





Foreword by Stuart Thompson, Vice Principal Corporate Services

This Strategy has been designed to ensure legislative compliance with the Procurement Reform (Scotland) Act 2014¹ and other relevant legislation and is aligned with the College's and the Scottish Funding Council's key strategic outcomes as detailed in our Regional Outcome Agreement² and Strategy Plan 2017-2025³.

The key elements of the new legislation:

- require us to publish a procurement strategy and action plan⁴
- require us to maintain a public contracts register on our external website⁵
- increase the scope of our regulated procurements⁶
- require us to publish an annual procurement report⁷
- require us to meet the sustainable procurement duty⁸

This Strategy sets us challenging but realistic goals for the development of our procurement activities over the next 2 years which will be subject to regular and transparent review.

The successful implementation of this Strategy can only be achieved by all of us involved in the procurement of goods and services on behalf of the College working in partnership with our Procurement Service and collaboratively with our partners across the wider education and public sector.

Working together we can significantly contribute to the future sustainability of the College through the reinvestment of resulting savings and efficiencies from our procurement activities to enhance our students learning experiences and outcomes and meet our aspirations as set out in our College's, Mission, Vision and Values by 2025.⁹

1 Procurement Reform (Scotland) Act 2014

2 Glasgow College Region - Regional Outcome Agreement

3 City of Glasgow College Strategic Plan 2017-2025

4 Procurement Strategy

5 Contracts Register

6 Regulated contracts

7 Annual Procurement Report

8 The sustainable procurement

9 Mission, Vision and Values



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1 Formation and approval of our Procurement Strategy

The formation of this Strategy has been guided throughout by the College's Procurement Strategy Advisory Group and is the culmination of consultation and engagement with a wide range of staff involved in procurement as well as external stakeholders.

This Strategy has also been informed by the Scottish Procurement's statutory guidance¹⁰ under the Procurement Reform (Scotland) Act 2014 with the support of APUC¹¹, the procurement centre of expertise for all of Scotland's colleges and universities.

The Strategy was approved by the College's Board of Management on the 6th November 2020 and subsequently published on our external facing website.

The Procurement Strategy Advisory Group, will as a minimum, review this Strategy annually in compliance with the Procurement Reform (Scotland) Act 2014, thus maintaining the alignment of our procurement activity with our broader priorities and allow the College where necessary to revise the Strategy and its related Action Plan.

See Annex A at the end of this document for a concise summary of the application of the Procurement Reform Act and Public Contracts (Scotland) Regulations 2016 and the key strategic and operational requirements therein.

2 Context

This Procurement Strategy provides the framework within which the procurement activities of the College can develop and help support our strategic objectives and outcomes. It can also be understood as a procurement improvements journey based on a clear understanding of where the College is currently, in terms of our procurement practice and where we want and need to be, and how we should get there.

As above, the College is now legally required to have and maintain a procurement strategy as part of the requirements of the Procurement Reform (Scotland) Act 2014, which provides a national legislative framework for sustainable public procurement that supports Scotland's economic growth through improved procurement practice.

The Act focuses on a small number of general duties on contracting authorities regarding their procurement activities and some specific measures aimed at promoting good, transparent and consistent practice in procurement processes detailed in section 6.

The College's annual spend profile is displayed below with a total non-pay spend in the region of £13.8m of which circa £2.4m is non-core or non-influenceable spend.¹²

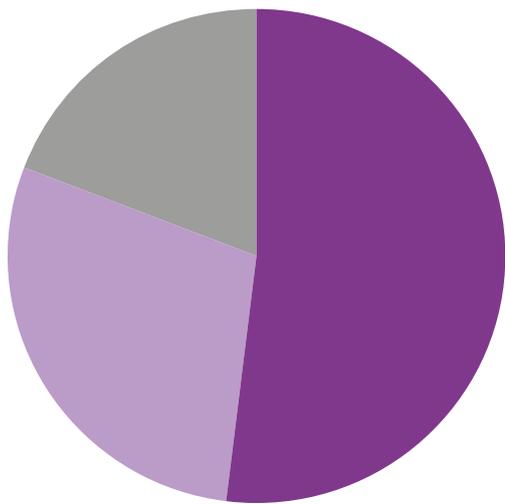
10 Statutory Guidance under the Procurement Reform (Scotland) Act 2014

11 APUC (Advanced Procurement for Universities and Colleges)

12 For example, spend on statutory requirements (tax etc.) and other expenditure not covered by procurement legislation



City of Glasgow College Spend Profile (£M's)



- Regulated Spend - Over £50k
- Non Regulated Spend - Under £50k
- Non Core Spend (non influenceable)

Thus our annual influenceable procurement spend is approximately £11.4m made up of £7.9m of regulated spend¹³ (above threshold) and £3.4m of non-regulated spend (below threshold).

This Strategy recognises that our procurement practice is based on the Scottish Model of Procurement¹⁴ which sees procurement as an integral part of policy development and service delivery and is essentially about achieving the best balance of cost, quality and sustainability.

A key element of this Strategy is about moving the balance of procurement effort away from the buying or tendering phase and towards a greater emphasis on the planning and post contract phases of procurement. Included in this is an increasingly greater engagement with our stakeholders both internal and external.

13 Regulated contracts

14 The Scottish Model of Procurement





3 Procurement Mission

Our procurement mission is to support the College's wider mission¹⁵ by enabling and supporting the College community in achieving value for money through continually improving our sustainable procurement practice.

4 Procurement Policy

Our Procurement Policy sets out the operational framework of how we conduct procurement and is largely based on the Scottish Government's Procurement Journey¹⁶. This will facilitate our regulated procurements being conducted in accordance with best practice in a legally compliant manner that is consistent with the rest of the Scottish public sector in achieving value for money for our stakeholders.

Policy is essentially about maintaining the integrity of process and combined with this Strategy will set out the College's strategic approach to procurement.

