

# Sustainable Procurement Strategy 2023 - 2027



# Contents

Introduction/Executive Summary .....	3
Strategy Endorsement and Contact Details .....	4
Cllr Ruairi Kelly .....	4
Strategy Ownership and Contact Details .....	4
Procurement Vision and Mission Statement.....	4
Strategy Rationale and Context .....	5
How Procurement Will Support Council Objectives .....	7
Procurement Strategic Aims, Objectives and Key Priorities .....	13
Spend Profile .....	20
Monitoring, Reviewing and Reporting on the Strategy .....	24
Policies, Tools and Procedures.....	25
Supporting Suppliers.....	27
Appendix 1 – Key Outcomes from the previous strategy .....	29
Appendix 2 – Additional Influencing Factors and Drivers.....	35
Appendix 3 - Key Strategic Procurement Activity.....	37
Appendix 4 - Full Commodity List .....	38
Appendix 5 - Prioritisation Output from 2021 test.....	41
Appendix 6 - Mandatory Requirements of the Procurement Reform Act (Scotland) 2014 .....	42
Appendix 7 - Strategy Performance Action Plan.....	49
Appendix 8 - Glossary of Terms .....	59

# Introduction/Executive Summary

**Procurement plays a pivotal role in supporting the council's Strategic Plan for 2022 to 2027 (Plan) and will continue as a key enabling strand within the ongoing reform and continuous improvement of the council.**

This Sustainable Procurement Strategy sets out the vision, objectives and actions which will direct and govern procurement activities across the council. These reflect the key challenges and commitments of the council's Strategic Plan, in addition to supporting a variety of council strategies and national and local policies.

Our principal aim is to remain at the cutting edge of procurement within the public sector whilst ensuring the principles of public procurement - transparency, integrity, openness, fairness, non-discrimination, equal treatment, competition and accountability - underpin our procurement activity.

It shows our approach to the climate emergency, our mitigating actions to negate the ongoing impact of Brexit and Covid19 pandemic, with particular focus on the volatile market changes and key risks factors influencing the delivery of tenders and contracts.

Our continued commitment to focus and promote robust and fair working practices within our supply chain and contracts, our aim to shape and influence innovative solutions and to ensure the council delivers ethically sourced goods, services and works across its commercial spend profile, whilst striving to support and create contract opportunities for more Glasgow based suppliers, Social Enterprises, Co-operatives, Supported Businesses and Third Sector Organisations.

For this Strategy to support the Strategic Plan and significant financial pressures faced by the council, we will explore digital and automation opportunities, strengthen existing strategic internal and external partnerships and further develop relationships between procurement, service areas, the council family and collaborate further with our key suppliers.

We will continue to generate process efficiencies and further cash savings opportunities through rigorous challenge of all our purchasing decisions, continue to work more cohesively and collaboratively with our internal clients and external stakeholders to identify better ways of working and ensure best value is achieved for all commercial spend.

***This Strategy aims to build on the achievements and benefits derived from the council's previous Corporate Procurement and Commercial Improvement Strategy 2018 – 2022, with a view to:***

- Using the power of procurement to deliver beneficial outcomes for the citizens of Glasgow, local businesses and the local area
- Support the council's key strategies, climate plan and net zero targets
- Make sure we comply with the new procurement regulations
- Continue to explore new technology and digital opportunities and utilise data and internal intelligence to shape and drive decisions
- Integrate Community Benefits Wishlist's within our community benefits process.
- Continue to promote the benefits of early procurement engagement and innovation
- Build capacity and skills within the council to improve commissioning and procurement activity and support procurement people of tomorrow.



## Strategy Endorsment and Contact Details



### Cllr Ruairi Kelly

City Convener for Neighbourhood Services and Assets  
Ward 21 – Glasgow North-East  
Phone: 0141 287 4057  
Email: [ruairi.kelly@glasgow.gov.uk](mailto:ruairi.kelly@glasgow.gov.uk)

## Strategy Ownership and Contact Details



### Elaine Galletly

Director of Legal and Administration Services  
City Chambers, Glasgow, G2 1DU  
Phone: 0141 287 4653

# Procurement Vision and Mission Statement

The council's vision *"Supporting a fair and sustainable city where everyone gets to contribute and all can benefit from a flourishing Glasgow"*.

The following procurement vision and mission statements have been established to support the council's vision and to ensure the delivery of sustainable, effective and efficient procurement.

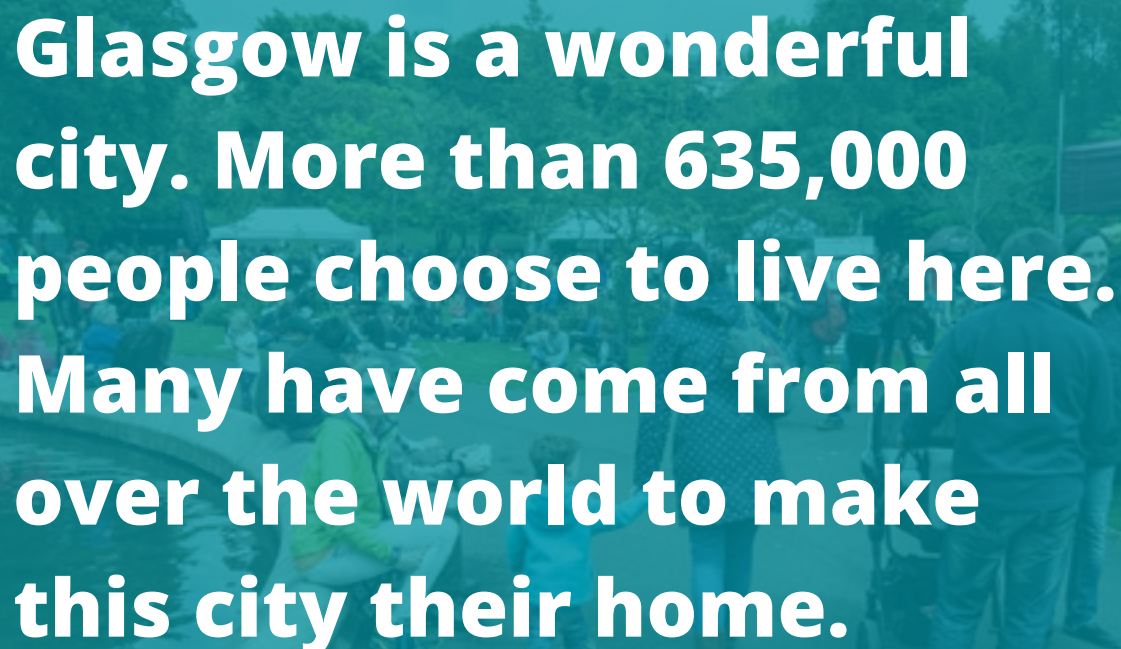
## Procurement Vision

To be recognised as a strategic partner to all council services, optimising a collaborative and innovative approach to address Glasgow's ambitious net zero targets and address the economic, social and environmental needs of Glasgow and its citizens.

## Mission Statement

To provide sector leading procurement for our stakeholders to support the delivery of high quality, sustainable and resilient public services using outcome focussed targets and innovative solutions.

