check on this at end of contract delivery;</i> <i>Need to tell at outset what information- what are we asking for- condition that they do;</i> <i>Understand impact of guidance on suppliers- Tier1s self declaration;</i> <i>Confirm- build into KPIs, pick up through contract management;</i> <i>See what picture is, try and improve;</i> <i>Sample check- audit- know how going to deal with it;</i> <i>Monitor if we are paying, and then on down the supply chain;</i> <i>KPI for all City Deal contract awarded by council to date what proportion- within 30 days payment terms; and</i> <i>Completion of payment of contract – contract priorities- Prompt payment certificate; and</i> <i>National indicator- benchmark across (JT action)</i>
<p>Action 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 8 member authorities and relevant partner organisations and create a</p>	<p>GCR PMO & Finance Strategy Group</p>	<p>Complete 2022/23</p>	<p>Task Status: Complete</p> <p>Complete:</p> <ul style="list-style-type: none"> Scottish Future Trust (SFT) published updated Construction Pipeline Forecast Tool (July 2023) which provides planned investment up to 2030 and includes data of projects within GCR MAs for 404 projects worth £3.5bn covering 14 sectors; and

combined report to be shared.			<ul style="list-style-type: none">In December 2022 SFT provided a report for Construction Pipeline Forecast Tool comparison for the City Region.
			Underway:
			Future:
Action 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) and others to deliver effective supplier engagement and improve the capability of local businesses to bid for contracts.			
2.4.1 Carry out an analysis of the strengths and weaknesses of the GCR supply chain, utilising a range of data sources and expertise provided by the GCR Intelligence Hub, including that provided by Grow Local and Data City.	GCR Intelligence Hub	Medium to long term	Task Status: Amber
			Complete: <ul style="list-style-type: none">Grow Local Demo delivered to SPSG March 2021;GCR IH has procured access to Data City platform to generate a list of companies as a starting point to better understand the local construction supply chain;This work stream links with the Economic Complexity Analysis; andProcurement analysis of local contract awards carried out by the Intelligence Hub.
			Underway: <ul style="list-style-type: none">IH are looking at the GCR construction sector’s supply chain’s ability to respond to opportunities;Discussions on future procurement activity;IH have identified rich data sources and a methodology/timescale; andData City platform will be used to analyse the local business base.
			Future: <ul style="list-style-type: none">IH will conduct a review of the construction industry supply chain in the Region to understand the gap between local opportunity versus actual suppliers;The potential supply chain data will come from;<ul style="list-style-type: none">companies registered and operating using Companies House data (via the Data City).This will be supplemented by any local authority list of firms operating in their areaThis will be compared with the list of companies being used by local authorities for construction contracts, from data accessed via the Scottish Procurement Information Hu.The analysis will look to segment the data, where possible, based on size of firm and activity, which will be agreed with key contacts within the procurement support group.’; andHome Energy Retrofit – SDS have developed a study under the Climate Emergency Skills Action Plan to identify the potential skills requirements for the widespread delivery of energy efficiency retrofit in GCR. SE is carrying out a parallel study into the opportunities for the local supply chain from retrofit.
			Task Status: Green
			Complete:
2.4.2 In partnership with the Supplier Development	Sustainable Procurement		