5 Strategic Procurement Objectives

Our strategic procurement objectives as defined below form the core of our Procurement Strategy. Each objective is mapped to the five strategic areas defined by the PPRB; Sustainability, Access, Efficiency and collaboration, Savings and benefits and Capability which in turn have been aligned with SFC's Strategic Aims¹⁷ as further detailed in the College's Regional Outcome Agreement, namely:

- Ensuring an efficient regional structure
- Delivering high quality and efficient learning
- Providing access to people from the widest range of backgrounds
- Delivering the right learning in the right place
- Creating a developed workforce for the region and
- Creating a sustainable institution.

15 Mission, Vision and Values

16 Scottish Government's Procurement Journey

17 Delivering College Outcome Agreements (AY 2016-17)

Aligning Key Outcomes

	SUSTAINABILITY	ACCESS	EFFICIENCY AND COLLABORATION	SAVINGS AND BENEFITS	CAPABILITY
Ensuring an efficient regional structure	✓		✓	✓	
Delivering high quality and efficient learning					✓
Providing access to people from widest range of backgrounds		✓			
Delivering the right learning in the right place		✓			✓
Creating a developed workforce for the region	✓				
Creating a sustainable institution	✓		✓	✓	

5.1 To sustain and further develop partnerships within the sector, with other publicly funded bodies, with professional bodies and appropriately with supply markets that will yield intelligence, innovation and deliver value to users of procurement services.

[Access; Efficiency and collaboration; Savings and benefits]

5.2 To work with internal academic budget holders, professional support service colleagues and suppliers to deliver innovation and best value to the teaching and learning, and service support communities, through the development of an effective and co-ordinated purchasing effort within the College.

[Access; Efficiency and collaboration; Savings and benefits]

5.3 To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities.

[Savings and benefits; Efficiency and collaboration]

5.4 To seek out professional development opportunities to enrich and enhance experience and capability of procurement

practitioners and to work with the supply chains to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of customer and students.

[Capability; Savings and benefits]

5.5 To develop sound and useful procurement management information in order to measure and improve procurement and supplier performance in support of corporate planning conducted through a fair and transparent process.

[Efficiency and collaboration; Access]

5.6 To embed sound ethical, social and environmental policies within the College's procurement function and to comply with relevant Scottish, UK and EU legislation in performance of the sustainable procurement duty.

[Sustainability; Capability]

These objectives are measured and supported in three ways; through the Procurement Action Plan within this Strategy (section 8), through our involvement in the Scottish Government's Procurement and Commercial Improvement Programme (PCIP) and through the publication of an Annual Procurement Report (section 7).

6 Ensuring compliance with general duties and specific measures of the Procurement Reform (Scotland) Act 2014

6.1. Introduction

As required by the Act the College must comply with a small number of general duties and some specific measures which will be embedded in Procurement Policy or in our Action Plan (section 8) but for clarity and to ensure full compliance with the Act are stated below:

6.2. Contribute to carrying out our function and the achievement of our purposes

The College will analyse its third party expenditure, identify 'EU regulated procurements' [Goods and Services worth more than £181,330 and Works worth more than £4,733,252 (OJEU Thresholds that apply to the College as an "other public sector contracting authority")]¹⁸ and 'lower value regulated procurements' [Goods and Services worth more than £50,000 and Works worth more than £2 million (Procurement Reform Act 2014)]¹⁹.

In addition, the College will sort regulated procurements into procurement categories and give consideration to appropriate and effective consultation that aligns individual procurement strategies with the College's own aims and objectives and in turn their contribution to the National Outcomes as detailed in the College's Regional Outcome Agreement.

Finally, the College will consider where appropriate the effective use of contract and supplier management to monitor and further improve the regulated procurement contract outcomes.

6.3 Deliver value for money

Value for money as defined by the Scottish Model of Procurement is not just about cost and quality, but about the best balance of cost, quality and sustainability.

The College, through its Procurement Policy and practice will seek to consistently apply the above principle albeit the balance of cost, quality and sustainability will vary for

a regulated procurement depending on the particular commodity, category and market.

The College will consider the whole-life cost of what is being procured and when applying the above principle of value for money, ensure that it does so in a clear, transparent and proportionate manner; in line with the Treaty on the Functioning of the European Union of equal treatment, non-discrimination, transparency, proportionality and mutual recognition and in complying with the general duties²⁰ of the Act as well as the sustainable procurement duty – see 6.6.

6.4 Treating relevant economic operators equally and without discrimination

The College will conduct all its regulated procurements in compliance with the principles; equal treatment, non-discrimination, transparency, proportionality and mutual recognition and will consider early engagement with the supply market where relevant prior to the publication of a contract notice.

All regulated procurements will be posted on portals such as Public Contracts Scotland²¹ (PCS) and Public Contracts Scotland-Tender²² (PCS-T) and shall strive to ensure the appropriate use of separate lots with straightforward output based specifications and clear evaluation criteria to ensure the procurement is accessible to as many bidders as possible.