# Strategy Rationale and Context



**Glasgow is a wonderful city. More than 635,000 people choose to live here. Many have come from all over the world to make this city their home.**

**Public Sector procurement in Scotland is now valued at more than £13 billion per annum. The profile and remit of public sector procurement has become greater and more complex. Although the UK is no longer part of the European Union, procurement in Scotland still follows the regulations and rules implemented in April 2016 (see Appendix 2). These are likely to change following the implementation of the Public Procurement Bill 22/23 and further consideration by the Scottish ministers.**

Glasgow is Scotland's largest city. It is the economic powerhouse of Scotland and the fastest growing major city economy in the UK, outside London. Currently the council spends over £665 million on goods, services and works. The sum increases to around £807 million if we consider the entire council family. A detailed breakdown of these figures can be seen in the Spend Profile section.

Glasgow is a wonderful city. More than 635,000 people choose to live here. Many have come from all over the world to make this city their home.

Glasgow is Scotland's largest city and at the centre of our nation's economy and culture. We are a welcoming and diverse city with a relatively young population compared to other Scottish council areas. We have an amazing history which spans many centuries during which people have called this place home, built their lives and businesses here, and seen huge change.

In 2025 we will be celebrating the city's 850th birthday since the granting of its' Burgh Charter. Glasgow was one of the foremost titans of the industrial age and now we look once more to transform, moving from a post-industrial to a post-carbon city. Our recent history is one of regeneration and renewal. As a result, Glasgow has become one

of the world's leading cities for sport, culture and innovation. From the Glasgow 2014 Commonwealth Games to the 2018 European Championships these events came to Glasgow because the world knew we could deliver them successfully and safely. And we will do so again with the inaugural UCI Cycling World Championships in 2023 and the World Athletics Indoor Championships in 2024.

Students come to our academic institutions from across the globe because they know how good they are and how good a time they will have in Glasgow. As the host of the United Nations Climate Change Conference, COP26, we have built a reputation as a sustainable and green city, aware of the legacy of our past and determined to make the changes needed to transition to a net zero future. The climate and ecological emergency is one of the biggest challenges facing the planet, and we will continue to be ambitious in our plans to respond to it.

However, despite this success, we have a city with unacceptable and long-standing contrasts. Healthy lives, good jobs and access to opportunities are not spread equitably across our communities. Not enough of our people get to make choices about their lives because they lack income, power and opportunity. This is being addressed via the [councils strategic plan](#)

In addition, the council faces significant economic and financial challenges, with significant savings required over the coming years. The council therefore needs to continue to be commercially focussed and more innovative about how it meets its priorities and the city's ongoing challenges.

The previous corporate procurement strategy was closely aligned with the overall council plan and delivered many benefits and improvements over the four-years period that it covered (2018 to 2022).

#### ***These benefits included:***

- National recognition via two Public Sector GO Awards Scotland
- More commercially focused and category management further embedded within the council
- Improved demand management with significant savings achieved
- Supported the council's economic and financial challenges by achieving a saving of £3.1m over the period 2018-2022
- No legal procurement challenges – complied with all relevant and statutory requirements
- More streamlined processes and procedures
- More robust sourcing strategies and better value contracts
- Improved strategic partnership working and early engagement with service areas
- The creation of a supplier recognition page
- Developed and implemented a quarterly supply chain analysis and risk report (SCAR) which is shared with services
- Further developed our sustainable procurement register to support additional statutory reporting requirements and improvement of the council's performance in delivering sustainable procurement as measured via the Scottish Government Flexible Framework Assessment Tool (level 3)
- Recognition from Scottish Government (SG) on our Strategic Training Methodology and adoption of the SG Development Framework
- Fulfilment of our procurement work plans, including the delivery of tenders supporting special projects such as Burrell Renaissance, COP26, European Championships 2018 and Euro 2020(21)
- Key Performance Indicators (KPIs) targets delivered - see appendix 1

# How Procurement Will Support Council Objectives

The Council Strategic Plan 2022 – 2027 (Plan) is a key document that sets out the Grand Challenges, the Missions and Commitments that will be targeted and undertaken over the next five years by our services and Arms Length External Organisations (ALEO 's).

It is an essential part of the council's strategic planning and performance management framework. It provides the basis for future budget and service planning as well as performance management and reporting.

**The Plan sets out four Grand Challenges for the council to deliver against over the 5 years period it covers.**

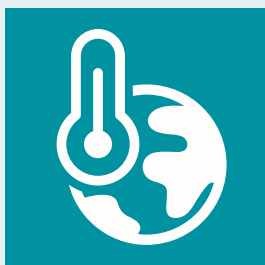
*These are to:*



**1 *Reduce poverty and inequality in our communities***



**2 *Increase opportunity and prosperity for all our citizens***



**3 *Fight the climate emergency in a just transition to a net zero Glasgow***



**4 *Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.***



The Plan supports Glasgow's Climate Plan and in particular the focus on decarbonising transport and the built environment, ensuring a just transition for communities and delivering net zero by 2030.

The Plan also focuses on areas of socio-economic interest and concern, particularly in identifying activity to mitigate and address poverty and its consequences; and encourage economic development in the city.

It also reflects the council's commitment to the National Outcomes and indicators via the Local Area Improvement Plan (previously known as the Single Outcome Agreement).

Each of the four challenges is directly supported by the council service areas via

their Annual Service Improvement Plans (ASPIR). Procurement supports these services by making sure requirements for goods, services and works are procured in the most sustainable, effective, and innovative way to maximise and deliver best value for the council, its citizens and local area.

There are a number of initiatives within procurement that contribute additional value to the council's four strategic challenges.

A list of key areas of strategic procurement focus, as well as examples of recurring tender activity, can be seen in Appendix 3.



**There are a number of initiatives within procurement that contribute additional value to the council's four strategic challenges, as detailed on the following pages.**





# Grand Challenge One

Reduce Poverty And Inequality In Our Communities

## Four missions sit below Grand Challenge one

- End child poverty in our city using early intervention to support families
- Meet the learning and care needs of children and their families before and through school
- Improve the health and wellbeing of our local communities
- Support Glasgow to be a city that is active and culturally vibrant

## How procurement will support Grand Challenge one

- Continue to build upon our relationship with Education Services to ensure we are achieving value for money which will support children and families learning needs
- Work with community engagement in the development of community wish lists to improve local communities

- Continue to support the council in further developing its reputation as a world class city for heritage and events by providing procurement support to special projects and city events (e.g. Burrell Renaissance, COP26, Euro 2020 and Glasgow City Region).



# Grand Challenge Two

Increase Opportunity And Prosperity For All Our Citizens

## Three missions sit below Grand Challenge two

- Support Glasgow residents into sustainable and fair work
- Support the growth of an innovative, resilient and net zero carbon economy
- Raise attainment amongst Glasgow's children and young people

## How procurement will support Grand Challenge two

- Continue to drive our social and economic sustainable principles into our procurements by evaluating Fair Work First practices in our tenders and maximising community benefit outcomes within our contracts.  
Maximise opportunities relating to targeted recruitment, supplier capacity building and sub-contracting opportunities for local Small and Medium Enterprises (SMEs), Social Enterprises, Co-operatives, Supported Businesses and Third Sector organisations
- Support the Supplier Development Programme (SDP) to assist Glasgow based SMEs and Third Sector organisations in bidding for tender opportunities.



# Grand Challenge Three

Fight The Climate Emergency In A Just Transition To A  
Net Zero Glasgow

## Two missions sit below Grand Challenge three

- Deliver sustainable transport and travel aligned with the city region
- Become a net zero carbon city by 2030

## How procurement will support grand challenge three

- Procurement will attend the council's newly formed Climate and Sustainable Board to help shape and influence our goals moving forward, in conjunction with other service areas.
- Continue to utilise the Scottish Government's online sustainable tools to identify risk and opportunities against our commercial spend profile and ensure sustainable outcomes are identified as part of sourcing strategy development
- Increase the council's sustainable performance by continuing to utilise the Scottish Government Flexible Framework Sustainable Assessment Tool (SSAT) and ensure delivery against the agreed action plan.





