



Glasgow City Council

Contracts and Property Committee

Report by Director of Legal and Administration

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Item 1

6th August 2026

**The Council Sustainable Procurement Strategy 2023-2027
Bi Annual Performance Update**

Purpose of Report:

To inform the committee of the progress, to date, against the delivery of the Council Sustainable Procurement Strategy 2023-2027.

Recommendations:

It is recommended that the committee:

1. notes the content of this report and
2. the early delivery of three Strategy actions in 2026, achieving completion one year ahead of target date.

Ward No(s): XXXXXXXX

Citywide: ✓

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

1. Introduction and Background

- 1.1 The City Administration Committee approved the Council Sustainable Procurement Strategy 2023-2027 (Strategy) at its meeting on the 23 March 2023, Committee Information – Sustainable Procurement Strategy 2023-2027.
- 1.2 Within the Strategy, it was proposed that the Corporate Procurement Unit (CPU) would provide a bi-annual performance update on the delivery of the Strategy to the Contracts and Property Committee, or as and when required.
- 1.3 In addition, as part of the council's Procurement Governance Structure, the delivery of the Strategy is monitored, via a comprehensive action plan, by two officers groups; the Corporate Procurement Advisory Board (CPAB), which is held every eight weeks and is chaired by the Director of Legal and Administration and the Corporate Procurement Asset Board which has representation from across the council family and is held quarterly. The Action Plan details all the deliverables, including the associated target dates until 2027. A full copy of the action plan, including the status of each action, is set out in Appendix A.
- 1.4 The delivery of the Strategy is also measured via several Key Performance Indicators, and these are shown in Appendix B. These indicators highlight a range of improvements achieved to date, including increased levels of compliant contract spend, financial savings and increase focus on local and SME suppliers. Collectively, the KPIs demonstrate continued progress in strengthening procurement governance, driving value for money, and supporting more consistent strategic partnership practices across the Council.
- 1.5 The Strategy was developed to support delivery of the council's Strategic Plan 2022-2027 and to focus on the development areas identified via two internal and external consultations. The Strategy has six key Strategic Procurement objectives and twenty nine actions, with more than 50% of the actions having a sustainable theme.

2. Actions to be Delivered in 2026

- 2.1 Two (2) actions were targeted for completion by December 2026. These support delivery of two of the six Strategy objectives.
- 2.2 **Procurement Objective - Support the Council's Net Zero, Ecological and Adaptation Ambitions**
 - 2.2.1 **Action 1.03 – We will work with our suppliers to improve the climate resilience of our supply chains and reduce the vulnerability to climate risk**

Following a recent Internal Audit report, the CPU have reviewed and reestablished its contract management process and guidance and have now established a comprehensive contract and supplier management meeting schedule, and governance dashboard, which ensures regular engagement with all designated suppliers and monitoring of meeting outcomes. This structured

approach will support ongoing work to enhance the climate resilience of our supply chains and reduce vulnerability to climate-related risks.

The CPU have improved the content of their Supply Chain Analysis and Risk Report (SCAR) to help inform our stakeholders of supply market challenges and influence demands to reduce vulnerability in the supply chains e.g. food menus within schools and an increase in stock holding for aids and adaptation equipment due to supply chain risk.

We strive to increase our early market engagement as part of our strategic sourcing strategic process to support visibility of current challenges within the supply chain and look to amend scopes or specifications to mitigate the risk.

2.3 Procurement Objective - To Provide Sustainable and Effective Procurement for our Stakeholders

2.3.1 Action 2.06 - Undertake a wider Legal review of the council's terms and conditions to ascertain if these can be more flexible and appealing to suppliers/contractors, reflecting volatile market whilst mitigating the opportunity of risk for the Council.

The Council, through Corporate Procurement and Legal Services, continue to review its standard terms and conditions for each contract to ensure they remain appropriate, proportionate and responsive to changing market conditions. This included consideration of how contractual terms could provide greater flexibility and be more attractive to suppliers and contractors, whilst continuing to protect the Council's interests and manage associated risks.

