Glasgow City Council

Contracts and Property Committee

Report by Director of Legal and Administration

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**The Council's 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's Sustainable Procurement Strategy 2023-2027.

Recommendations:

It is recommended that the committee:

1. notes the content of this report and
2. approves the extension of the completion date for Action 1.03 from December 2025 to December 2026.

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's 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 2025

2.1 Of the Eight (8) actions originally targeted for completion by December 2025, Seven (7) were reported as on target within the August Bi-Annual update report, with one action (1.02) requiring an extension until 2027. Since that update , Six (6) of these actions have been completed. However, a further action has been identified as requiring additional time and will also need its completion deadline extended to 2026.

2.2 The six (6) completed actions collectively support the delivery of five of the six Strategy Objectives, demonstrating meaningful progress across the breadth of the Strategy, as summarised below:

2.2.1 **Procurement Objective - Support the Council's Net Zero, Ecological and Adaptation Ambitions**

Action 1.01 – *Ensure our Sourcing Strategies and Tender Evaluation align and support suppliers which have net zero goals*.

Our subject matter experts, via the Sustainable Procurement Steering Group (SPSG), actively consider the CPU and HSCP workplan and target all key procurement opportunities that will support the council's target of net zero by 2030.

The CPU and HSCP in collaboration with the Sustainable Steering Group will continue to utilise the Scottish Governments Sustainable Tools to identify sustainable risks and opportunities, and these will be considered as part of the sourcing strategy development, specification and evaluation. The CPU and HSCP have refreshed their prioritisation assessment utilising the Scottish Public Procurement Prioritisation Tool (SPPPT) . This allows for early strategic planning to help decide where to focus effort for the greatest sustainability impact regarding future procurement exercises and commodities.

The CPU have adopted question 4C–7 within the Single Procurement Document (Scotland) within relevant tender opportunities. This forms part of the pre-selection evaluation criteria in relevant tenders and requires suppliers to provide a copy of their Climate Plan and commitments regarding the reduction of scope 1,2 and 3 emissions

The HSCP is asking for sustainable statements within relevant social care tender opportunities which require tenderer's to detail their commitments in responding to the climate emergency, carbon reduction and climate adaptation

Action 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 and 3 emissions*.

We continue to engage with service areas to review specifications to help reduce carbon emissions. The Supply Chain Analysis and Risk Report to identify supply chains that are impacted by a number of factors including climate change risk.

We have developed a library of questions that can be used to determine how suppliers manage their supply chains and supply chain risks.

We will continue to explore how we can better utilise our suppliers Climate Plans and available data to support this action.

under the Climate Change Scotland Act which may result from the recent consultation.

2.2.2 **Procurement Objective - To Provide Sustainable and Effective Procurement for our Stakeholders**

Action 2.03 - *Form closer working relationships with Centre of Excellence, other Local Authorities, agencies, organisations and partners and to benchmark process and procedures.*

The HSCP is part of the Scottish Government and Institute for Research and Innovation in Social Services working groups on developing new practice for ethical commissioning. The Head of Commissioning also chairs the Social Work Scotland Contracts and Commissioning Practice Network where a range of procurement activity is discussed and benchmarked.

The Head of Procurement accepted the role as the vice chair of the Scottish Local Government procurement forum and attends the Head of Procurement meetings on a quarterly basis. These forums help to support best practice and identify practical solutions to support new policies and guidance issued by the Scottish Government.

The CPU and HSCP actively monitor and participate in the Procurement Knowledge Hub requests. The Knowledge Hub is a platform for sharing information, discussing ideas and opportunities and encouraging collaboration among public sector partners.

The Head of Procurement has joined the Procurement Core Cities Network which has been established to continue to support Core City local authorities to achieve best value, continuous improvement and innovation by driving collaboration and improving procurement, contract management, commercial skills & practices as well as influencing the procurement agenda at a national level. They are also a member of the National Advisory Group which is responsible for reporting on a regular basis to the Improvement and Innovation Board of the Local Government Association to maximise the benefits of good procurement, as well as communicate and support local government colleagues to adopt any good practice identified in supporting wider policies including added social value and efficiency savings for the sector.

The CPU Procurement Development Manager participates in the Core Cities Sustainable Working Group which has been created to develop and encourage best practice across various Local Authorities in Scotland, England and Northern Ireland and supports the Scottish Government Climate and Procurement Forum regarding sustainable best practice. They were also the Local Authority lead as part of a short life working group on the future development of the Annual Procurement Report.

HSCP are now part of the City Region Community Benefits Wish List (Hub) working group.

2.2.3 **Procurement Objective - Shape and Drive Innovation**

Action 3.02 **–** *Advocate the benefits of Scotland Innovates Portal and look to incorporate variant bids and increase utilisation of PINs and early market engagement into our tender process.*

The CPU have published nineteen (19) Pre Information Notices (PIN) in FY24/25. This is an increase of 27%.