# Grand Challenge Four

Enable Staff To Deliver Essential Services In A  
Sustainable and Efficient Way For Our Communities

## Three missions sit below Grand Challenge four

- Create safe, clean and thriving neighbourhoods
- Run an open, well governed council in partnership with all our communities
- Enable staff to deliver a sustainable and innovative council structure that delivers value for money

## How procurement will support Grand Challenge four

- Further develop our procurement communication plan in alignment with the council's open data policy
- Work with community planning and other key stakeholders to identify and target community initiatives that can be supported by our procurement workplan.
- Engage with service areas to ensure procurement can be as streamlined and agile as possible

# Procurement Strategic Aims, Objectives and Key Priorities

For this Strategy, the council has six key strategic procurement objectives:



**1 Support the Council's Net Zero, Ecological and Adaptation Ambitions**



**2 Provide Effective and Efficient Procurement for our Stakeholders**



**3 Shape and Drive Innovation**



**4 Support Local Wealth Building and Economic Growth**



**5 Procurement to be a Strategic Partner for Council Services**



**6 Support the Council Financial Challenges**



# Support The Council's Net Zero, Ecological And Adapataation Ambitions

## Aims

- To ensure all procurement activity supports the councils net zero 2030 targets
- To influence scope 1, 2 and 3 emissions

## How will we do it?

- Ensure our sourcing strategies and tender evaluation criteria align and support suppliers which have net zero goals.
- We will work with the Scottish Government/ council services 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.
- We will work with our suppliers to improve the climate resilience of our supply chains and reduce their vulnerability to climate risks.
- 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.
- 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 Assessment Tool.

- We will review our community benefits process and menu of outcomes to explore how we can include support for relevant projects and activities that support our adaptation, climate resilience, net zero objectives and reducing poverty.
- Continue to build on our approach in utilising life cycle mapping, whole life costings and circular economy throughout the procurement process.

## What will the outcome be?

- Improvement in the council's sustainable procurement performance / FFAT score
- More sustainable outcomes achieved
- More environmentally focused community benefits outcomes





# Provide Effective and Efficient Procurement for our Stakeholders

## Aims

- Continue to Deliver Best Value Contracts
- More Streamlined and Leaner processes

## How will we do it

- Review P2P processes and roles in conjunction with CBS and Service areas.
- Engage with suppliers and stakeholders to identify how we can improve and streamline our processes and inform mobilisation and exit strategies.
- Form closer working relationships with Centre of Excellence, other Local Authorities, Agencies, Organisations and Partners to benchmark processes and procedures.
- Streamline and standardise Social Work and Corporate Procurement Unit processes and documentation.
- Identify procurement Information and Communication Technology (ICT) development requirements and work with our SITT Team and ICT provider to identify opportunities to implement them.
- Undertake a wider Legal review of the council's terms and conditions to make the contract more flexible and appealing to suppliers/contractors, reflecting volatile market whilst mitigating the opportunity of risk for the council.(e.g. insurance levels, price variations).

## What will the outcome be?

- Support Service Areas ASPIR Reports and meet the council's Strategic needs
- Seen as Strategic Partner for the council
- Increased opportunities for suppliers by streamlining the process



# Shape And Drive Innovation

## Aims

- Procurement is a catalyst for change
- Increase in innovative solutions in the marketplace
- Opportunities for innovative procurement practices will be considered for all procurement activity where appropriate

## What will the outcome be?

- Requirements are met within budget constraints whilst also providing best value and wider benefits for the local areas.
- Procurement delivers improved services and products via innovation.

## How will we do it

- 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.
- Increase focus on specification to reduce the financial and market availability of goods, services and materials.
- Encourage all service areas to identify procurement opportunities where innovative products and services could deliver benefits to the council.
- Form a close working relationship with the Scottish Government on the implementation on the Scotland innovates portal



# Support Community Wealth Building and Increase Local Economic Growth

## Aims

- To secure wider social, economic and environmental benefits for the local area and ensure those benefits are realised.
- Increased opportunities for local suppliers which will hopefully grow the local economy.
- Increased engagement and collaboration with suppliers and SDP

## How will we do it

- Further investigation for SME'S, Social Enterprises, supported businesses and third sector against workplan/commodities and engagement with Economic Development/ Supplier Development Programme (SDP) and running several events during the year.
- 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.
- Optimisation of Community Benefits via community wishlist - Explore how procurement can support community wishes and priorities such as poverty reduction and improve equality.
- Commitment -to continue to support the national meet the buyer event and to hold at least annual one council meet the buyer session and relevant tender talk session in conjunction with the SDP.

## What will the outcome be?

- Increased contract opportunities for local suppliers and SME's and similar organisations.
- Greater outcomes achieved for local communities.
- Community wish-list portal fully implemented.





# Further Embed Procurement As A Strategic Partner

## Aims

- Procurement continues to be a key strand in the delivery of council strategies, policies and motions
- Build capacity and skills within the council to improve commissioning and procurement activity and support procurement people of tomorrow

## How will we do it

- Promote and create a better understanding of the procurement process and procedures across the council
- Further develop our communication Strategy for our internal and external stakeholders which aligns with the council's customer Strategy
- Look to develop interactive methods of sharing data
- Engage with Education to consider how we can promote procurement/commissioning at career events with a view to grow our own professionals and succession planning
- Increase understanding on what can be delivered under partnerships /grant funding and what is governed by the procurement rules
- Continue to support the delivery of Council Strategy and policies and motions (e.g. climate plan, city deal sustainable, economic dev,

Real Living Wage Employer) action to cover council Strategy requirements

- Strategy Owners/Service Areas to engage with procurement to ensure procurement actions are achievable

## What will the outcome be?

- A better understanding and knowledge of procurement, including risk, throughout the council
- Increased awareness of public sector procurement with young people at school career events
- Procurement involved at strategic business case stage



# Support The Council's Financial Challenges

## Aims

- Increase opportunities for commercial savings
- Reduce the value of non-contract spend

## How will we do it?

- Continue to target savings via demand management activities, rationalise and standardise products and monitor contract and non-contract spend via the SOAR process
- Look to develop opportunities for open book/gain sharing incentivisation models approach across our workplan

