



**Glasgow City Council**

**Contracts and Property Committee**

**Report by Director of Legal and Administration**

**Contact: Maureen Fitzpatrick Ext: 76406**

**Item 4**

16th March 2023

**The Corporate Procurement and Commercial Improvement Strategy  
2018 – 2022 - Performance Action Plan**

**Purpose of Report:**

To inform the committee on the delivery and key outcomes of the Corporate Procurement and Commercial Improvement Strategy 2018 – 2022.

**Recommendations:**

It is recommended that the committee notes the content of this report.

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes  No  consulted: Yes  No

## **1. Introduction and Background**

- 1.1 The City Administration Committee approved the Corporate Procurement and Commercial Improvement Strategy 2018 - 2022 (Strategy) at its meeting on the 14<sup>th</sup> June 2018. Link to report below:

<https://www.glasgow.gov.uk/Councillorsandcommittees/agenda.asp?meetingid=15555>

- 1.2 Within the Strategy it was proposed that the Corporate Procurement Unit (CPU) provide a quarterly update on the delivery of the Strategy to the Contracts and Property Committee or as and when required, and this is included within the Committee terms of reference.
- 1.3 In addition, as part of the Procurement Governance Structure, the delivery of the Strategy was monitored, via a comprehensive action plan, and reported to two officers groups; the Corporate Procurement Advisory Board (chaired by the Director of Legal and Administration) which was held every 8 weeks; and the Corporate Procurement Asset Board (with representation from across the council family) which was held quarterly. A full copy of the action plan, including the target dates and status, is set out in Appendix B.
- 1.4 The Strategy was developed to support delivery of the council's Strategic Plan 2017- 2022, and to focus on specific development areas identified via the national Procurement Commercial and Improvement Programme (PCIP) assessment, which is undertaken every two to three years.
- 1.5 The national PCIP assessment is endorsed by Audit Scotland to focus on the policies and procedures driving procurement performance, and more importantly the results they deliver. It allows public sector organisations to benchmark performance and develop plans for improvement. It should be noted that in 2018 the council achieved the top performance banding, with a leading score of 88%. The PCIP assessment was paused due to the impact of COVID-19 and will recommence in October 2023, with an aim to complete the assessments across the public sector by May 2024.

## **2 Progress since last report**

- 2.1 Since the last update to committee in May 2022, the five outstanding actions, with a target date of December 2022, have been completed and continue to be an area of focus whilst the new Sustainable Procurement Strategy (SPS) was developed and approved.
- 2.2 The SPS has been referred for CAC approval, by the Wellbeing, Equalities, Communities, Culture and Engagement City Policy Committee, at its meeting on 2 March 2023.
- 2.3 The five actions support delivery of three of the Strategy objectives; Savings and Positive Outcomes; Deliver Sustainable Procurement across the council and Innovation, as set out in the paragraphs below.

### 2.3.1 Savings and Positive Outcomes

**Completed Action 2.01 – Continue to target savings from all aspects of the strategic procurement process (tender, contract management, P2P).**

The CPU have continued to target savings and achieved a saving of £3m during the period of the Strategy.

A Commercial Team was formed in 2018 to support and increase commercial awareness and focus across procurement activity. The Commercial Team, in collaboration with the Strategic Procurement Teams and service area Financial Teams, targeted key areas of spend/commodities with a view to driving savings via robust commercial models within the procurement projects, demand management and contract management activities. This action will be continued in the new Sustainable Procurement Strategy 2023-2027.

Action Owner – CPU, SWS and Financial Services

### 2.3.2 Deliver Sustainable Procurement Across the Council

**Completed Action 4.03 - Streamline and standardise Social Work and Corporate Procurement Unit processes and documentation relating to sustainability where appropriate.**

The CPU and SWS have formed a strong working relationship over the duration of this Strategy. SWS now have a Development Team in place and this has allowed a review of processes and procedures between both services and documentation has been updated accordingly. Sharing of best practice takes place, covering areas such as Scottish Government's Sustainable tools, approach to continued delivery of Community Benefits and Fair Work First methodology. As part of the streamlined and efficiency approach, a combined delegated contract awards paper is now presented on behalf of the CPU and SWS to committee. This action will be continued into the new Sustainable Procurement Strategy to ensure efficiencies are still being achieved.

**Action Owner - CPU and SWS**

### 2.3.3 Completed Action 4.04 - Increase the council's sustainable performance by utilising the Sustainable Procurement Steering Group and continuing to deliver the sustainable procurement action plan as derived from the Scottish Government's Flexible Framework tool.