The CPU staff have been provided training on variant bids as part of the Contract and Supplier Management training.

An overview of the Scotland Innovates Portal (Portal) has been delivered to Service Areas at the Corporate Procurement Asset Board meeting in March 2025.

We utilised the opportunity to promote the Portal at our Glasgow Meets the Real Buyer Event in April 2025, which was held at the City Chambers and was supported by Neighbourhoods Regeneration and Sustainable team regarding queries around direction and priorities associated with sustainability, and at the National Meet the Buyer Event in Edinburgh. The council's event was attended by over 370 suppliers and the national event over 1000 suppliers were in attendance.

HSCP is using Preliminary Market Consultation - Innovation notices at the start of commissioning projects to give the social care sector early information and for market engagement prior to any planned procurement activity, following this PIN's are issued for all tenders.

HSCP have held Talking Tender events and aligned tender training in conjunction with the Supplier Development Programme

2.2.4 **Procurement Objective – Support Community Wealth Building and Increase Local Economic Growth**

Action 4.01 - *Further investigation for SME's, Social Enterprise, Supported Businesses and Third Sector against workplan/commodities. Engagement with Economic Development and Supplier Development programme to run several events throughout the year.*

We have attended several events such as the social enterprise supplier day and third sector awareness session with a view to sharing our workplan and increasing opportunities for SME's, social enterprises, supported businesses and third sector organisations.

We hosted a Glasgow Meet the Real Buyer event in the city chambers and 19 Glasgow based public sector organisations also supported the event. This event was used to encourage and support organisation bidding for future opportunities.

The council became a member of Buy Social Pledge in 2024 and have showcased our associated spend with social enterprise and supported business in our Annual Procurement Report for FY24/25.

2.2.5 **Procurement Objective – Procurement to be a Strategic Partner**

Action 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.

We have and will continue to engage with Education Services on how we can support career events within schools. We supported the career carousel that was held in the city chambers. This provided an overview of procurement to over 200 school leavers from all secondary schools within Glasgow. A pupil who attended the event requested a work experience opportunity within the CPU and this was delivered in June this year

We have also engaged with further education establishments to promote procurement at university and college open days.

The CPU are part of the council's graduate program and two procurement graduates joined the Team in August 2025 on a two year training program.

3. **Proposed Extension to Action Completion Date**

3.1 **Procurement Objective – Support the Councils Net Zero, Ecological and Adaptation Ambitions**

3.1.1 **Action 1.03 –** *We will work with our suppliers to improve the climate resilience of our supply chains and reduce the vulnerability to climate risks*

We seek approval to extend the completion deadline for this action from **December 2025 to December 2026**. Although the action was originally intended to be progressed through our Contract and Supplier Management (CSM) process, competing organisational priorities have prevented full implementation of the process, and the action has therefore not been fully completed.

A recent Internal Audit review identified several improvements to strengthen our approach. We have since implemented the audit recommendations by updating the CSM processes and procedures and delivering refresher training to all CPU staff to ensure consistent application across all contract areas.

We 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.

While a revised completion date of **December 2026** is requested, we will continue to work towards delivering this action at the earliest opportunity.

Progress will be monitored and reported to Committee through future scheduled updates.

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 FY24/25 we achieved cashable savings of £15.4m and non-cashable savings of £8.7m.

Since commencement of the Strategy in 2023, to date (December 25), we are tracking cashable savings of £44.5m and non-cashable savings of '£26.1m'

Legal: The Strategy will continue to be implemented in line with legislation, the Council's Standing Orders Relating to Contracts 2022 and the Corporate Procurement Manual.

Procurement: Implementation and delivery of the Strategy.

Council Strategic Plan:
Equality and Socio-Economic Impacts: This Strategy has been created to support the delivery of the council's Strategic Plan.

Does the proposal support the Council's Equality Outcomes 2021-25 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, via the following 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.

The Strategy supports outcome 1 of the councils Equality Outcomes 2021 to 2025.

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 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 data protection impacts identified.

5   **Recommendation**

It is recommended that the committee:

1. notes the content of this report and
2. approves the extension of the completion date for Action 1.03 from December 2025 to December 2026.

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.	Extended from 2025 to 2027	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.	2025 – Proposal to Extend to 2026	CPU/HSCP/NRS	New	Red

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

Objectives	Action Reference	Proposed Action	FY	Owner	Action Status	RAG Status
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 Engagement into our tender process.	2025	CPU/HSCP	New	Complete
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	Green
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	Green

Appendix B – KPI's

KPI	Strategy Start Date KPI Level	KPI Target	Rolling KPI's covering Q1 to Q4 FY 25/26	Notes
3. Spend Under Contract %	90%	90%	93%	Positive news as now above KPI target
8. Savings	£184,064	increase year on year if possible	£15,400,000	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%	83.33%	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	212	212 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	n/a	Second survey now issued and content will be reviewed when closed
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
Increae 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	22	Community wishlist only launch late last year and further wishes are in progress
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