## What will the outcomes be?

- Increase contracted spend
- Improved Demand Management

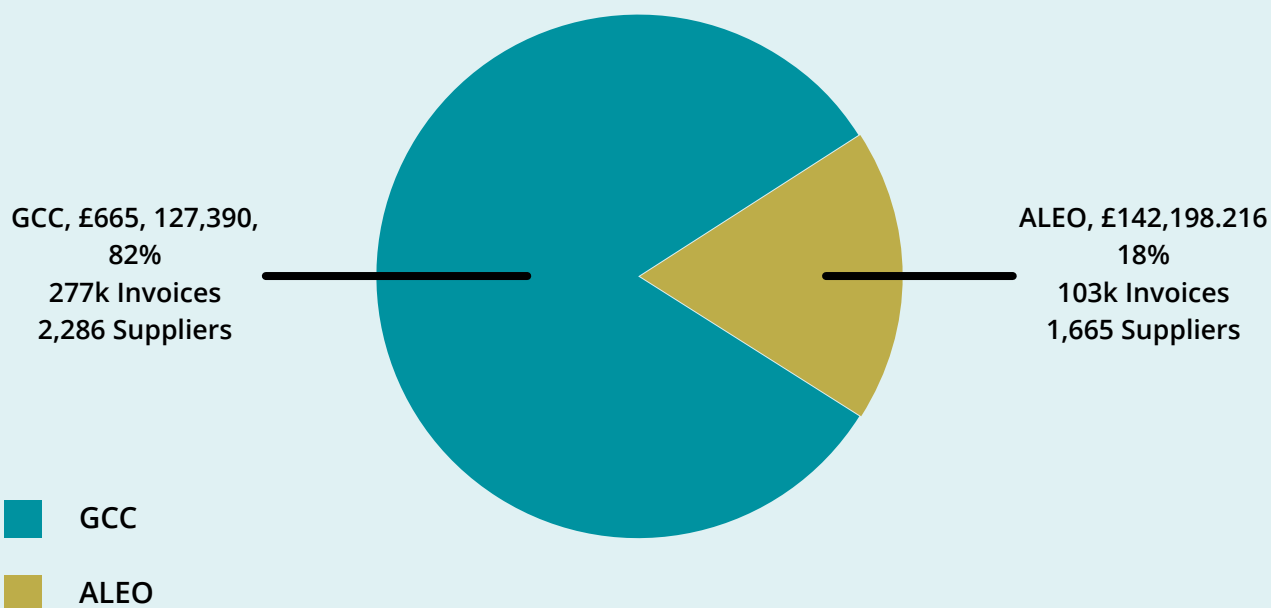


# Spend Profile

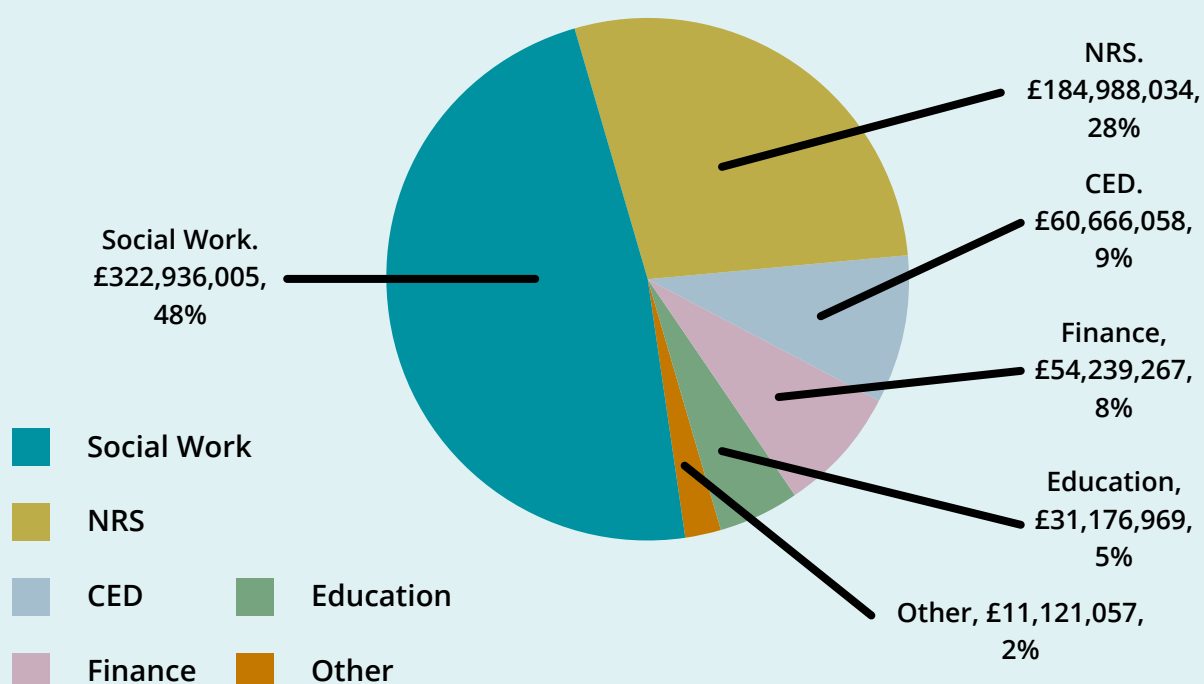
The council purchases a variety of goods, services and works from stationery to multi-million pound capital works contracts.

Council commercial expenditure per annum is around £665 million, increasing to around £807 million over the entire council family (figures based on FY21/22).

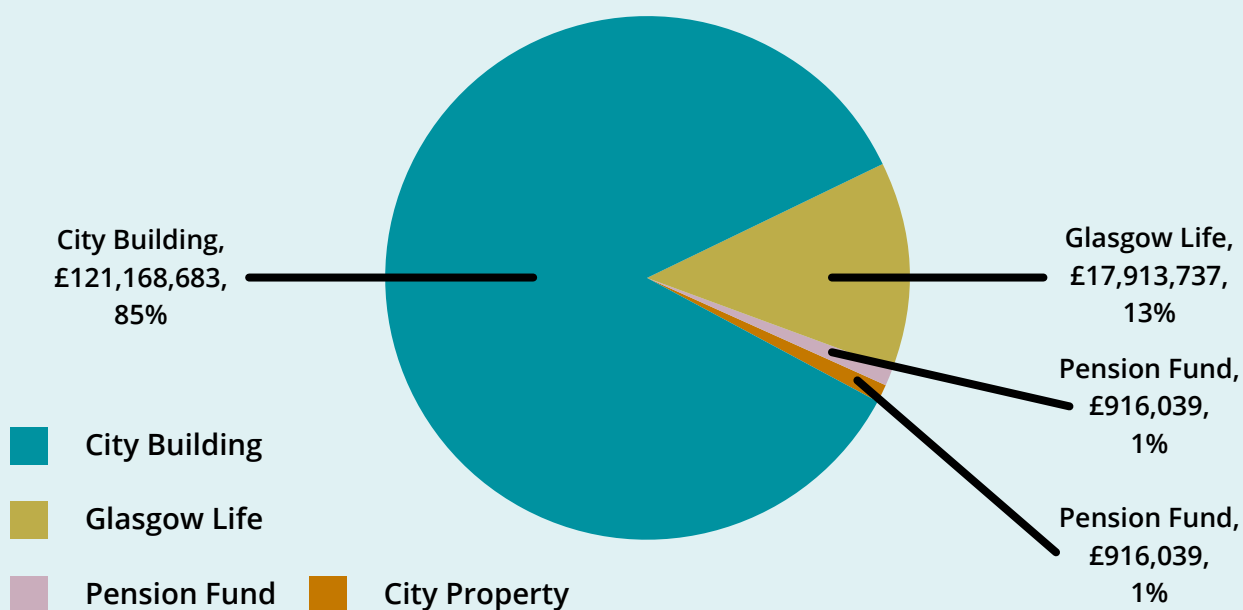
Council Family Commercial Spend FY 21/22 by Organisation