The council had a previous scoring of Level 2 in the Scottish Government's Flexible Framework and this was last reviewed in 2016. It was agreed that we would restart the process to ensure we remained compliant with requirements of levels 1 and 2 before proceeding to assess level 3. Following

a joint approach with the CPU and the NRS Sustainable Team we were able to achieve a score in the level 3 banding. This action will be continued into the new Sustainable Procurement Strategy and will include HSCP with an aim to continue to build on our scoring and to target level 4.

**Action Owner – CPU and service areas**

**2.3.4 Completed Action 5.01 – Continue to work with our clients to ensure that procurement is involved and that innovation is considered at the earliest possible stage in the development of the requirement.**

CPU facilitated a workshop to increase awareness across the council on the new Innovative Partnership route to market. This is included as a standard agenda item on the procurement governance boards as set out in paragraph 1.3.

CPU were a key partner in the refurbishment of the Burrell Collection which resulted in innovative specifications and pre-market engagement with the supply base to ensure they were aware and prepared to bid for the various procurement packages. Innovation has been identified as a key objective within the new Sustainable Strategy so this will continue to be strong area of focus in the future.

CPU are now viewed as a strategic partner across all council service areas and sit on a number of boards and forums to agree on council strategies, policies and business cases which link into procurement e.g. the newly formed Climate and Sustainable Board. We continue to promote early procurement engagement, the Scotland Innovates Assessment Portal and the new pre-commercial advertisements option on Public Contracts Scotland as a mechanism to seek innovative solutions to council challenges.

**Action Owner – CPU and service areas.**

**2.3.5 Completed Action 5.02 – Promote the innovation partnership model as a mechanism and share relevant examples of new procurement solutions**

As mentioned in action 5.01, the CPU promote the innovation partnership model in all early tender stage discussion and is also considered as part of the single sourcing strategy that is completed for each procurement tender exercise. Innovation has been identified as a key objective within the new Sustainable Strategy so this will continue to be strong area of focus.

**Action Owner – CPU Development Team and other family procurement teams**

**3 Strategy Key Outcomes and Performance Indicators**

3.1 We have been able to deliver all 28 actions spread across the 6 key objectives. This has not been without its challenges as we have also had the

challenges surrounding the impact of Brexit, Covid 19 and the conflict in Ukraine which required and resulted in a change in practices and procurement approach to mitigate the ongoing risks relating to the scarcity of materials via our supply chain, price increase and capacity issues due to the availability of resource both internally and externally.

Appendix A provides an overview of the Key Performance Indicators which have been monitored and reported to the Governance Boards throughout the period of the Strategy and the outcomes achieved.

#### 4 Policy and Resource Implications

##### Resource Implications:

*Financial:* One of the key aims of the Strategy is to ensure value for money and to contribute to the savings agenda.

The cost reduction savings for Financial Year 21/22 was £530K and the overall saving achieved during the period of the Strategy amounts to £3m.

These savings have been calculated by benchmarking the new contract rates against the previous contract rates and then multiplied against anticipated volumes, collated on a project by project basis.

The savings have been achieved by ensuring greater market analysis and earlier supplier engagement is carried out at the development phase of each tender and the implementation of commercially focused costing models.

*Legal:* The Strategy has been delivered in line with legislation, the council's Standing Orders relating to contracts and the Corporate Procurement Manual.

*Personnel:* N/A

*Procurement:* Implementation and delivery of the Strategy.

**Council Strategic Plan:** The Strategy was aligned to support the key aims and objectives of the council's Strategic Plan 2017-2022 .

It also supports; Grand Challenge 1, Mission 3, Grand Challenge 2, Mission 1 and 2. Grand

Challenge 3, Mission 2 and Grand Challenge 4, Mission 3.

**Equality Impacts and Socio-Economic Impacts:**

*Does the proposal support the Council's Equality Outcomes 2011-25*

An EQIA screening has been undertaken and can be accessed on the council's website [here](#).

*What are the potential equality impacts as a result of this report?*

No Equality Impacts

*Please highlight if the policy/proposal will help address socio economic disadvantage.*

Community Benefits requirements are considered in all relevant procurement activity.

Fair Work First evaluation criteria is included in all relevant procurement activity.

**Climate Impacts:**

*Does the proposal support any Climate Plan actions? Please specify:*

8 of the 26 actions are focused on improving and increasing the sustainable procurement performance of the council. This has helped support 5 climate emergency themes.

*What are the potential climate impacts as a result of this proposal?*

This Strategy has helped to reduce the behaviours and emissions which negatively impact the climate via the delivery of the procurement workplan.

*Will the proposal contribute to Glasgow's net zero carbon target?*

This Strategy and the new Sustainable Procurement Strategy 2023-2027 will help the council to meet its net zero by 2030 target via the delivery of the procurement workplan.