<p>Programme we will ensure local SMEs are aware of opportunities to engage with Tier 1 contractors and their forthcoming work packages, and that targeted support is in place for local / SMEs.</p>	<p>Strategy Group, Supplier Development Programme, and CITB</p>	<p>Short to medium term</p>	<ul style="list-style-type: none"> • GCR Spotlight at Meet The Buyer (MtB) Event June 2021 and attendance at MtB 2022; • Use of Public Contract Scotland to advertise contracts; • Supply Chain Development (SCD) theme included for Community Benefit Menu outcomes; • Monitoring of Tier 1 and Tier 2 contract awards; • SFT and GCR Contract Pipeline published, including details of frameworks used; • MAs attendance at MTB in June 2023 promoting projects; • 66 of 104 SCD opportunities having been delivered for the CD to date; and • 272 contracts worth £150.5m awarded to companies based in the region of which 97 and £54.5m were awarded to local SMEs. <p>Underway:</p> <ul style="list-style-type: none"> • PMO driving the re-initiating of a public/private sector inter-organisational Good Work Practice and a speaker Forum, to initiate the steering group including hosting and agenda setting, this would be formal in its setting; • IH workplan to better understand supply chains will seek to identify where support is needed; and • Ongoing Engagement with CITB and SDP at SPSG. <p>Future:</p> <ul style="list-style-type: none"> • Updated pipeline following completion of City Deal Programme reprogramming exercise.
<p>2.4.3 Deliver an ongoing programme of effective supplier engagement and outreach with potential local suppliers.</p>	<p>Supplier Development Programme & Enterprise Portfolio Group</p>	<p>Ongoing</p>	<p>Task Status: Green</p> <p>Complete:</p> <ul style="list-style-type: none"> • SDP attendance at SPSG and updated for successful MTB event in June 2022; • SDP spotlight sessions for City Deal projects including Exxon and CWRR projects and ongoing Tender Talks for projects; • 41 Supply Chain Briefings have been delivered; • Successful Talking Tenders webinar by Balfour Beattie with 127 SDP bookings and 77 attendees. <p>Underway:</p> <ul style="list-style-type: none"> • Currently 10 Supply Chain Briefing Community Benefit reported as In Progress for projects and 14 reported as 'Not Started'; and • PSG - all MAs to provide an update on local supplier engagement. <p>Future:</p> <ul style="list-style-type: none"> • PMO to report for Supply Chain Development Community Benefits within QPR; and • Improve reporting of Tier 2 local / SME contract awards.
<p>2.4.4 Ensure that the terms and conditions of</p>	<p>Member Authorities &</p>		<p>Task Status: Green</p> <p>Complete:</p>

<p>Framework Agreements used are aligned with the arrangements set out within GCR Buyers Guidance.</p>	<p>Procurement Support Group</p>	<p>Short to medium term</p>	<ul style="list-style-type: none"> • Procurement Strategy was written on the basis that MAs would approach the market but now using Frameworks therefor comprehensive Guidance for approaching Frameworks has been added to the Buyers Guide; • Contracts obtained via a framework such as SCAPE, Crown Commercial, must sign up to, and comply with, GCR Guidance • Engagement with Hub West and GCR buyers Guide shared for alignment of their Framework with GCR needs; • Framework renewal dates now added to the Contract Pipeline; • Included within Project Lessons Learned Standing Agenda Item at PSG meetings; • Introduction of Knowledge Sharing Hub for lessons learned and best practice • <i>New Guidance for Frameworks added to Buyers Guide issued;</i> • <i>GCC put in place a specific Framework for City Deal projects- City Deal Public Realm Framework- GCC now looking at incorporating this into the next iteration of the general construction framework; and</i> • <i>Making better use of Scottish Government Procurement Guidance.</i> <p>Underway:</p> <ul style="list-style-type: none"> • Continuing to ensure that frameworks used for projects will comply with GCR; • <i>Scoping of Lessons learned exercise for use of SCAPE Framework; and</i> • <i>Maintenance of Lessons Learned Log by PSG for Lead officer group and for Risks and Issues.</i> <p>Future:</p> <ul style="list-style-type: none"> • Shaping of frameworks due for renewal to GCR needs; • Aspects to be considered as part of scope of Lessons learned exercise; ○ <i>Review frameworks- helpful for us to know e.g. Crown Commercial Services- such a high value contract. What checks does a framework carryout;</i> ○ <i>Has the guidance been implemented before you use a framework;</i> ○ <i>How are they responding to that;</i> ○ <i>What do they ask before you can get on framework, taking assurance that they have been vetted. Due diligence with CCS;</i> ○ <i>Mapping cover all these aspects;</i> ○ <i>Flagging up using a framework, contractors follow GCR strategy, ensure contracts are accessible promoting local agenda in our equality questions, how do we ensure that they money flows through;</i> ○ <i>Framework comes up for renewal- shaping existing frameworks;</i> ○ <i>Contract pipeline is up to date;</i> ○ <i>SFT data;</i> ○ <i>Business engagement in particular; and</i>
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			○ <i>Contract specific.</i>
Objective 3. Creating Opportunities for Employment and Jobs:- 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.			
Action 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.			
Task	Owner	Timescale	Progress to Date
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.	Procurement Support Group	Ongoing	Task Status: Green
			Complete: <ul style="list-style-type: none"> Outcomes on Community Benefit Menu that are only available to people from Priority Groups; Points values increased to incentivise the selection of GCR Priority Groups by suppliers; 188 community benefit job outcomes reported as delivered to date of which 132 were for Priority Groups; Processes in the Buyers Guide for issuing a Community Benefit Menu with each tender that is restricted to local and regional priorities identified for that project for suppliers to select from when making their offer; CWL operational guidelines and processes aligned with GCR Community Benefit Policy for City Deal contracts; and Utilising a feature to Cenefits system, sponsored by City of Edinburgh Council in collaboration with GCR PMO, to allow suppliers to identify which specific Priority Group beneficiaries belong to; and Updated Suppliers Guide issued.
			Underway: <ul style="list-style-type: none"> Increased monitoring and reporting of Community Benefits delivered for Priority Groups; and PSG community benefit menu workshop took place on 7 September 2023 to consider outcomes of points based analysis and menu options are current and relevant a further session will take place October 2023.
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.	Procurement Support Group and Supplier Development Programme	Ongoing	Future: <ul style="list-style-type: none"> CWL Launch and Delivery.
			Task Status: Green
			Complete: <ul style="list-style-type: none"> Process for how to answer Fair Work First (FWF) Question developed added to Buyers Guide; Arrangements for FWF have been added to Cenefits to gather evidence from suppliers; and Further equalities guidance and links from Equalities and Human Rights Commission's added to Buyers Guide V 7.1.
			Underway:

			<ul style="list-style-type: none"> Implementation and uptake of new processes for FWF; and GCR PMO and MA monitoring and reporting of FWF information.
			Future: <ul style="list-style-type: none"> PSG to map information currently being gathered by MAs for equalities and diversity; and GCR PMO and PSG links with Public Health Scotland and the Economies for Healthier Lives Project that is looking to build an impact assessment tool.
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.	Procurement Support Group	Medium to Long Term	Task Status: Green Complete: <ul style="list-style-type: none"> Already part of conditions of contract that the main contractor must advertise on PCS if they do not have their own established supply base. Underway: <ul style="list-style-type: none"> Continue to engage with key stakeholders stated; Improvements in monitoring and gathering evidence for Tier 2 subcontracting opportunities; and Updated Supplier Guidance issued setting out new requirements for Tier 2 sub- contracting. Future: <ul style="list-style-type: none"> Agenda Item at future SPSG with SDP and CITB.
Objective 4. Skills, Training and Fair Work:- 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.			
Action 4.1 We will use our infrastructure investment to maximise the skills & training opportunities for Priority Groups and deliver on the principles of Fair Work First.			
Task	Owner	Timescale	Progress to Date
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.	Enterprise, Skills and Employment Leads to engage with Procurement Support Group.	Medium term	Task Status: Green Complete: <ul style="list-style-type: none"> There is a GCR Process set out in Buyers Guide for Priority Groups; Contract Pipeline available for planning; GCR monitoring and reporting applied; and By end of June 2023, of the 865 Targeted Skills & training community benefit outcomes were obtained in City Deal contracts of which; 518 have been delivered, 137 are In Progress and a further 133 opportunities are available. Underway: <ul style="list-style-type: none"> Processes set out in GCR Buyers Guide by MAs for joint working internally. Future: <ul style="list-style-type: none"> Review information included in Scottish Government's Annual Procurement Report; Map the information that is being asked for with GCR Priority Groups; PSG ask each MA about current activity; and

			<ul style="list-style-type: none"> Update processes set out in Guidance to be fully adopted as required.
4.1.2 Align Employability Programmes and activity to promote opportunities linked to the Capital Investment Plan.	Skills and Employment Portfolio	Medium Term	Task Status: Future
			Complete:
			Underway: <ul style="list-style-type: none"> The Shared Prosperity Fund Project (SPF) Group has considered and adopted a consistent methodology for the management of the UKSPF at MA level for City Region working; A GCR programme will be developed to sit alongside SPF investment that would develop some of the priorities set out in the Regional Economic Strategy; and The RES Future Skills Programme will seek to identify key skills interventions that will assist local residents and ensure that they able to access job opportunities within GCR.
			Future: <ul style="list-style-type: none"> <i>Early work has been undertaken by SDS to understand the skills requirements for the transition to net zero, taking into account the scale of potential domestic energy retrofit required in GCR. This report will be published in autumn 2023; and</i> <i>Further work will require to be undertaken to understand the opportunities related to the expansion of electric vehicle infrastructure in GCR.</i>
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.	Procurement Support Group	Complete 2021/22	Task Status: Complete Complete: <ul style="list-style-type: none"> Fair Work First Training delivered to PSG in March 2021 by Scot. Govt.; Scottish Government's Fair Work First Guidance and use of the Toolkit included within Buyers Guidance and Cenefits system; and Updated Buyers Guidance approved by PSG on 18 August 2022.
Action 4.2 We will introduce a 'community wishlist' approach to identify tangible benefits from local communities.			
4.2.1 We will undertake research to scope the delivery of a regional Wishlist approach for Glasgow City Region.	Procurement Support Group & GCR PMO	Medium to Long Term	Task Status: Green Complete: <ul style="list-style-type: none"> CEG confirmed support to proceed to the next stage of CWL development; PSG workshop on 8 September 2022 proposed a series of key policy points as recommendations for CEG to consider; A schedule is in place to launch a regional CWL in April 2023 – delayed in procurement; Final drafting of key points, principles and eligibility criteria for CWL; Detailed Process maps developed; Wire Frames for website development;