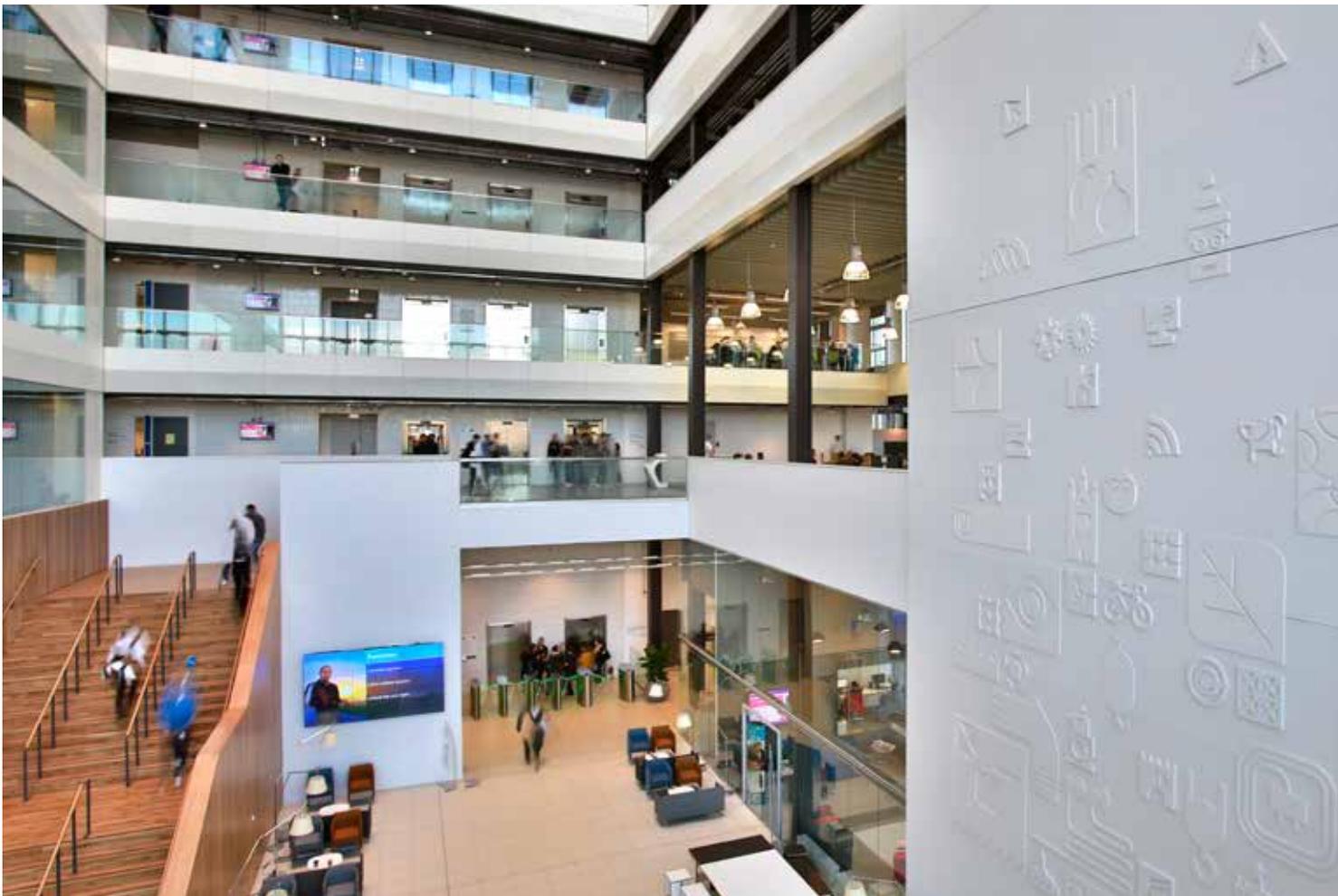
18 EU Thresholds subject to review every two years – current thresholds in until 31st December 2017

19 Scottish lower value regulated threshold subject to periodic review by the Scottish Government

20 Section 8 Procurement Reform (Scotland) Act 2014

21 Public Contracts Scotland

22 Public Contracts Scotland - Tender





6 Ensuring compliance with general duties and specific measures of the Procurement Reform (Scotland) Act 2014 (cont)

6.5 Acting in a transparent and proportionate manner

The College will ensure it engages widely with its local supply market on an ongoing basis and though the College's Procurement Policy will mandate the use of clear and precise language in its specifications and ensure contracts are awarded using appropriate quality, risk and sustainability factors as well as cost according to declared score weightings specific to each contract.

The College will actively take steps to make it easier for smaller and local businesses to bid for contracts through; the use of Public Contracts Scotland and Quick Quotes, the provision of training and/or provide information on third party training opportunities²³ to build suppliers capacity to better navigate the public tender process and by publishing a contracts register to highlight contracts that local suppliers may be interested in bidding for.

6.6 The Sustainable Procurement Duty

In compliance with the Act the College will give consideration to the environmental, social and economic issues relating to all regulated procurements and how benefits can be accrued, on a contract-by-contract basis by taking proportionate actions to involve SME's, third sector bodies and supported businesses in our procurement activities and in so doing benefit not only the College but the wider West Central Scotland.

To support compliance with the duty the College will endeavour to make use available tools and systems such as the Scottish Public Procurement Prioritisation Tool, the Sustainability Test, Life Cycle Impact Mapping, the Scottish Flexible Framework as well as APUC's Code of Conduct and Electronics Watch where relevant and proportionate to the scope of the procurement.

With regards to the Public Sector Equality Duty (PSED) under the Equality Act 2010 states that (as a public authority) the College will, within its procurement practises, give due regard to the need to:

- a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act;
- b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics covered by the PSED are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation. The PSED also covers marriage & civil partnerships, with regard to section a) in employment.

To enable better performance of the PSED, the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 place specific duties upon authorities. Subsequently, the College will pay due regard to whether the award criteria of the agreement, and the contract conditions relating to the performance of that agreement, should include considerations to enable it to better perform the PSED. The College remains responsible for meeting their obligations under the various statues even when an external contractor provides one or more of the College's functions. The College, within its procurement practises, will take account of the following key objectives when taking forward purchasing decisions:

- Ensuring all contracts are delivered in a way which is non-discriminatory, advances equality of opportunity and fosters good relations for the Colleges' staff, students, the general public, and businesses; and
- Ensuring that the goods, works, and services provided by contractors cater for all users' needs.

23 Supplier Development Programme

6 Ensuring compliance with general duties and specific measures of the Procurement Reform (Scotland) Act 2014 (cont)

6.7 Policy on the use of community benefits

The College will consider for each of its procurements over £4m²⁴ how it can improve the economic social or environmental wellbeing of the Glasgow Region through the inclusion of community benefit clauses²⁵ aligned with the College's own strategic outcomes as well as a number of the Scottish Government's National Outcomes.²⁶ We realise our full economic potential with more and better employment opportunities for our people; We are better educated, more skilled and more successful, renowned for our research and innovation. Our young people are successful learners, confident individuals, effective contributors and responsible citizens and we have tackled the significant inequalities in Scottish society. Examples of the scope of community benefits clauses will include the delivery of training opportunities or subcontracting opportunities within Glasgow relevant and proportionate to the particular procurement. The College will strive to engage with internal stakeholders including students where relevant as well as engaging with the local and wider supplier community to ensure suppliers understand the use of community benefits and how to respond where they are included. Where possible and proportionate, such clauses may also be included in procurements below £4m.