**Privacy and Data Protection impacts:**

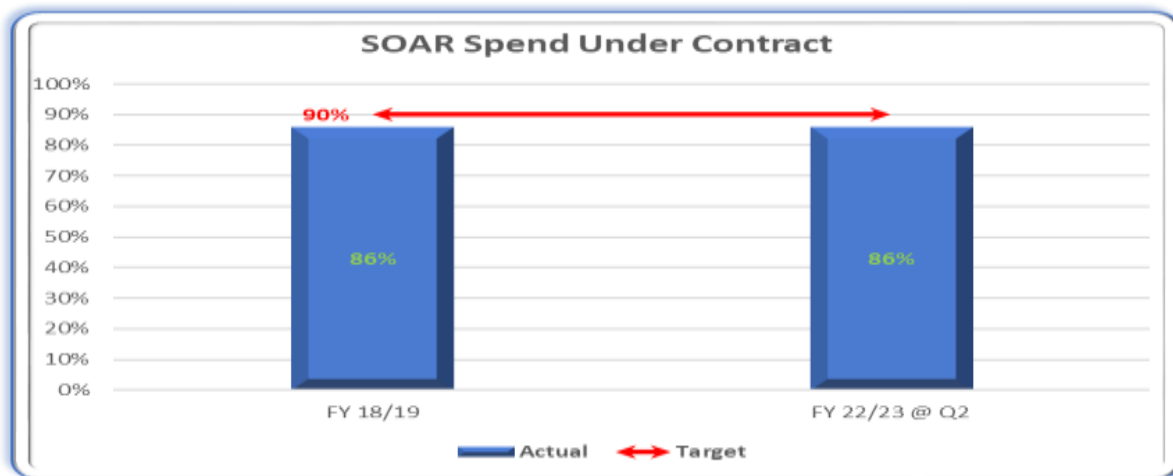
No data protection impacts identified.

**5 Recommendation**

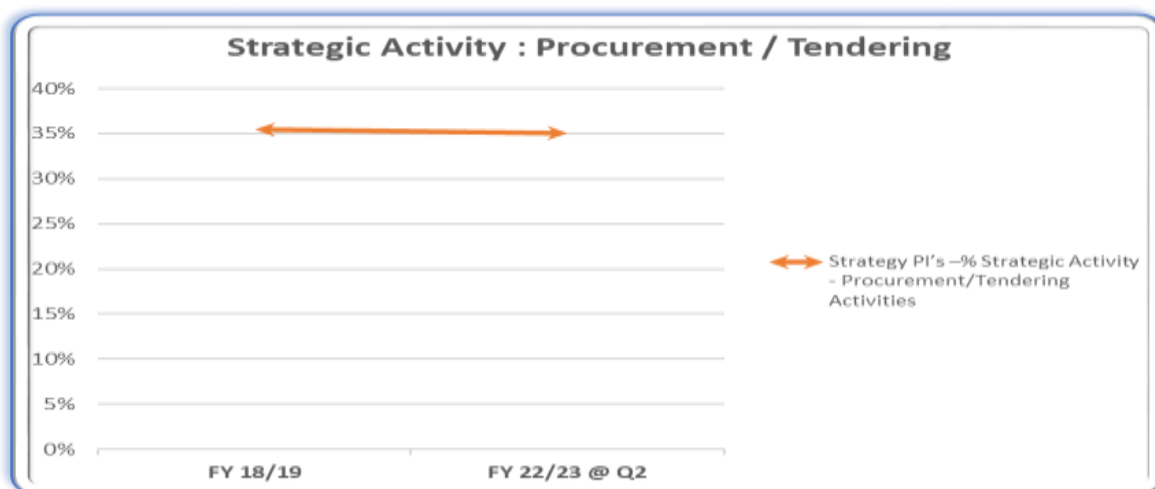
The Contracts and Property Committee is asked to note the contents of this report.

## Appendix A

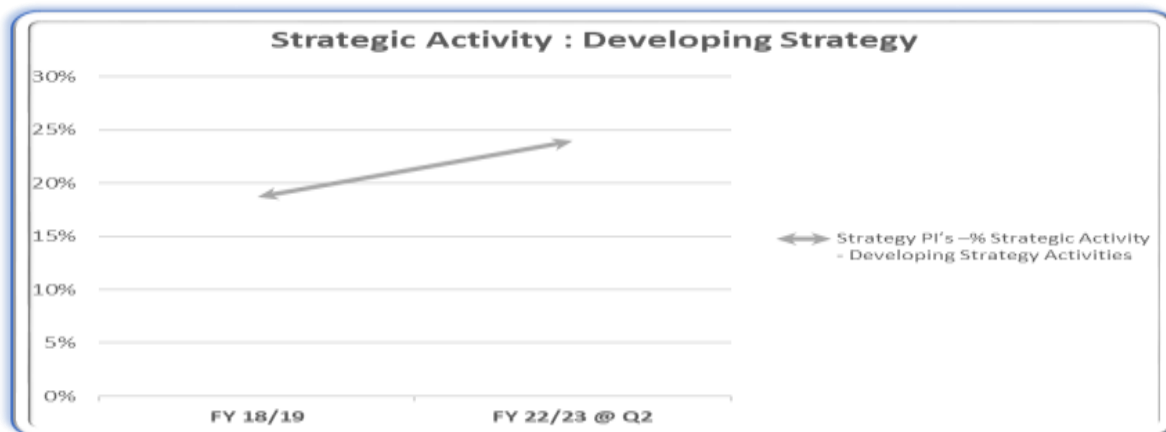
### Key Performance Indicators and Outcomes