			<ul style="list-style-type: none"> • <i>Proposal for how the CWL system will link to Cenefits from both an IT and data management perspective for City Deal community benefits; and</i> • <i>Alignment with Cenefits and Community Benefit Menu and policy for non-City Deal.</i> <p>Underway:</p> <ul style="list-style-type: none"> • <i>The PMO is engaging with Glasgow's Corporate Procurement Unit to progress procurement to issue the Invitation to Tender for the development of a Regional Social Value website; and</i> • <i>Strathclyde University have expressed a keen interest in being an early adopter of the GCR Regional Community Wishlist.</i> <p>Future:</p> <ul style="list-style-type: none"> • Roll out and full implementation of Regional Community Wishlist.
Action 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.			
4.3.1 PMO to action and share information, generated from the Labour Forecasting Tool (LFT), with the relevant partners and portfolio groups.	GCR PMO	Medium to Long Term	<p>Task Status: Amber</p> <p>Complete:</p> <ul style="list-style-type: none"> • Procurement of CITB Labour Forecasting Tool; • Training delivered to IH and PMO May 2022; • PMO engaging with IH for practical application of LFT; • 5 initial City Deal projects identified for use of the tool; and • Review of LFT with GCR City Deal Contract Pipeline. <p>Underway:</p> <ul style="list-style-type: none"> • Further review once reprogramming exercise complete. <p>Future:</p> <ul style="list-style-type: none"> • Use of the LFT to look at skills requirements for capital investment projects (e.g. City Deal Programme, retrofit, EV infrastructure); and • Information will be shared with partners developing Just Transition and Skills workstreams.
Action 4.4 We will target training opportunities through community benefits which help to create/sustain training pipelines (e.g. 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.			
4.4.1 Ensure that individuals in priority groups are able to access training programmes that are part of the Employability Pipeline.	MAs - Economic and Education Leads and Skills & Employment Portfolio Group.	Ongoing	<p>Task Status: Green</p> <p>Complete:</p> <ul style="list-style-type: none"> • Community Benefit Menu Options and Guidance updated; • 129 benefit outcomes delivered for priority groups to end Q1 2023/24; and • Introduction of new KPIs for reporting of outcomes for Priority Groups. <p>Underway:</p> <ul style="list-style-type: none"> • Improved Monitoring of Benefit Outcomes for Priority Groups; and • Local authority Shared Prosperity Funded activity for Employability Programmes.