6.8 Consulting and engaging with those affected by its procurements

The College will take note of available good practice/principles of engagement including those detailed in the National Standards for Community Engagement²⁷ as well as ensuring procurement staff have or will be developed to have the relevant communication and engagement skills. The College will consider each procurement, the community affected by the resultant contract and ensure any affected organisations/ persons are consulted (e.g. impact on service for students, or a local contract that could be combined with other similar institution's needs). Such consultation will

always be on a scale and approach relevant to the procurement in question. All of the above will be embedded in the College's procurement practice.

6.9 The Living Wage

The College recognises the value of a well-motivated and dedicated workforce both in its own organisation and in those of its suppliers. City of Glasgow College is an accredited living wage employer. In compliance with the Act the College will consider, before undertaking a procurement, whether it is relevant and proportionate to include a question on fair work practices along with other relevant criteria, whilst ensuring the appropriate balance between quality and cost of the contract, paying regard to the statutory guidance²⁸ including the application of the living wage.²⁹

6.10 Promoting compliance with the Health and Safety at Work Act 1974

The College is committed to contracting only with suppliers that comply with all appropriate and relevant legislation, including Health and Safety legislation. Where appropriate, and on a contract by contract basis, the College will assess the legislation applicable to a procurement and take steps to ensure bidders comply with such legislation. Where proportionate, the College also seek to assess the compliance of subcontractors.

6.11 The procurement of fairly and ethically traded goods and services

The College supports the sourcing of goods that are fairly and ethically traded. Where directly relevant it shall make use of appropriate standards and labels in its procurements to take account of fair and ethical trading considerations as well as considering equivalent offerings from suppliers that can demonstrate they can meet the specified criteria without necessarily having the specific certification.

6.12 The provision of food and improving the health, wellbeing and education of communities in the College's area, and the promotion of the highest standards of animal welfare

The College will find practical ways to supply healthy, fresh, seasonal, and sustainably grown food which represents value for money whilst improving the health, wellbeing and education of our teaching and learning communities, coupled with promoting the highest standards of animal welfare.

The College will work to put in place affordable contracts, which meet the nutritional requirements for food for all users of our catering services and will use available good practice and guidance such as "Catering for Change – Buying food sustainably in the public sector"³⁰

6.13 Payment terms

The College recognises the importance of paying suppliers promptly once a service has been performed or goods delivered and that late payment is particularly detrimental to SMEs, third sector bodies and supported businesses.

The College will comply with the Late Payment legislation³¹ and will review on a contract by contract basis whether such obligations should be enforced and monitored further down its supply chain.