In addition, the HSCP Commissioning Team worked in partnership with Legal Services to develop standard terms and conditions for social care contracts. The standard terms once complete will be available on the Council's web pages enabling potential bidders for social care tenders to be able to view the standard terms and conditions required for social care services contracts at any time. The standard definitions have all been aligned to the language used in the Scottish Government's proposed ethical commissioning principles, and other changes in national guidance (e.g. Fair Work First and Sustainable Duties).

3. Actions brought forward from 2027 to 2026

3.1 Procurement Objective - To Provide Sustainable and Effective Procurement for our Stakeholders

3.1.1 Action 2.04 – Streamline and standardise Social Work and Corporate Procurement Unit processes and documentation.

The Corporate Procurement Unit (CPU) and the Health and Social Care Partnership (HSCP) have continued to strengthen their working relationship throughout the life of the Strategy. This has resulted in the development of a shared procurement toolkit hosted on the council's internal Connect pages. This

Toolkit provides a central repository for standardised procurement documentation, guidance and templates used by both teams.

Joint working groups have been established to review, develop and standardise key procurement processes and documentation. This has included the enhancement of common CPU tools such as the Procurement Project Plan, Initial Procurement Assessment (IPA) and Evaluation Score Calculator to support a more consistent and streamlined approach to procurement and commissioning activities across the Council.

HSCP has adopted the Community Benefits monitoring system 'Cenefits' and the City Region Community Benefits Hub (CB Hub), both of which are already utilised by the CPU. The use of these shared systems has created a more joined-up approach to the management and reporting of community benefits, whilst providing suppliers with a consistent methodology regardless of whether they are engaging with procurement or commissioning teams.

3.2 Procurement Objective - Support Community Wealth Building and Increase Local Economic Growth

3.2.1 Action 4.03 - Explore how procurement can support Community Benefits Wishlist's and community priorities such as poverty reduction and improve equality.

The CB Hub is now fully embedded within the Council's procurement processes and has become a key mechanism for delivering community benefits (Wishes) through procurement activity.

The CB Hub connects community organisations with businesses delivering Council contracts, enabling community groups to submit requests for goods, services and resources that can be fulfilled through suppliers' community benefit commitments. This approach supports the delivery of local community priorities and helps maximise the social value generated from Council contracts.

Through the CB Hub, suppliers are able to directly support initiatives that contribute to poverty reduction, promote equality and address the specific needs of local communities. The platform also enables businesses to align their community benefit activities with their corporate social responsibility objectives while delivering meaningful outcomes for Glasgow's residents.

Since the CB Hub was launched in 2024, significant progress has been made in connecting communities with suppliers and delivering positive outcomes:

- 166 community groups registered
- 65 businesses registered
- 96 wishes approved
- 50 wishes delivered
- 22 wishes currently in progress

3.2.2 Action 4.04 - Continue to support the national meet the buyer event, to hold at least one annual GCC meet the buyer event and relevant tender talk session in conjunction with the SDP.

The Corporate Procurement Unit (CPU) and HSCP Commissioning Team continue to support the annual national Meet the Buyer event in partnership with the Supplier Development Programme (SDP). The event provides an opportunity to promote forthcoming procurement opportunities, share procurement pipelines and engage directly with local suppliers. Guidance and information was also provided on key procurement topics including Fair Work First, Community Benefits and Sustainability requirements, helping suppliers to better understand public sector procurement processes and opportunities.

In addition, the Council hosted its own Meet the Buyer event at the City Chambers in 2025, attracting over 350 suppliers. The event enabled suppliers to engage directly with council officers and gain insight into future contracting opportunities. Through its ongoing partnership with the SDP, the CPU and HSCP also supported a number of supplier engagement and tender preparation activities, including Tender Talk sessions.

Following the success of the 2025 event, the Council has committed to hosting a further Glasgow Meet the Buyer event in early 2027.

3.3 The remaining Strategy actions that are due for delivery in 2027 are on track for completion within the agreed timescales, further information on these actions is available within Appendix A.

4 Policy and Resource Implications

Resource Implications:

Financial: One of the key strategic objectives of the Strategy is to support the council's financial challenges. In FY25/26 we achieved cashable savings of £24.1m and non-cashable savings of £16.5m.