			Future: <ul style="list-style-type: none"> As the projects under the RES (Future Skills Programme and Foundational Economy) are developed, the PMO will seek to link this with contractual community benefit opportunities secured.
Objective 5. Mitigating the Impact of Climate Change:- 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 capability.			
Action 5.1 We will use our approach to procurement to reduce carbon emissions.			
Task	Owner	Timescale	Progress to Date
5.1.1 We will embed the Scottish Government's Sustainable Procurement Guidance and Tools in our Buyers' Guidance	Procurement Support Group	Complete 2021/22	Task Status: Complete Complete: <ul style="list-style-type: none"> Scottish Government's Sustainable Procurement Guidance and Tools embedded in GCR Buyers' Guidance.
Action 5.2 We will work with suppliers to demonstrate their contribution towards our net zero carbon, climate resilience, and adaptation objectives.			
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.	Procurement Support Group	Medium to Long term	Task Status: Future Complete: <ul style="list-style-type: none"> Scottish Government Guidance Published for Public procurement - taking account of climate and circular economy considerations: SPPN 3/2022. This policy note reflects additional sources of help and support which have been developed to enable public procurement authorities to use procurement to address the climate emergency; Publication of SG updated Guidance to inform the use of qualitative questions on climate impact expected early 2023; Carbon Categorisation exercise completed for City Deal projects and provided to Scottish Government; and Introduced Carbon Categorisation reporting added to Quarterly Project Status Reports (QPRS). Underway: <ul style="list-style-type: none"> PSG making use of Cenefits feature for specific questions to be asked for specific Environmental Benefits identified and integrated with system and reporting; PMO to consider adding a question(s) to the Business case appraisal template in the Programme Management Toolkit; and A full review of the Community Benefit Menu is underway and Environmental Outcomes that can be added will be considered as part of this review. Future: <ul style="list-style-type: none"> IH have developed economic benefits calculator and can consider if there can be a 'Bolt On' to calculate carbon.

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.	Procurement Support Group	Medium Term	Task Status: Green
			Complete: <ul style="list-style-type: none"> PSG and MAs adoption of recent SPPN 3/2022 that has just been published by Scottish Government asking suppliers to do this; and <i>Update and issue of Buyers and Suppliers Guides September 2023.</i>
			Underway: <ul style="list-style-type: none"> <i>Further update of Buyers Guide scheduled; and</i> <i>Engagement with Suppliers for need to demonstrate steps taken to consider climate adaptation from 2023 onwards.</i>
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.	Sustainable Procurement Strategy Group	Medium to Long Term	Future:
			<ul style="list-style-type: none"> <i>Engage with Suppliers for resilient Supply Chains.</i>
			Task Status: Future
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.	Sustainable Procurement Strategy Group	Medium to Long Term	Complete:
			Underway: <ul style="list-style-type: none"> SPSG Agenda Item- discussions have been ongoing but not formal as of yet.
			Future: <ul style="list-style-type: none"> <i>Procurement Support Group will investigate this policy objective through the new supplier forum to engage with private sector construction to find out what Tier 1 contractors are currently capturing for embodied carbon.</i>
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.	Sustainable Procurement Strategy Group	Medium to Long Term	Task Status: Future
			Complete: <ul style="list-style-type: none"> A Sustainability Test is carried out on for each contract; and Supply chain resilience and diversity: SPPN Published and included within GCR Buyers Guide.
			Underway: <ul style="list-style-type: none"> MAs considering the depth of sustainability in terms of looking at scope and specifications; Action: 2.4.1 will see an exercise by the IH to analyse supply chains and the analysis will look to segment the data, where possible, based on size of firm and activity, which will be agreed with key contacts within the procurement support group; and Once this exercise and some analysis has been completed PSG can then look at further climate resilience clauses.
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.	Sustainable Procurement Strategy Group	Medium to Long Term	Future:
			<ul style="list-style-type: none"> PMO to ask PSG where they think there is vulnerability and identify opportunities for climate resilience clauses in contracts.

Action 5.3 We will support our potential and existing suppliers to improve their sustainability and reduce their carbon emissions.			
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.	Supplier Development Programme & Sustainable Procurement Strategy Group	Medium to Long Term	Task Status: Future
			Complete:
			Underway:
			Future: <ul style="list-style-type: none"> • <i>Engagement with the Enterprise Group for the potential to target companies in the construction sector for them to engage with the Extend Programme that is the Shared Prosperity Funded project that will provide advice / guidance to companies to reduce their emissions.</i>
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.	Procurement Support Group	Short to Medium Term	Task Status: Green
			Complete: <ul style="list-style-type: none"> • Community Engagement options included within community Benefit Menu; and • Once further Guidance is available specific Environmental Community Benefits can be added to Menu.
			Underway: <ul style="list-style-type: none"> • Link in with Vacant & Derelict Land Economic Strategy; • Engagement with Clyde Climate Forest; • As part of PMO Categorising City Deal projects and individual MAs are liaising with SG; and • Scotland Excel rewriting the 5 year strategy, calling off some of their frameworks.
			Future: <ul style="list-style-type: none"> • <i>Projects and activities that support our objectives will be picked up through community wishlist; and</i> • <i>Once further Guidance is available then specific Environmental Community Benefits can be added to Menu to reflect this.</i>