24 Section 25(1) community benefit requirements in major contracts

25 Community Benefit Clauses

26 National Outcomes

27 National Standards for Community Engagement

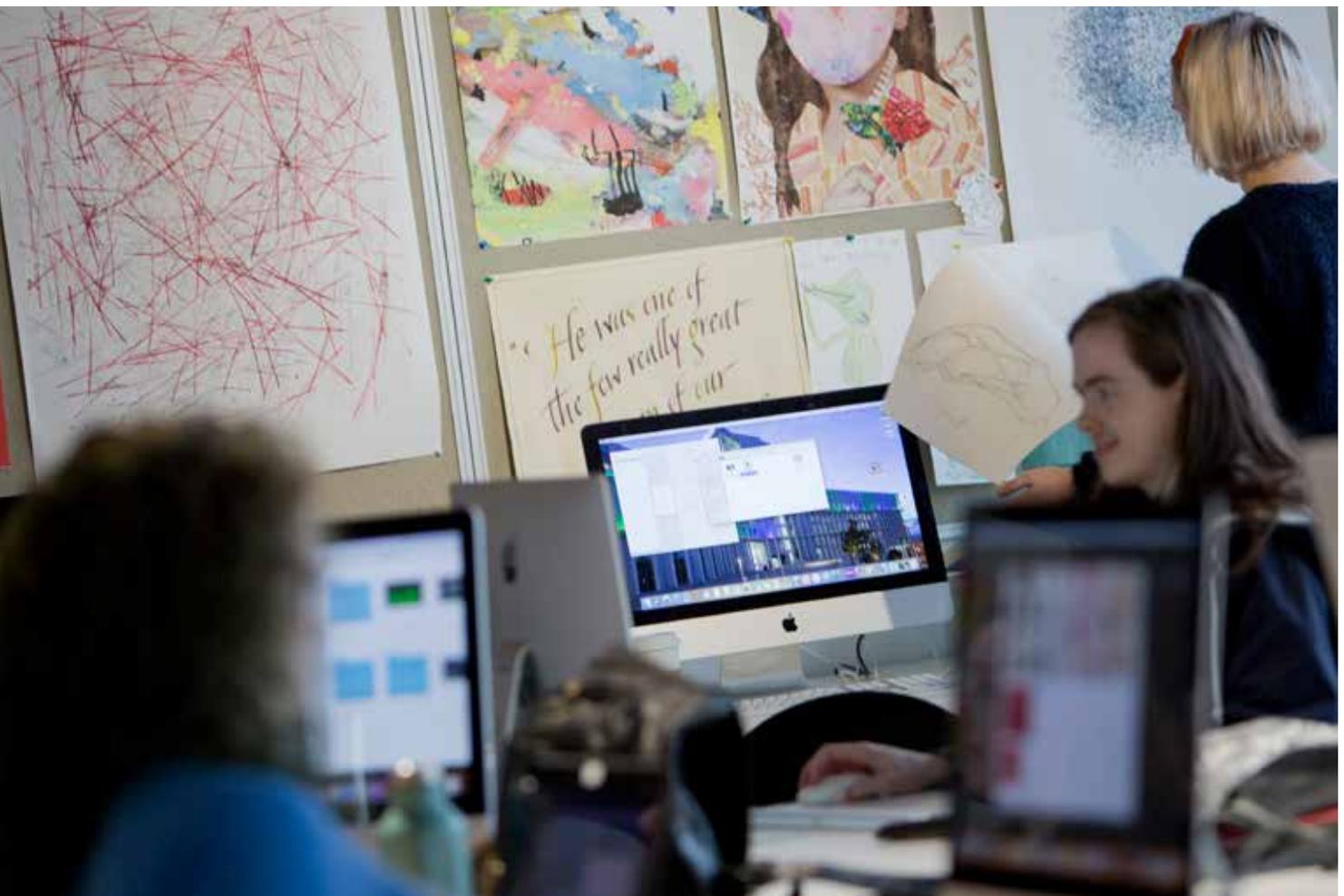
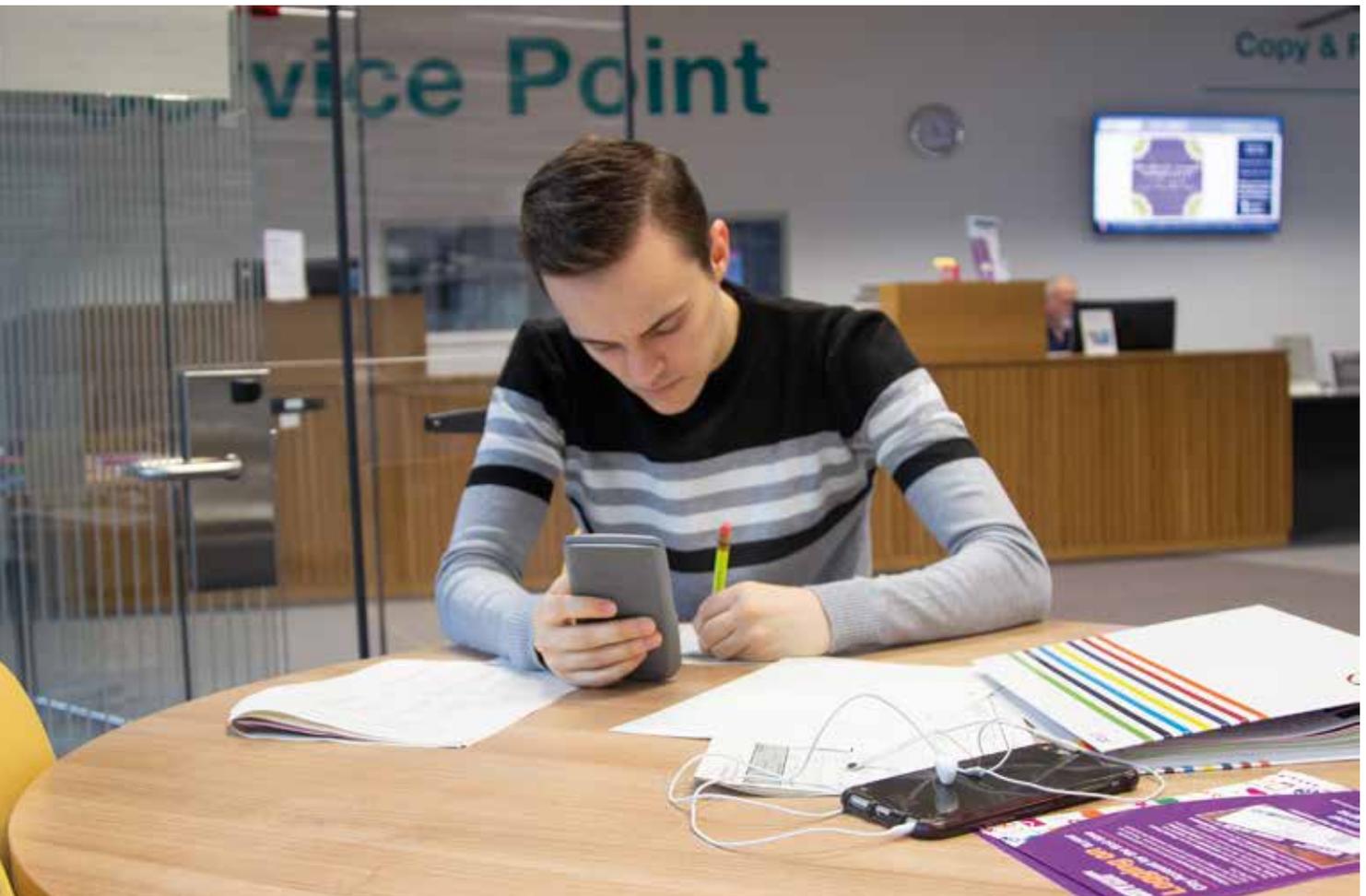
28 Statutory Guidance on the Selection of Tenderers and Award of Contracts - Addressing Fair Work Practices, including the Living Wage, in Procurement

29 Scottish Living Wage

30 Catering for Change – Buying food sustainably in the public sector

31 The Late Payment of Commercial Debts (Scotland) Regulations 2015





7 Annual Procurement Report

7.1 Statutory Requirement

In accordance with requirement of the Procurement Reform (Scotland) Act 2014 the College will publish an Annual Procurement Report as soon as practicable after College's financial year end and will describe as required by the Act how it has discharged its obligations under the Act and how it has exercised discretion and judgement as permitted by the public procurement rules to secure strategic objectives in compliance with the Act.

This report will also provide a commentary on the progress of this Strategy and its Action Plan.