Glasgow City Council Commercial Spend by Department FY 21/22

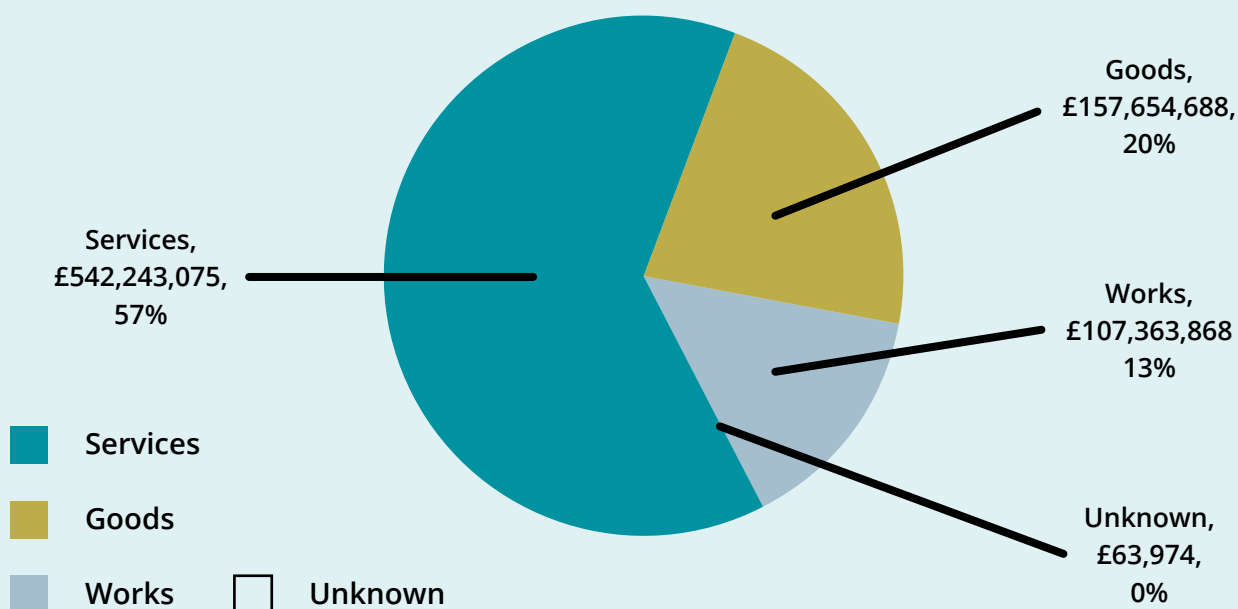


ALEO Commercial Spend by Organisation FY 21/22



The council utilises a strategic, category-based approach to procurement with requirements aggregated and responsibility assigned based on an established list of commodities.

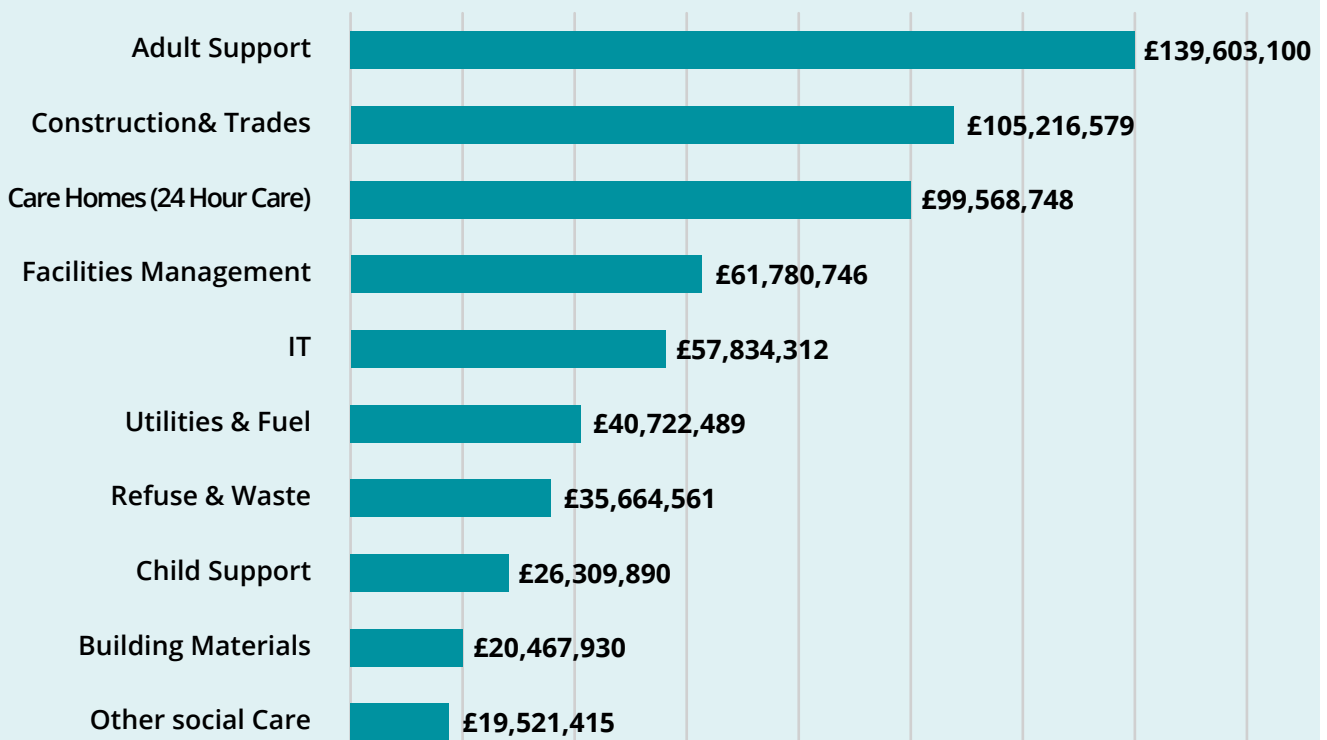
Council Family Commercial spend by Type FY 21/22



\*Unknown relates to suppliers that have received less than £1,000 per annum as these have not been mapped to a commodity or spend type.



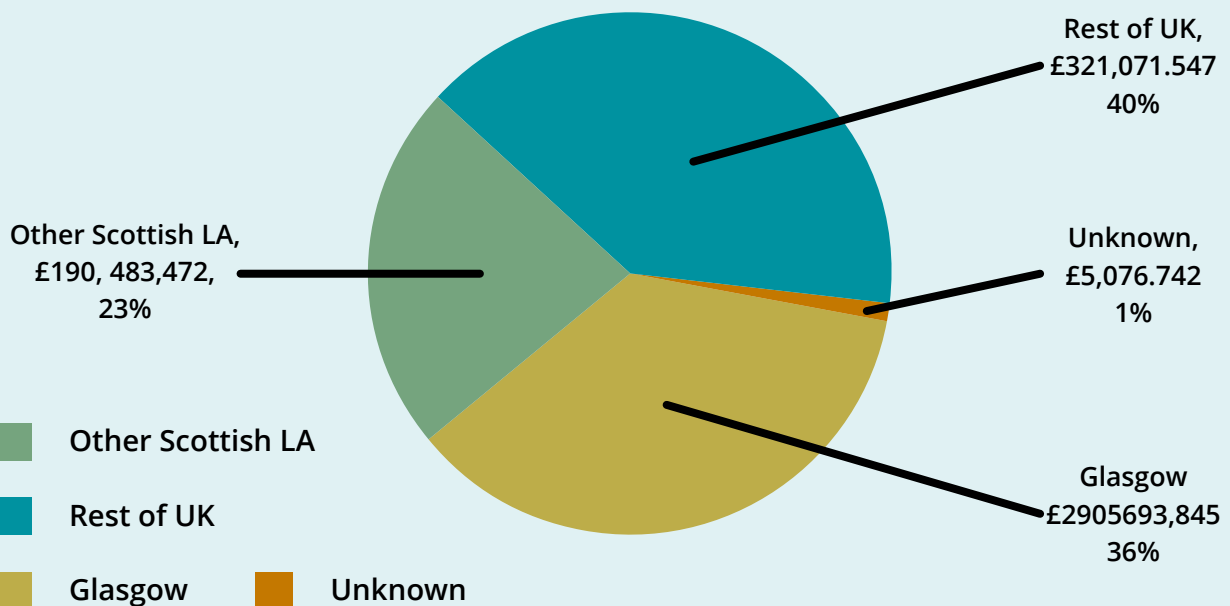
### Council Family Commercial Spend Top Ten Commodities FY 21/22