Legal: The Strategy will continue to be implemented in line with legislation, the Council's Standing Orders Relating to Contracts and the Corporate Procurement Manual.

Procurement: Implementation and delivery of the Strategy.

Council Strategic Plan: This Strategy has been created to support the delivery of the council's Strategic Plan.

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2025-29? Please Specify

Yes - the Strategy complies and supports the requirements of the Sustainable Procurement Duty. The duty requires that before a contracting authority buys anything, it must think about how it can improve the social, environmental and economic wellbeing of the area in which it operates, with a particular focus on reducing inequality.

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

An EQIA screening has been undertaken and can be accessed on the council's website.

EQIA link

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

The Strategy supports several socio- economic and environmental areas via our application of Community Benefit clauses and Fair Work First evaluation criteria, details as follows:

Fair Work First evaluation criteria is included, as standard practice, within all relevant procurement exercises.

Community Benefit outcomes is included, as standard practice, within all relevant procurement exercises and will be broadened to ensure increased opportunities for local communities are available. This will also support the council's aim for a reduction in poverty and a better quality of life within local areas.

The Community Benefits Hub went live in October 2024. The hub was developed to allow local communities to have a greater input into what can be achieved via community benefits in council contracts.

Climate Impacts:

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

Yes – The Strategy includes a key objective to Support the Council's Net Zero, Ecological and Adaptation Ambition and seven actions which aim to:

- Support the council's net zero target by 2030 and
- To reduce scope 1,2 and 3 carbon emissions within our supply chain.

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

The actions detailed within the Strategy Action Plan will provide a positive impact on climate.

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

Yes - the Strategy and supporting Action Plan have a strong focus on sustainability and will support the council's Climate Plan and target to achieve net zero by 2030.

Privacy and Data Protection impacts:

No

Are there any potential data protection impacts as a result of the report
Y/N

N/A

If yes, please confirm that a Data Protection Assessment (DPIA) has been carried out

5 Recommendation

It is recommended that the committee:

1. notes the content of this report and
2. the early delivery of three Strategy actions in 2026, achieving completion one year ahead of target date.

Appendix A – Strategy Action Plan

Objectives	Action Reference	Proposed Action	FY	Owner	Action Status	RAG Status
1. Support the Council's Net Zero, Ecological and Adaptation Ambitions						
1. Support the Council's Net Zero, Ecological and Adaptation Ambitions	1.01	Ensure our sourcing strategies and tender evaluation align and support suppliers which have net zero goals	2025	CPU/HSCP/Service Areas	New	Complete
1. Support the Council's Net Zero, Ecological and Adaptation Ambitions	1.02	We will work with the Scottish Government/Council Depts and partners such as Skills Development Scotland and Chamber of Commerce to identify and consider practicable carbon counting methodologies that allow suppliers to quantify embodied carbon within the procurement process.	2027 (moved from 2025)	CPU Dev Team/HSCP/SSG	BAU	Green
1. Support the Council's Net Zero, Ecological and Adaptation Ambitions	1.03	We will work with our suppliers to improve the climate resilience of our supply chains and reduce their vulnerability to climate risks.	2026 (moved for 2025)	CPU/HSCP/NRS	New	Green

Objectives	Action Reference	Proposed Action	FY	Owner	Action Status	RAG Status
1. Support the Council's Net Zero, Ecological and Adaptation Ambitions	1.04	To support the climate change agenda, we will explore how we can reduce our carbon emissions within our supply chain regarding scope 1,2,3 emissions.	2025	CPU Dev Team/NRS/HSCP	New	Complete
1. Support the Council's Net Zero, Ecological and Adaptation Ambitions	1.05	Increase the council's sustainable performance by utilising the council's Sustainable Steering Group and continuing to deliver the sustainable Procurement Action Plan as derived from the Scottish Government's Flexible Framework Tool.	2027	CPU Dev Team/HSCP/SSG	BAU	Green
1. Support the Council's Net Zero, Ecological and Adaptation Ambitions	1.06	We will review our community benefits process and menu to explore how we can include support for relevant projects and activities that support our adaptation, climate resilience, net zero objectives and reducing poverty	2024	CPU Dev Team/HSCP/Service Areas	New	Complete
1. Support the Council's Net Zero, Ecological and Adaptation Ambitions	1.07	Continue to build on our approach in utilising life cycle mapping, whole life costings and circular economy throughout the procurement process	2024	CPU/HSCP/Service Areas	New	Complete