7.2 Contents of our Annual Procurement Report

The Annual Procurement Report in compliance with the Act will contain as a minimum the following:

- A summary of the regulated procurements that have been completed during the year covered by the Report
 - A review of whether these procurements complied with this Strategy
 - The extent that any regulated procurements did not comply, a statement of how the College intends to ensure that future regulated procurements do comply
 - A summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year of the Report including for example; apprenticeships completed, curriculum support activities, business support activities, support to communities and resource efficiencies achieved in terms of materials, waste or water.
 - A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the Report
 - A summary of the regulated procurements the College expects to commence in the next two financial years
 - Such other information as the Scottish Ministers may by order specify and where applicable that demonstrate compliance with other legislation that places specific requirements on the College with respect to its procurement activities and the College will also consider including:
 - What it has learned from its consultation and engagement with stakeholders and those affected by its procurements, and what it is doing to respond to these views
 - What it is doing to improve its performance and impact, drawing on relevant information – for example spend analysis – and what improvements have been achieved since its last report; and
 - How it is working with other bodies – for example procurement centres of expertise – to maximise effectiveness and efficiency
- The College will seek to publish its annual procurement report in an inclusive way that takes into account equality and accessibility issues and allows stakeholders to form a clear view of the College's performance.

8 Procurement Action Plan

8.1 Introduction

The Action Plan consists of a number of specific actions and commitments in relation to each of the strategic objectives and their desired outcomes these are also cross referenced to the relevant section of the Procurement and Commercial Improvement Programme (PCIP).

Progress against this Action Plan (see section 8.2 below) will be regularly monitored by the

College's Procurement Strategy Advisory Group.

As part of the formal annual review of this Strategy, as indicated in section 1 above, this Action Plan will be reviewed and updated as required, to maintain alignment of the College's procurement activity with its broader priorities.

Objective 5.1	Main Actions	Measurements
To sustain and further develop partnerships within the sector, with other publicly funded bodies, with professional bodies and appropriately with supply markets that will yield intelligence, innovation and deliver value to users of procurement services.	Scrutinise annual expenditure analysis to improve use of Cat A, B and C1 collaborative contracts.	Total value of spend against collaborative agreements as a % of total non-pay spend.
	Establish contracts register.	Number of regulated contracts covered by the contract register.
	Embed procurement best practice and ethical values. Use internal and external training resources.	Details of training delivered and % against total target audience i.e. buyers and budget managers.
	Align procurement procedures to the Procurement Journey.	Evidenced by procurement policy and procedures.
	Develop forward contracting plan and contract/project strategies and relate these to sectoral and regional contracting plans.	% of contracts >50k covered by contract/project strategies.

Objective 5.2	Main Actions	Measurements
To work with internal and external stakeholders to deliver innovation and best value to the College.	Develop a procurement action plan.	As evidenced in the Procurement Strategy.
	Establish departmental procurement contact list, co-ordinate procurement initiatives and communicate relevant information from external sources e.g. APUC contract and advisory information. Use intranet to communicate.	Up to date information loaded to College Intranet Communicate APUC Ezine (newsletter) to Internal Stakeholders.
	Deliver appropriate training and guidance to all staff involved in procurement process to points of need.	Record of staff attending individual training events. Record of staff who have completed procurement inductions.
	Robust internal control systems for procurement processes and systems.	Clean audit report.
	Implement and maintain website guidance/advice for suppliers and potential suppliers on doing business with the College.	Outputs of stakeholder and supplier satisfaction surveys.
	Trend reporting in SMT & Finance Committee reports.	Trend reporting in SMT & Finance Committee reports.
	Engage with Heads of Department to promote procurement, identify opportunities and increase compliance.	Meeting Minutes and reporting.



Objective 5.3	Main Actions	Measurements
<p>To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities.</p>	<p>Review organisational expenditure data to - identify contracts in place, contracts with stakeholder agreed strategies, regulated procurements; sorted into categories and prioritised as part of contract plan; identify goods and services covered by duplicate contracts and remove duplicated effort where feasible and beneficial e.g. use of framework agreements; Reduce non-compliant spend.</p>	<p>% of total expenditure influenced by procurement Total value of non-compliant spend as a % of total influenacable %'s of total expenditure covered by Cat A, Cat B, Cat C1 and Cat C contracts Number of regulated contracts covered by the contract register Number of contracts that are 'lower value regulated procurements' (i.e. goods and services > £50k and works > £2m) Total value of Savings Totals of maverick and compliant expenditure</p>
	<p>Advise internal stakeholder on best procurement practice including appropriate use of specifications, selection and award criteria.</p>	<p>Providing standardised documentation</p>
	<p>Train internal stakeholders on appropriate approaches to regulated procurements.</p>	<p>Record of staff attending individual training events.</p>
	<p>Contract and supplier management processes applied to tenders >50k securing service improvement and/or explore opportunities for added value.</p>	<p>Monitoring of Supplier KPI's. Contract Management. Meeting Minutes.</p>

Objective 5.4	Main Actions	Measurements
<p>To seek out professional development opportunities to enrich and enhance experience and capability of procurement practitioners.</p> <p>To work with the supply chains to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of customers and students.</p>	<p>Have a high calibre procurement team in place with competency based training and a skills development programme assessing competencies and addressing shortfalls by encouraging involvement with or attendance at training and development courses, with results monitored and recorded.</p>	<p>Number of people in the procurement team.</p> <p>Number of procurement personnel with CIPS qualifications.</p> <p>Number of procurement officers to have undertaken formal training & development.</p>
	<p>Through Project Strategy Documents and the Contracts Register, identify contract/ supplier risk levels and determine appropriate tactical and strategic approaches to contract management.</p>	<p>Number of 'significant' suppliers falling into Strategic, Managed and Routine positioning categories.</p>
	<p>Obtain regular customer input/ feedback on key contracts and obtain regular supplier input / feedback on contracts to secure optimum value and opportunities</p>	<p>Supplier KPI's.</p> <p>Contract Management.</p> <p>Review Meetings.</p>