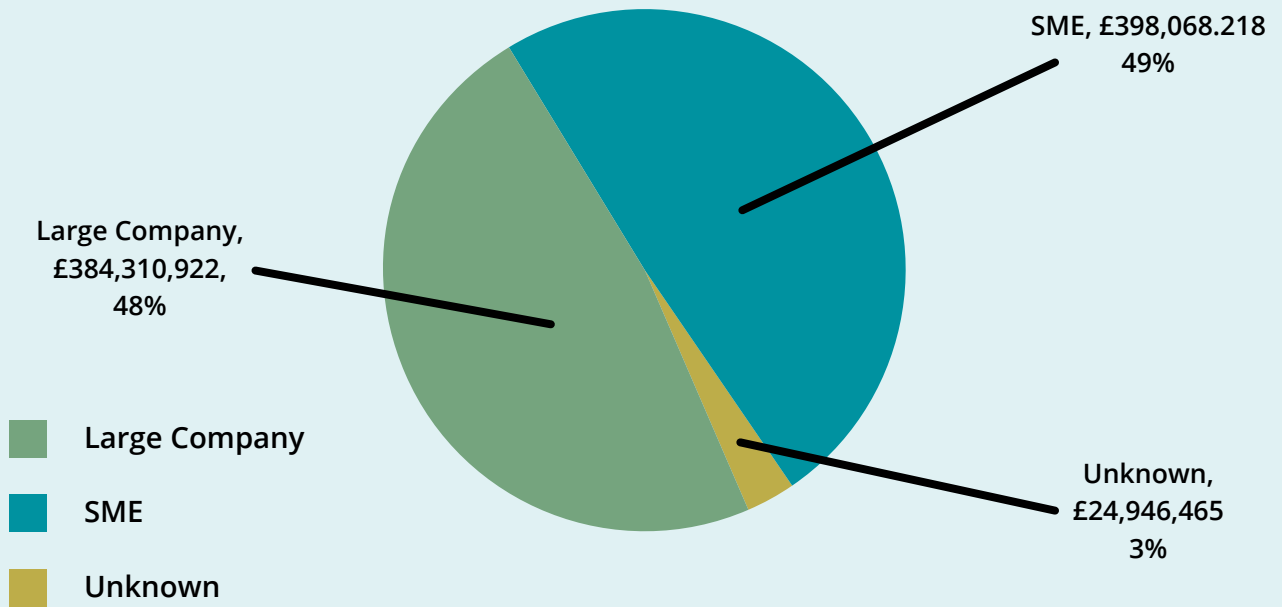
A full list of the commodities used by the council can be seen in Appendix 4 - Full Commodity List

The council is committed to using its purchasing power to contribute to the growth of local companies, with a particular focus on Small and Medium-sized Enterprises.

### Council Family Commercial Spend Supplier Region FY 21/22



### Council Family Commercial Spend by Supplier Size FY 21/22



# Monitoring, Reviewing and Reporting on the Strategy

The Strategy objectives and targeted outcomes will be monitored via an action plan, detailed in Appendix 7 - Strategy Performance Action Plan.

## **The performance against this action plan will be reported to and monitored by the existing council Procurement Governance Structure:**

- Corporate Procurement Asset Board – chaired by Head of Corporate Procurement (Quarterly)
- Corporate Procurement Advisory Board - chaired by the Director of Legal and Administration Services. (Every 8 weeks)
- Contracts and Property Committee – Chaired by appointed elected member. (January and June or as and when required)

The monitoring will include reporting on specific performance indicators linked to actions on the plan. The above boards will also facilitate the escalation of any issues that may prevent the delivery of the desired outcomes.

As well as the above, we will continue to use our existing Key Performance Indicators (KPI's) to manage, track and measure continuous improvement. These indicators will be reported to the Corporate Procurement Advisory Board annually.

This Strategy will be reviewed on an annual basis to ensure continued alignment with council missions and commitments. Any significant changes will be reported to the council's Wellbeing, Empowerment, Community, Citizen Engagement & General Purposes City Policy committee and then to the City Administration Committee.

As part of the new regulations, the council is required by the Scottish Government to produce an Annual Procurement Report that records its performance against the Strategy.

We will utilise this to report to the Contracts and Property Committee on an annual basis.

## **The report will include the following:**

- Regulated procurements completed in the relevant period.
- Details of procurement undertaken in accordance with the Strategy.
- How the procurement undertaken achieved the policies set out in the Strategy and contributed to the wider aims and objectives of the council.
- Details of policies not met in the relevant period and how these will be achieved in the future.
- Planned procurement over the next two years.
- Delivery of Community Benefits and sustainable procurement outcomes

The first report relating to this Strategy will be provided to committee following the conclusion of financial year 2023 - 2024.

# Policies, Tools and Procedures

## Processes and Procedures

The council's Standing Orders Relating to Contracts (Standing Orders), the Scottish Government Procurement Journey and the council's Corporate Procurement Manual apply to all contracts made by or on behalf of the council for the execution of works, the supply of goods and the provision of services.

The Standing Orders are subject to the over-riding provisions of United Kingdom and Scottish legislation. They are also subject to any UK Government and Scottish Government guidance on public procurement that may be issued from time to time. Further information on mandatory requirements of the act and statutory guidance obligations can be seen in Appendix 6 - Mandatory Requirements of the Procurement Reform Act (Scotland) 2014 ([link](#)).

The Standing Orders shall not apply to any contracts made on behalf of the council by

Scottish Procurement, Scotland Excel or any other central purchasing body with whom the council has made arrangements for the award of works, supplies or services contracts on its behalf, save in respect of the reporting requirements prescribed in.

The council operates its service delivery programme against a defined set of policies and strategies. As well as conforming to legislative aspects, the council maintains awareness of and an input into the broader aspects of policy making in public services and community development - often working in partnership with Government, other public bodies and the private sector.

The majority of procurement activities will continue to support and promote relevant council strategies and policies of which the majority are embedded within existing procurement processes and procedures. Current key strategies, policies and procedures are set out below:

### ***Council Key Strategies, Frameworks and Plans***

- [Fleet Strategy](#)
- [Glasgow Economic Strategy](#)
- Glasgow's Climate Plan
- Circular Economy Route Map for Glasgow
- [Glasgow's Climate Adaptation Plan](#)
- St Enoch District Regeneration Framework
- [Property and Land Strategy](#)
- Broomielaw District Regeneration Framework
- Glasgow City Regional Economic Strategy
- Glasgow City Region Sustainable Procurement Strategy
- [Social Enterprise Strategy](#)
- [Plastic Reduction Strategy](#)
- [HSCP Strategic and Locality Plans](#)

### ***Council Key Policies***

- [Glasgow Living Wage](#)
- [Health and Safety Policy](#)
- Equalities
- [Community Benefits Policy](#)
- [Co-operative Glasgow](#)

## Tools

The council has embedded various tools within its Strategic Procurement Process to assist and ensure best value is achieved in its procurement activity. Utilisation of the tools also supports compliance with the Sustainable Procurement Duty. The key tools utilised by procurement are as follows:

- [Scottish Government Procurement Journey](#)
- Glasgow City Council Procurement Manual
- Glasgow City Council Procurement Toolkit
- Procurement Project Plan
- [Scottish Government Sustainable Procurement Tools:](#)
  - Prioritisation Tool (see Appendix 5 for output from the tool)
  - Sustainability Test
  - Flexible Framework Assessment Tool
  - Life Cycle Impact Mapping

- Risk Management Tools
  - Risk Assessment Matrix
  - Pentana (online council risk register)
  - Supply Chain Analysis and Risk Report (SCAR)

- Contract and Supplier Management Tools
  - Contract Management Assessment Tool
  - Commercial Prioritisation Matrix
  - Community Benefits online Management Tool (Cenefits)
  - Sustainable Register
  - [Supplier Recognition Page](#)
  - Savings Opportunity Analysis and Risk (SOAR) Reports



# Supporting Suppliers

## Supplier Development

The council, through delivery of the [Business Gateway Service](#) and a team of dedicated, skilled, business advisers can support businesses to grow regardless of which stage it is at on the business life-cycle.

### *Support is available for:*

- Business Planning
- Understanding and Accessing Finance
- Marketing
- Identifying Premises
- Recruiting Staff - Glasgow Guarantee
- Access to other Business Support Organisations

The council also delivers support to SMEs to access public sector opportunities through the [Supplier Development Programme](#) (SDP) by providing training, information, webinars and templates. There is also specific support for Glasgow-based businesses which can be found on the [Business Support pages](#) of Glasgow City Council website.

## Supplier Engagement

**As part of the Strategic Procurement Process the council will, where applicable, continue to engage with relevant suppliers during the development of sourcing strategies by organising supplier events. As stated under the Support Community Wealth Building and Increase Economic Growth objective, the procurement and commissioning pages on the council's website will provide visibility of upcoming supplier events.**

In addition the council will continue to support the SDP by participating in the wider annual Meet the Buyer event and hosting its own specific Glasgow Meet the Buyer event.

## Supplier Opportunities

We encourage and are pleased to hear from new and existing suppliers that are interested in tendering for business with the council. Enquiries can be sent to the Corporate Procurement inbox ([corporateprocurement@glasgow.gov.uk](mailto:corporateprocurement@glasgow.gov.uk)).

In addition, our [contract register](#) and workload pipeline is available on the council's internet site and gives visibility of current contracts, including the corresponding end dates and tender activity.

Any contracts requiring renewal, as well as any new requirements, will be advertised and tendered via the following e-tendering portals:

***Any contracts requiring renewal, as well as any new requirements, will be advertised and tendered via the following e-tendering portals:***

- UK Find a Tender Service (UK-FTS)
  - Above procurement prescribed threshold (Goods and Services >£213,477 inc vat, Works >£5,336,937 inc vat) will also be advertised on Public Contract Scotland -Tender (PCS-T)
- Public Contracts Scotland Tender (PCS-T)
  - Regulated Procurement (Goods/Services > £50,000, Works > £2m)
- Public Contracts Scotland (PCS)
  - Quick Quotes (Goods/Services < £50,000, Works < £2m)

All Quick Quotes undertaken by the council will aim to include Glasgow based suppliers, SME's and social enterprises where possible.

Any company interested in bidding for business with the council must be registered with Public Contracts Scotland (PCS) and be in a position to submit their responses using the appropriate portal, as detailed above.

# Appendix 1

## Key Outcomes from the previous strategy

**This Strategy continues to build upon the achievements and bene its delivered by the council's Corporate Procurement and Commercial Improvement Strategy 2018-2022 (strategy).**

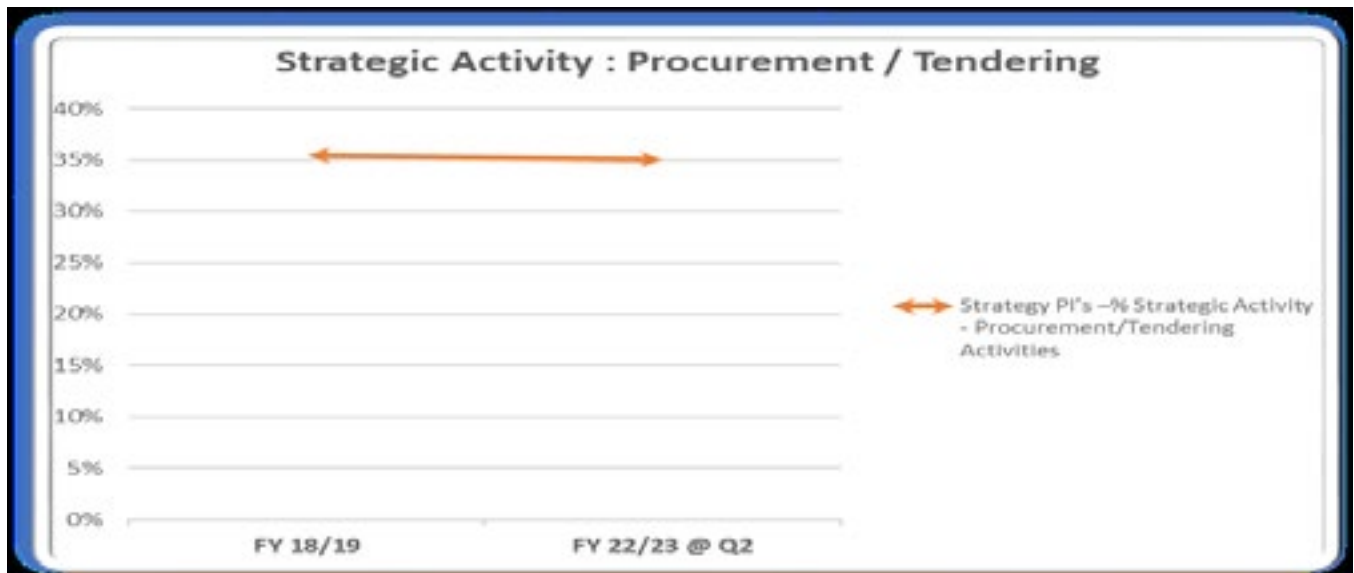
These have been monitored as part of the procurement governance structure to the various boards, as detailed in the Monitoring, Reviewing and Reporting on the Strategy.

The table below shows the Key Performance Indicators (KPIs) and outcomes delivered over the 4 years of the strategy, including areas of continuous focus which have been captured within the Strategy action plan.