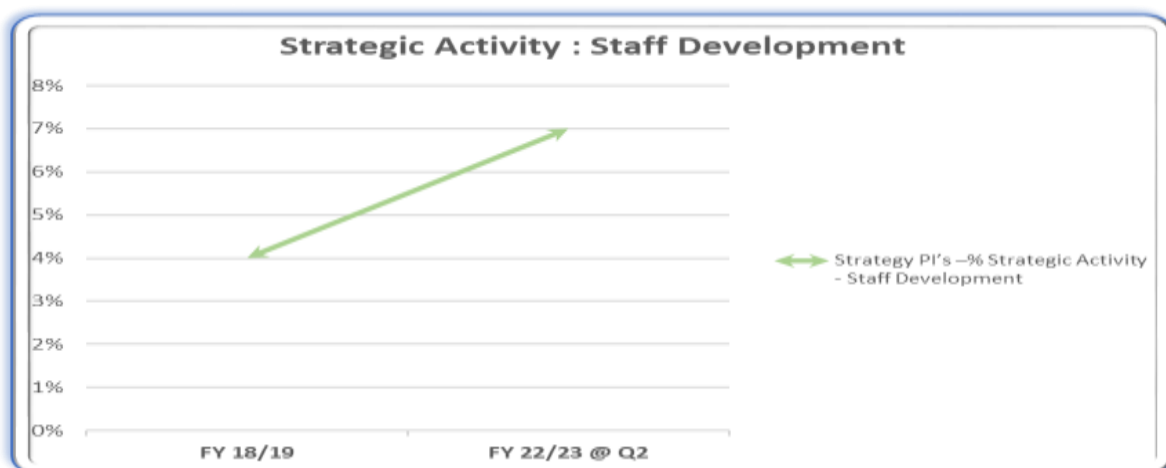
Within this strategy, we committed to increase the percentage of contract spend and decrease the percentage of non-contract spend. Although the contract spend remains at 86%, by collaborative partnership working with our service areas and the ongoing work under our Spend and Opportunity Analysis Reporting (S.O.A.R) process, we will increase the percentage of contracted spend to the 90% target by the end of December 2023.



This strategy aimed to reduce the time spent on the more administrative elements of the Tendering activities and to increase the time on the added value activities i.e. development of the sourcing strategies, including early market engagement/analysis and creation of robust commercial models. This focus and activity has resulted in a 1% reduction in the officer's time on these elements of the process and was supported via a review and streamlining of our tender documentation and processes to improve the experience and process for suppliers to follow.

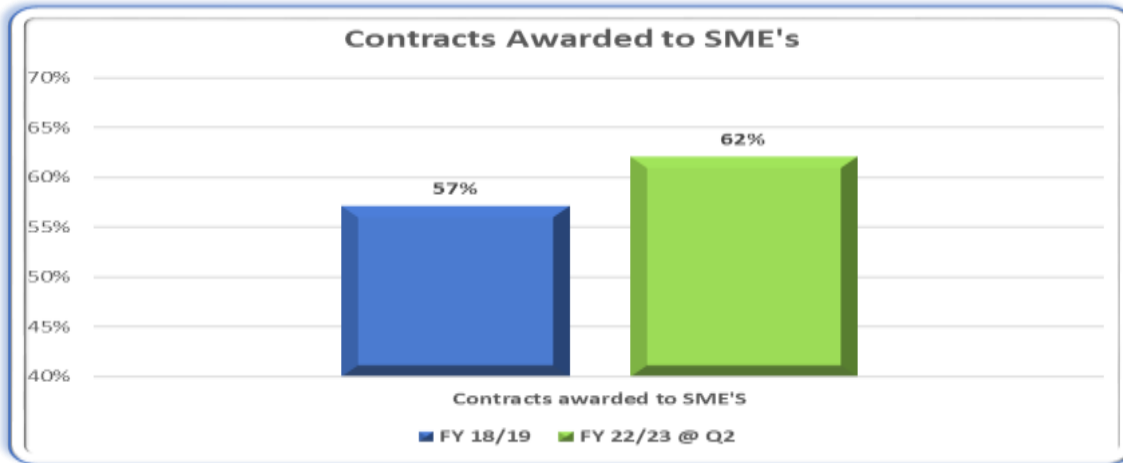


In addition to reducing the time spent on non-strategic administrative activities, we targeted and tracked the time afforded and devoted to the development of sourcing strategies and contract and supplier management. The completion of a sourcing strategy is a fundamental aspect of the Strategic Procurement process. It ensures all the key factors have been considered and shows what has influenced the route to market, the lotting strategy, commercial model and how the procurement activity supports the objectives of the council's Strategic Plan, national and local policies and if the tender opportunity can be accessed by local SMES, third sector and social enterprises.