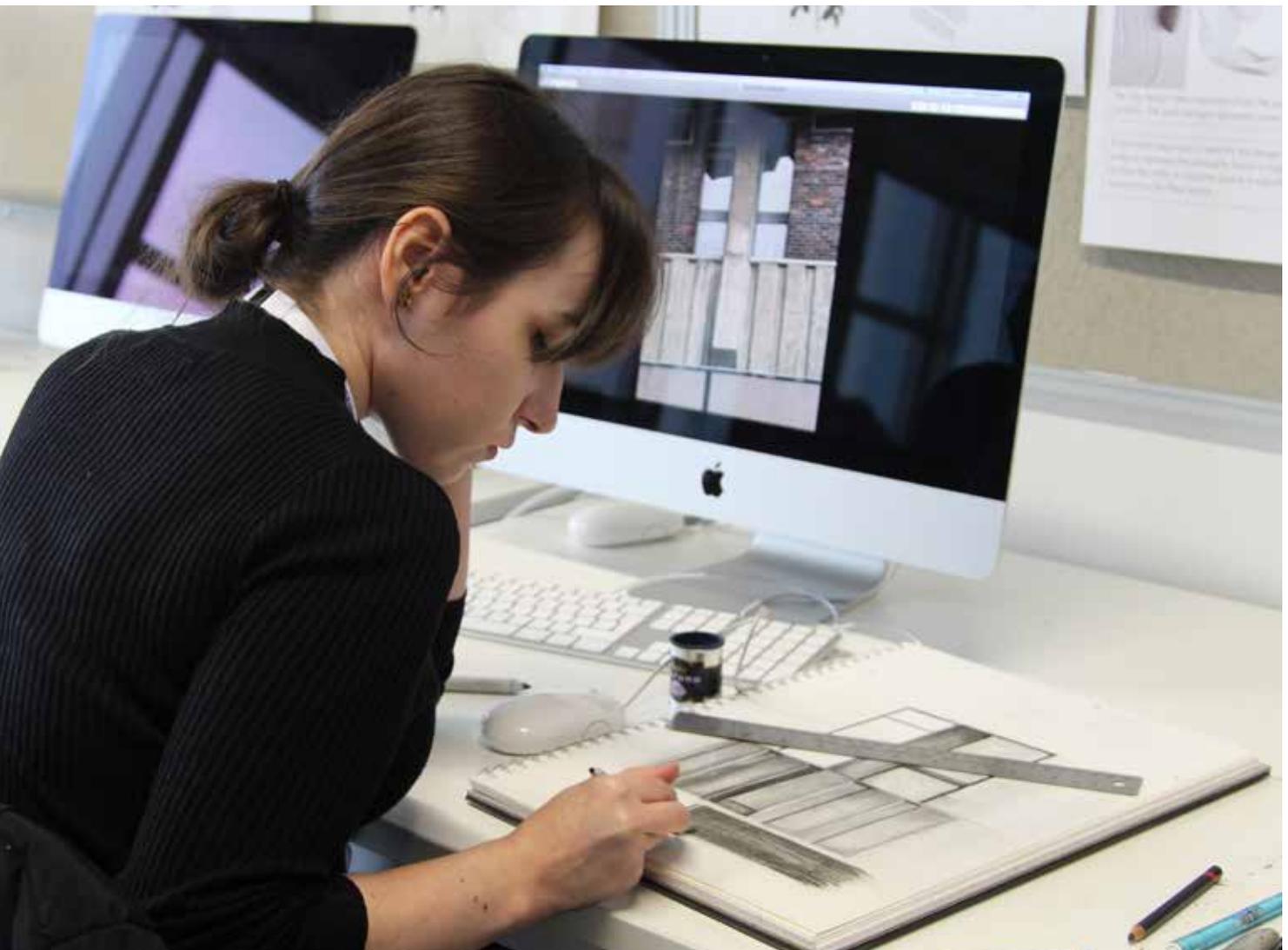


Objective 5.5	Main Actions	Measurements
To develop sound and useful procurement management information in order to measure and improve procurement and supplier performance conducted through fair and transparent processes.	Optimise use of PECOS (electronic purchasing system)	<ul style="list-style-type: none"> No of Users No of Supplier No of Orders Value of Order Supplier analysis to identify suppliers suitable to be adopted for electronic catalogue ordering.
	Carry out annual customer satisfaction questionnaire on procurement function	Periodic surveys analysed to show satisfaction trend analysis
	Prepare annual report on performance against procurement strategy	Annual Procurement Progress Report - Achievement of Strategic Objectives
	Gather data on supplier performance on key contracts	Supplier KPI's Supplier Management Information

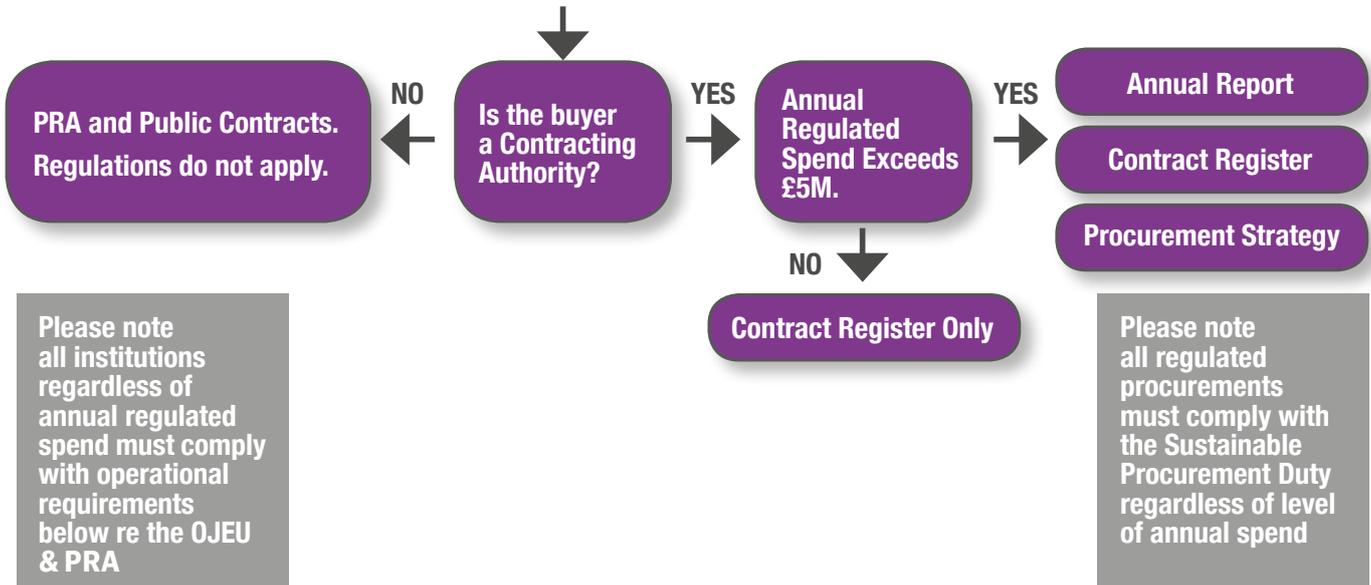
Objective 5.6	Main Actions	Measurements
To embed sound ethical, social and environmental policies within the Institution's procurement function and to comply with relevant Scottish, UK and EC legislation in performance of the sustainable procurement duty.	Set out the organisational policy on how regulated procurements are to be undertaken in compliance with the sustainable procurement duty.	Register of sustainability outcomes.
	Complete Sustainability Test within the Project Strategy Document for all Regulated Procurement to analyse opportunities to maximise social, economic and environmental outcomes.	% of contracts >50k covered by project strategies including a sustainability test.
	Embed sustainable procurement duty in processes to take full consideration of whole life costs, environmental and social impacts in assessment of value for money.	Number and Value of contracts with sustainability objectives and criteria embedded as % of relevant total. Register of sustainability outcomes.