Objectives	Action Reference	Proposed Action	FY	Owner	Action Status	RAG Status
2. To Provide Sustainable and Effective Procurement for our Stakeholders						
2. To Provide Sustainable and Effective Procurement for our Stakeholders	2.01	Review P2P processes and roles in conjunction with CBS and Service areas.	2023	CPU Dev Team/CBS	New	Complete
2. To Provide Sustainable and Effective Procurement for our Stakeholders	2.02	Engage with suppliers and stakeholders to identify how we can improve and streamline our processes and inform mobilisation and exit strategies	2024	CPU Dev Team/HSCP	New	Complete
2. To Provide Sustainable and Effective Procurement for our Stakeholders	2.03	Form closer working relationships with COE's, other LA's, Agencies, Organisations and Partners and to benchmark processes and procedures.	2025	CPU Dev Team/HSCP	New	Complete
2. To Provide Sustainable and Effective Procurement for our Stakeholders	2.04	Streamline and standardise Social Work and Corporate Procurement Unit processes and documentation.	2027	CPU Dev Team/HSCP	BAU	Green

Objectives	Action Reference	Proposed Action	FY	Owner	Action Status	RAG Status
2. To Provide Sustainable and Effective Procurement for our Stakeholders	2.05	Identify procurement Information and Communication Technology (ICT) development requirements and work with our SITT Team and ICT provider to identify opportunities to implement them.	2027	CPU Dev Team/HSCP/Legal Services/service areas	BAU	Green
2. To Provide Sustainable and Effective Procurement for our Stakeholders	2.06	Undertake a wider Legal review of the council's terms and conditions to ascertain if these can be more flexible and appealing to suppliers/contractors, reflecting volatile market whilst mitigating the opportunity of risk for the Council.	2026	CPU Dev Team/HSCP/Legal Services/service areas	New	Green
3. Shape and Drive Innovation						
3. Shape and Drive Innovation	3.01	Identify the challenges facing the council which could be explored via the innovative partnership route to market and obtain a greater knowledge of the relevant evolving marketplace and global innovative solutions.	2027	Service Area	New	Green
3. Shape and Drive Innovation	3.02	Advocate the benefits of SCOTLAND INNOVATES PORTAL and look to incorporate variant bids and increase the utilisation of PIN notices and Early Market	2025	CPU/HSCP	New	Complete

Objectives	Action Reference	Proposed Action	FY	Owner	Action Status	RAG Status
		Engagement into our tender process.				
3. Shape and Drive Innovation	3.03	Ensure specification take account of market challenges such as availability of materials and services and are more outcomes driven	2024	Service Area	New	Complete
4. Support Community Wealth Building and Increase Local Economic Growth						
4. Support Community Wealth Building and Increase Local Economic Growth	4.01	Further investigation for SME'S, Social Enterprises, supported businesses and third sector against workplan/commodities and engagement with Econ Dev/SDP and running a number of events during the year.	2025	CPU Dev Team/HSCP	New	Complete
4. Support Community Wealth Building and Increase Local Economic Growth	4.02	Work more closely with Economic Development and SDP to shape new businesses (SME, Third Sector and Social Enterprises) that are pertinent and relevant to the council procurement workplan.	2027	CPU Dev Team/HSCP/Econ Dev	New	Green

Objectives	Action Reference	Proposed Action	FY	Owner	Action Status	RAG Status
4. Support Community Wealth Building and Increase Local Economic Growth	4.03	Explore how procurement can support Community Benefits Wishlist's and community priorities such as poverty reduction and improve equality	2027	CPU Dev Team/Community Partnerships	New	Green
4. Support Community Wealth Building and Increase Local Economic Growth	4.04	Continue to support the national meet the buyer event, to hold at least one annual GCC meet the buyer event and relevant tender talk session in conjunction with the SDP.	2027	CPU/HSCP	New	Green
5. Procurement to be a strategic partner						
5. Procurement to be a strategic partner	5.01	Promote and create a better understanding of the procurement process and procedures across the council.	2024	CPU	New	Complete
5. Procurement to be a strategic partner	5.02	Further develop our communication strategy for our internal and external stakeholders which aligns with the council's customer strategy.	2023	CPU Dev Team/HSCP	New	Complete