One of our key aims of this strategy was to ensure procurement officers have a structured mechanism for continuous development and growth. This has been supported via the creation of fully developed individual Training Plans that were derived via the council's Strategic Training Methodology and completion of the Scottish Government's Development Framework. To support staff deliver their Training Plan, a greater proportion of time has been afforded to the officer and this is evidenced in the individuals time trackers.





An agreed focus on this strategy was to increase the number of contracts awarded to SME's. We have managed to achieve and grow this by 5% and will continue to target this area within the Sustainable Procurement Strategy Action Plan (Action 4.01 and 4.02).

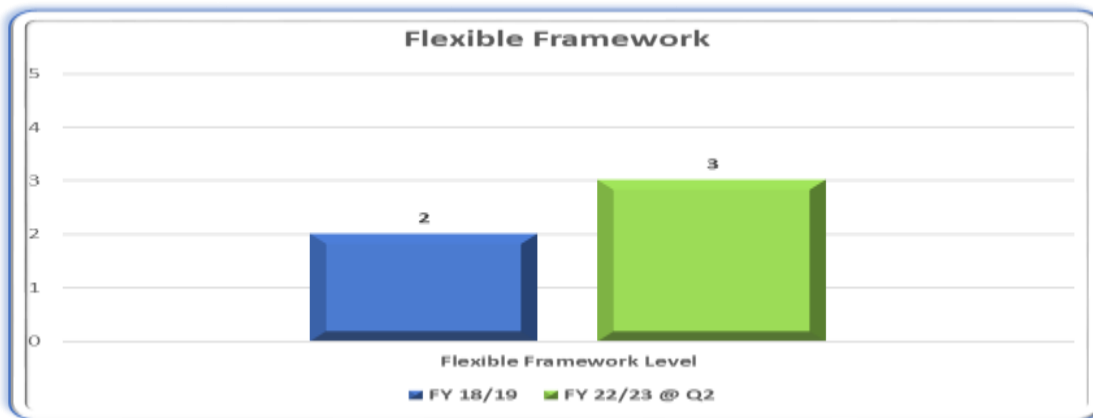
This above target is subject to the workplan and the capability and capacity of SMEs to provide the required goods, service or works.



This strategy aimed to increase the level of cash savings when compared to the previous strategy. Despite the significant challenges faced in the previous two years (BREXIT, Covid-19, conflict in Ukraine), through our strategic activity, including the tracking of market indices and cost drivers, we managed to achieve a saving of approximately £3m. Achieving our target with an increase savings of £870,000.



We have continued to maintain zero legal challenges which is only achievable by following our robust processes and ensuring compliance with the procurement regulations.



One of the main areas of focus on this strategy was to improve the councils Sustainable Procurement Performance score as derived via completion of the Scottish Governments' Flexible Framework Assessment Tool (FFAT). Although we completed the Tool in 2016, in light of the changing procurement landscape and council service reforms we refreshed the data and assessment to ensure this reflected an accurate position re the council's sustainable procurement performance level.

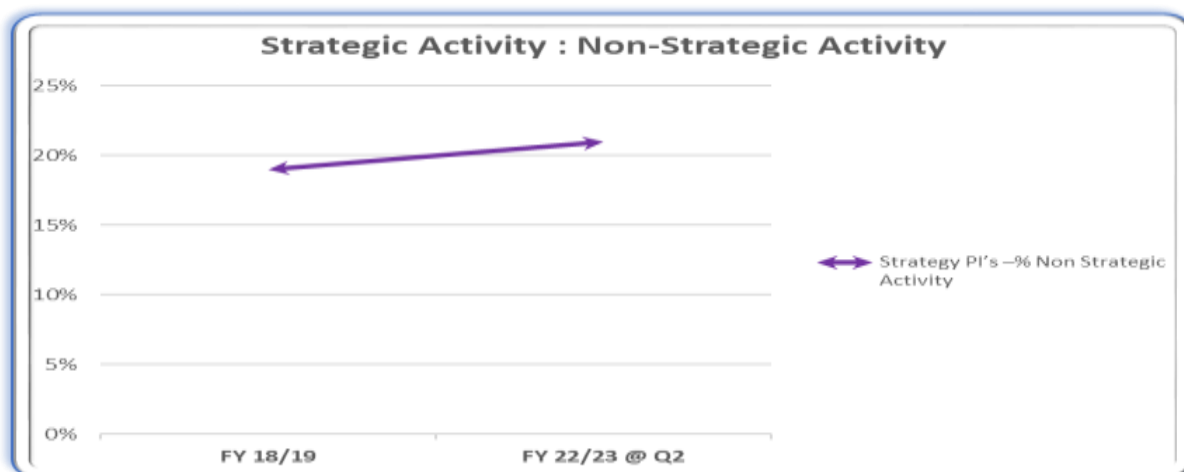
This resulted in a revised FFAT Action Plan and an improvement in score from a level 2 to level 3.