Document Control and Review

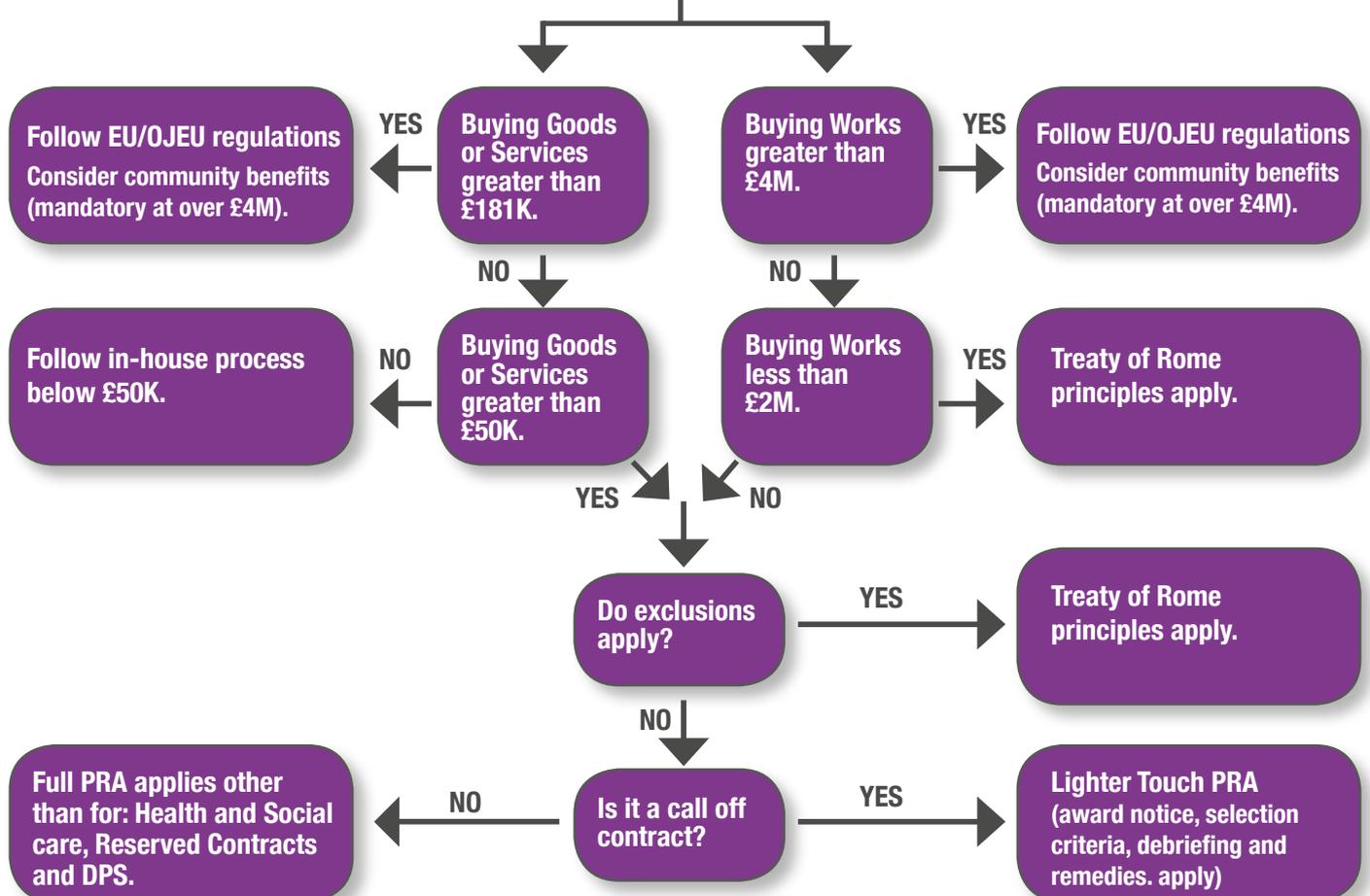
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Approved by	Board of Management Minor changes - Stuart Thompson, Vice Principal Corporate Services
Date Approved	6th November 2020
EQIA Status	EQIA Conducted
Proposed Review Date	September 2021
Lead Department	Procurement
Lead Officer(s)	Procurement Manager
Board Committee	Board of Management
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Strategic Requirements All Start Here



Operational Requirements All Start Here



CITY OF GLASGOW **COLLEGE**

City Campus
190 Cathedral Street
Glasgow G4 0RF
t: 0141 375 5555

www.cityofglasgowcollege.ac.uk

Scottish Charity Number SC036198