Objectives	Action Reference	Proposed Action	FY	Owner	Action Status	RAG Status
5. Procurement to be a strategic partner	5.03	Look to develop interactive methods of sharing data.	2024	CPU Dev Team/HSCP	New	Complete
5. Procurement to be a strategic partner	5.04	Engage with Education to consider how we can promote procurement at career events with a view to grow our own and succession planning.	2025	CPU Dev Team/HSCP/Education	New	Complete
5. Procurement to be a strategic partner	5.05	Increase understanding on what can be delivered under partnerships /grant funding and what is governed by the procurement rules.	2024	CPU Dev Team/Legal Services/Service Areas	New	Complete
5. Procurement to be a strategic partner	5.06	Continue to support the delivery of Council strategy and policies and motions (e.g. climate plan, city deal sustainable, economic dev, RLW Employer) action to cover council strategy requirements.	2027	CPU/HSCP/Service Areas	New	Green

Objectives	Action Reference	Proposed Action	FY	Owner	Action Status	RAG Status
5. Procurement to be a strategic partner	5.07	Strategy Owners/Service Areas to engage with procurement to ensure procurement actions are achievable.	2027	CPU/HSCP/Service Areas	New	Green
6. Support Council Financial Challenges						
6. Support Council Financial Challenges	6.01	Continue to target savings via demand management activities, rationalise and standardise products and monitor contract and non-contract spend via the SOAR process.	2027	CPU/Service Areas	BAU	Green
6. Support Council Financial Challenges	6.02	Look to develop opportunities for open book/gain sharing incentivisation models approach across our workplan.	2024	CPU/HSCP/Service Areas	New	Complete

Appendix B – Sustainable Procurement Strategy 2023-2027 Key Performance Indicators

KPI	Strategy Start Date KPI Level	KPI Target	KPI's for FY 25/26	Notes
Spend Under Contract %	90%	90%	95%	Positive news as now above KPI target and highest record %
Savings	£184,064	increase year on year if possible	£16,500,000	Increase in savings
Improvement in performance level of sustainable procurement via FF	Level 2	Level 3	Level 2	Will be progressed as part of the sustainable Steering Group.
Continued increase in sustainable outcomes as captured in our sustainable register	New KPI	85%	83%	Positive outcome but no set KPI target
Increase (year on year) in Community Benefits outcomes supporting poverty, net zero and climate resilience.	New KPI	increase year on year	361	361 outcomes delivered
Reduction in blocked invoices via price queries - No of Blocked Lines	1,444	0	947	Reduction in blocked invoices
Increase in 3-way invoice - % paid	New KPI	100%	76%	KPI is an ideal target but hard to achieve
Increase in 3-way invoice - % blocked	New KPI	0%	24%	KPI is an ideal target but hard to achieve
Increase Annual survey content	New KPI	increase year on year if possible	6 actions	Survey issued and responses reviewed with 6 actions applicable

Increase innovation-via 3 Pre Information Notices (PIN)	New KPI	increase year on year if possible	0	No innovation notices issued by CPU
Level of procurement engagement re the development of relevant strategies	New KPI	increase year on year if possible	8	CPU have supported a number of council and national strategies over the last year
Increase the percentage of quick quotes including SME's, Social Enterprises and Local Suppliers.	New KPI	increase year on year	100%	local suppliers, SME'S and social enterprises are invited when available.
Increase Percentage of spend with local suppliers where possible	15%	increase year on year	20%	CPU Owned Commodity Spend only
Increase community benefit outcomes for local communities	New KPI	increase year on year	52	Community Benefits Hub now implemented and wishes increasing year on year
Increase the number of strategic boards that procurement attend	New KPI	increase year on year	5	CPU have attended and supported a number of boards over the last year