This Strategy had a strong focus on increasing the time spent on Strategic Contract and Supplier Management activities (scheduled quarterly face to face (F2F) meetings with key suppliers/contracts). Although the illustration shows a decrease in this activity, this is not reflective of the greater amount of time undertaken on reactive and operational contract and supplier management activities which was fundamental to combat the detrimental impact of BREXIT, Covid-19 and the conflict in Ukraine on our supply chains and to ensure the delivery of our contracts.

This activity did not fall under our Key Performance Indicator; however this activity was instrumental in mitigating against the global supply chain issues (goods, resource shortages and significant price increase) and helped to support the continuation of critical front line services and continued delivery of the CPU workplan.

The above activity also influenced the content of sourcing strategies created during this period and contributed to the council's Supply Chain and Analysis Report (SCAR). During the duration of the Strategy, the procurement and commissioning officers delivered 328 regulated procurements and influenced £2,666,168,310 of commercial spend.



There has been a slight increase in time being spent on non-strategic activity which we will review and aim to reduce as part of the new Strategy objective – Procurement to be a Strategic Partner.

## Appendix B – Strategy Performance Action Plan

Objective	Total No. of Actions	Total No. of Actions Complete	Total No. of Actions Open	Total No. of Actions at Risk	Action Plan Delivery Per Financial Year				
					18/19	19/20	20/21	21/22	22/23
1. Legal compliance and Governance	5	5	0	0	2	1	0	2	0
2. Savings and positive outcomes	5	5	0	0	0	1	2	1	1
3. Leaner, More Efficient and Effective Procurement Function	3	3	0	0	0	0	1	2	0
4. Deliver Sustainable Procurement Across the Council	8	8	0	0	1	2	1	2	2
5. Innovation	3	3	0	0	0	1	0	0	2
6. Promote Procurement Awareness	4	4	0	0	2	2	0	0	0
<b>Grand Total</b>	<b>28</b>	<b>28</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>7</b>	<b>4</b>	<b>7</b>	<b>5</b>

Objectives, Aim and Outcomes	Performance Indicator	Action Reference	Actions	Target Date	Rag Status / Mitigating Action	Owner
<b>1. Legal Compliance and Governance</b>						
<u>AIM</u> > To ensure all procurement staff and Council officers involved in the procurement process are fully aware of all aspects and impacts of the procurement rules and any other relevant regulations.	No successful legal challenges	1.01	Mandatory training for Council officers involved in the procurement process (project leads, specification writers) including highlighting the social benefits that procurement must consider (e.g. Equality and Fair Work Practices).	Apr-19	Complete	Service Areas

Objectives, Aim and Outcomes	Performance Indicator	Action Reference	Actions	Target Date	Rag Status / Mitigating Action	Owner
<p>&gt; To adapt to any changes to procurement rules following Brexit.</p> <p><u>OUTCOME</u></p> <p>&gt; Mitigation of the opportunities for procurement challenge.</p> <p>&gt; Procurement activity will comply with all relevant statutory and regulatory requirements.</p> <p>&gt; Procurement staff are confident in their understanding of procurement regulations and other relevant regulations.</p>		1.02	Ongoing training for procurement staff on changes to legislation and regulations.	Mar-19	Complete	Legal, Development Team, SW
		1.03	Adapt our internal procedures, processes and documentation, where required, to reflect the requirements of the UK General Data Protection Regulation and Data Protection Act.	Jun-18	Complete	Legal, CPU, SW
		1.04	Review procurement processes before Brexit and ensure appropriate procedures are in place for a smooth transition.	Apr-21	Complete	Legal, CPU, SW
		1.05	Adapt our internal procedures, processes and documentation, where required, to reflect any new requirements of Brexit.	Apr-21	Complete	Legal, CPU, SW
<b>2. Savings and Positive Outcomes</b>						
<p><u>AIM</u></p> <p>&gt; To support the Council in achieving budget savings targets.</p> <p><u>OUTCOME</u></p> <p>&gt; Assisting the Council to meet budget savings targets.</p> <p>&gt; Positive outcomes (for example changes in buying behaviour, identifying</p>	<p>Savings for budget holders</p> <p>Reduced expenditure</p> <p>Reduction in Manual invoice volume</p>	2.01	Continue to target savings from all aspects of the strategic procurement process (tender, contract management, P2P).	Dec-22	Complete	CPU, SW, Financial Services (CBS)
		2.02	Further embed and improve demand management within the contract management process.	Apr-20	Complete	CPU, SW, Service Areas

Objectives, Aim and Outcomes	Performance Indicator	Action Reference	Actions	Target Date	Rag Status / Mitigating Action	Owner
<p>alternative solutions, improved ordering and invoicing solutions).</p> <p>&gt; To work closer with our clients to understand their needs identify opportunities to reduce expenditure, control demand and improve process efficiencies.</p> <p>&gt; Work more collaboratively with other public sector organisations.</p>		2.03	Continue to prioritise more procurement time for the development of sourcing strategies to ensure that demand is fully understood (including future requirements) and that market analysis and supplier engagement is undertaken to establish the capabilities of the supply chain.	Apr-22	Complete	CPU Senior Management Team, SW
		2.04	Ensure that suppliers provide regular management information on our usage of their contracts and incorporate this information into the contract management process.	May-19	Complete	CPU Strategic Teams, SW
		2.05	Continue to look for opportunities to collaborate in procurement with our public sector partners and benchmark to ensure that collaborations provide best value.	Apr-20	Complete	CPU Strategic Teams, SW
3. Leaner, More Efficient and Effective Procurement Function						
<p><u>AIM</u></p> <p>&gt; To make best use of our procurement resources.</p> <p>&gt; To have a more efficient and effective procurement processes.</p>	Increase percentage of strategic procurement activity	3.01	Review our procurement processes utilising the lean methodology (using external benchmarking and internal stakeholder engagement where possible) to improve efficiency, remove duplication and make best use of the available tools.	Apr-22	Complete	Development Team, SW

Objectives, Aim and Outcomes	Performance Indicator	Action Reference	Actions	Target Date	Rag Status / Mitigating Action	Owner
<p>&gt; To make the procurement process more consistent for all internal and external stakeholders.</p> <p><u>OUTCOME</u></p> <p>&gt; More time to focus on the strategic element of the procurement process (developing sourcing strategy, benchmarking and market analysis).</p> <p>&gt; Identified ICT improvements.</p> <p>&gt; Procurement process and documentation is easier for suppliers to follow.</p> <p>&gt; A cohesive approach to procurement across the Council family.</p>		3.02	Identify procurement Information and Communication Technology (ICT) development requirements and work with the new ICT provider to identify opportunities to implement them.	Apr-20	Complete	Development Team, SW
		3.03	Streamline and standardise Corporate Procurement Unit and other Council family procurement team processes and documentation where appropriate.	Apr-22	Complete	Development Team, Legal, CPU Strategic Teams and other Council family procurement teams
4.Deliver Sustainable Procurement Across the Council						
<p><u>AIM</u></p> <p>&gt; To increase the knowledge and understanding of the benefits of sustainable procurement of all Council staff who participate in the procurement process and make better use of the expertise within the Council to ensure wider sustainable outcomes are achieved.</p>	<p>Percentage of quotes including SMEs</p> <p>Percentage of spend with SMEs</p> <p>Percentage of spend with local suppliers</p>	4.01	Training and awareness sessions for internal clients on sustainable procurement with an emphasis on the application of circular economy, whole life costing, life cycle impact mapping and the early involvement of SME's, Social Enterprises, Co-operatives, Supported Businesses and Third Sector organisations.	Jun 21	Complete	NRS, Development Team

Objectives, Aim and Outcomes	Performance Indicator	Action Reference	Actions	Target Date	Rag Status / Mitigating Action	Owner
<p>&gt; To be compliant with the Procurement Reform (Scotland) Act 2014 and general and other duties contained therein, including the Sustainable Procurement Duty.</p> <p><u>OUTCOME</u></p> <p>&gt; Increased opportunities for local SME's, Social Enterprises, Co-operatives, Supported Businesses and Third Sector organisations.</p> <p>&gt; To secure wider social, economic and environmental benefits for the local area and ensure those benefits are realised.</p> <p>&gt; Compliance with the Sustainable Procurement Duty.</p> <p>&gt; Secured and realised sustainable benefits.</p> <p>&gt; Staff involved in the procurement process understand and positively contribute to achieving sustainable outcomes.</p> <p>&gt; The Council is reassured that suppliers adhere to the principles of a Fair Work Practice organisation.</p>	Improvement in performance level of sustainable procurement as identified via the FFSAT	4.02	Further optimise the community benefits process by working more closely with relevant internal stakeholders (community planning, employability team) and placing a greater emphasis on ensuring outcomes are delivered and benefits for Glasgow citizens are realised.	Jun-19	Complete	Development Team, Community Benefits Steering Group
		4.03	Streamline and standardise Social Work and Corporate Procurement Unit processes and documentation relating to sustainability where appropriate.	Dec- 22	Complete	SW
		4.04	Increase the Council's sustainable performance by utilising the sustainable steering group and continuing to deliver the sustainable procurement action plan as derived from the Scottish Government's flexible framework.	Dec-22	Complete	Sustainable Steering Group, Service areas
		4.05	Review Council mandatory evaluation requirements (insurance, health and safety) to ensure they are compatible with the SME agenda.	Jul-19	Complete	CPU, Legal, Financial Services (Insurance), Health & Safety,
		4.06	Review Fair Work criteria looking at the potential to broaden the scope and also develop the assessment process to include more external accreditations.	Feb-19	Complete	CPU Senior Management Team, Legal, SW



Objectives, Aim and Outcomes	Performance Indicator	Action Reference	Actions	Target Date	Rag Status / Mitigating Action	Owner
		4.07	Review our internal processes and documentation to identify potential improvements in how local SME's, Social Enterprises, Co-operatives, Supported Businesses and Third Sector organisations can gain opportunities to win Council contracts.	Feb-21	Complete	Development Team, SW
		4.08	Advocate the use of the Council's Supported Business (RSBI) within the Scottish public sector.	Apr-22	Complete	CPU Senior Management Team, SW
<b>5. Innovation</b>						
<u>AIM</u> > Opportunities for innovative procurement practice will be considered for all procurement activity where appropriate  >To encourage innovation in products and services by adopting the aspects of the new procurement regulations that provide greater flexibility and scope to provide best value from procurement activity.	Number of innovative partnership procedures	5.01	Continue to work with our clients to ensure that procurement is involved and that innovation is considered at the earliest possible stage in the development of the requirement.	Dec-22	Complete	Service Areas, CPU Senior Management Team, SW
		5.02	Promote the innovation partnership model as a mechanism and share relevant examples of new procurement solutions	Dec-22	Complete	CPU Strategic Teams, Development Team, SW

Objectives, Aim and Outcomes	Performance Indicator	Action Reference	Actions	Target Date	Rag Status / Mitigating Action	Owner
<p><b>OUTCOME</b></p> <p>&gt; Requirements are met within budget constraints whilst also providing best value and wider benefits for the local areas.</p> <p>&gt; Procurement delivers improved services and products.</p> <p>&gt; To encourage innovation by adopting the aspects of the new procurement regulations that provide greater flexibility and scope to provide best value from procurement activity.</p>		5.03	Encourage all service areas to identify procurement opportunities where innovative products and services could deliver benefits to the Council.	May-19	Complete	CPU, SW, Service Areas
<b>6. Promote Procurement Awareness</b>						
<p><b>AIM</b></p> <p>&gt; A better understanding and knowledge of procurement, including risk, throughout the Council.</p> <p>&gt; Procurement is integrated as a strategic partner who can assist in transforming how the Council operates.</p> <p>&gt; To encourage early procurement engagement and increase opportunities for partnership working.</p>	Percentage of adhoc requirements on work plan	6.01	Develop and implement a procurement communication strategy which will include updating our internal and external procurement pages and providing regular updates to all Council staff.	Dec-18	Complete	Development Team
	More time afforded to developing strategies	6.02	Make available training and awareness sessions for Council staff involved in procurement on the Council's internal procurement processes and procedures.	Aug-19	Complete	Development Team, CPU Strategic Teams, Legal
	Appropriate allocation of procurement					

Objectives, Aim and Outcomes	Performance Indicator	Action Reference	Actions	Target Date	Rag Status / Mitigating Action	Owner
<p>&gt; To afford more opportunity to invest in strategic procurement activity (market analysis, benchmarking).</p> <p>&gt; Advanced work plans provided by clients include all requirements for the year which will enable more efficient and effective allocation of workload and utilisation of resource within procurement.</p> <p><u>OUTCOME</u></p> <p>&gt; Requirements are met within budget constraints.</p> <p>&gt; Contracts provide best value and wider benefits for Glasgow and its citizens.</p>	activity within the procurement resource	6.03	Provide training and awareness sessions on Council contracts for services who have purchasing compliance teams including highlighting the social benefits that procurement must consider (e.g. Equality and Fair Work Practices).	Apr-19	Complete	CPU Strategic Teams, Development Team, SW
		6.04	Establish a process to communicate procurement benefits and success stories (savings, sustainability outcomes including community benefits).	Dec-18	Complete	CPU