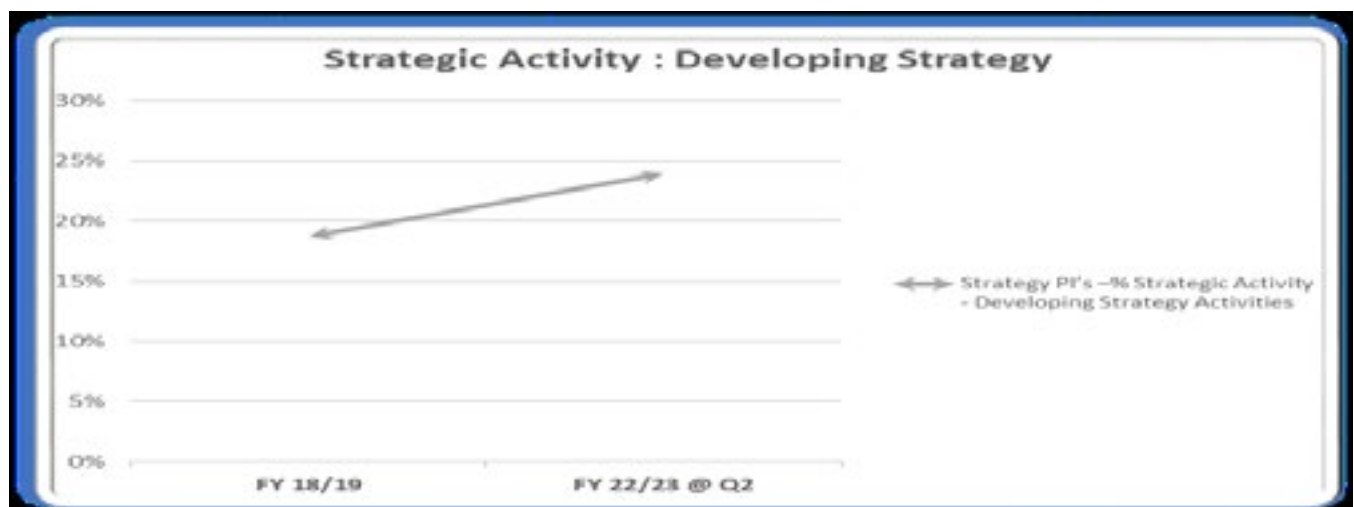
### Key Performance Indicators and Outcomes



Within the last 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.



The last 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 an 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.

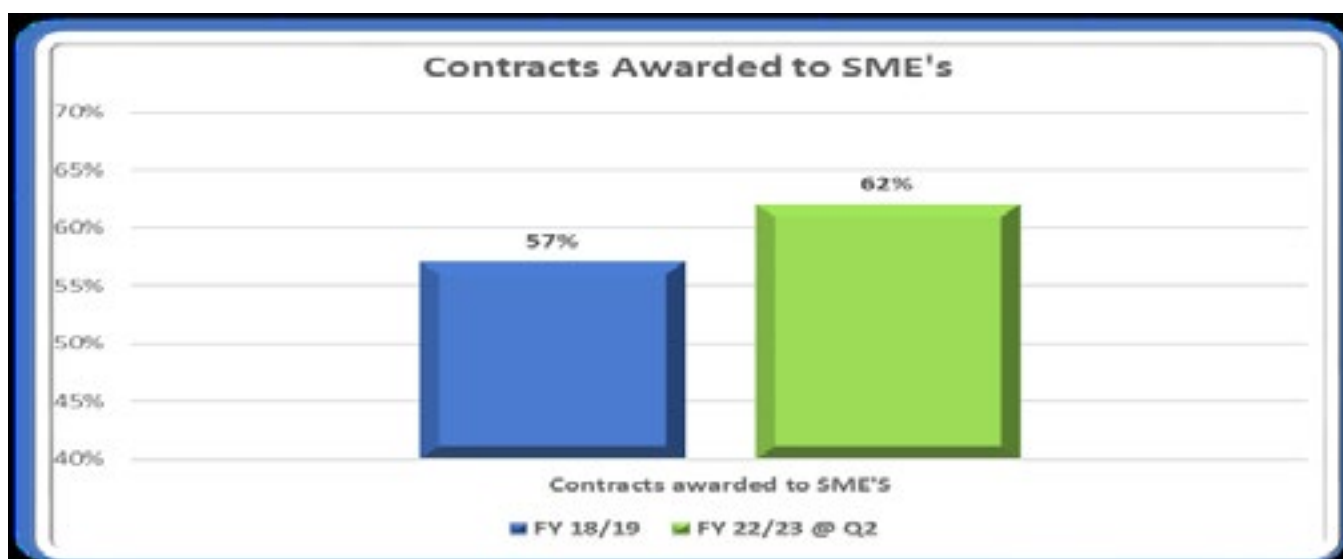


In addition to reducing the time spent on non-strategic administrative activities, we targeted and tracked the time afforded and devoted to the development of sourcing strategies and contract and supplier management. The completion of a sourcing strategy is a fundamental aspect of the Strategic Procurement 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 SME'S, third sector and social enterprises.



One of our key aims of the last 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 the last 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 action plan (Action 4.01 and 4.02)

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

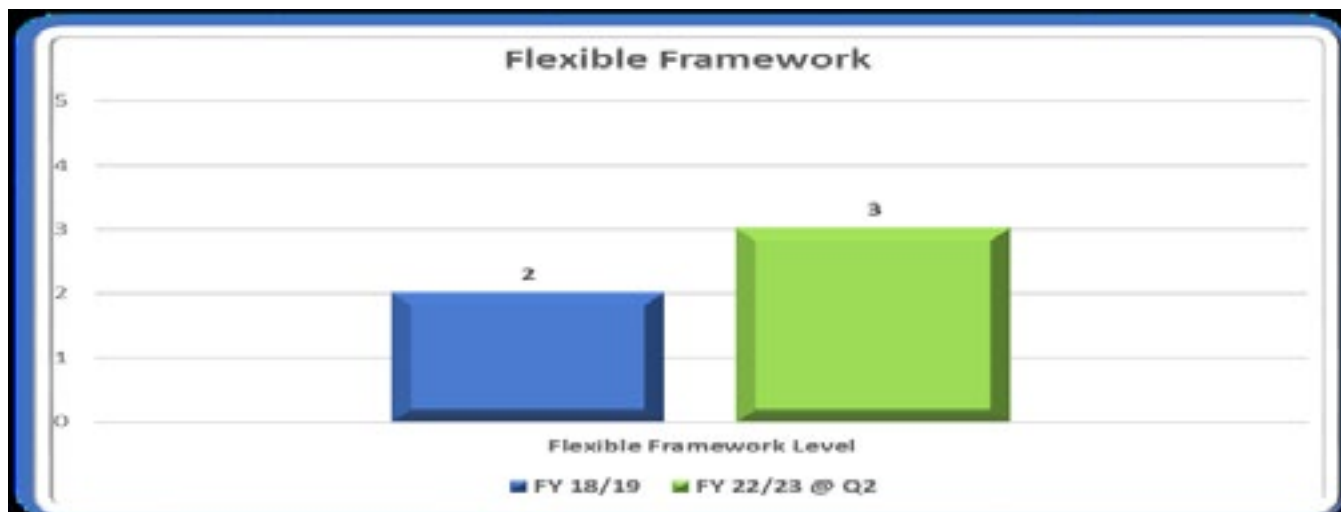




The last strategy aimed to increase the level of cash savings when compared to the previous strategy. Despite the significant challenges faced in the previous two years ( BREXIT, Covid-19, conflict in Ukraine), through our strategic activity, including the tracking of market indices and cost drivers, 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 the previous 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. We will continue to work with our service areas to deliver the FFAT Action Plan and build upon our score level during the period of the new Strategy. (Action 1.05)



The last 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 Strategy objective – Procurement to be a Strategic Partner.

The infographics below provides detail on the community benefit outcomes delivered per theme during the previous strategy. This has been achieved by working in partnership with the council's Strategic Leads and our contracted suppliers.

A number of case studies showing the real life impact to individuals and community groups as a result of our Community Benefit policy have been captured within the [council's Supplier Recognition Page](#).

- Skills and Training – 478 outcomes delivered
- Supply chain Development – 116 outcomes delivered
- Community engagement – 367 outcomes delivered
- Industry recognised qualifications – 175 outcomes delivered

# Appendix 2

## Additional Influencing Factors and Drivers

**Delivery of the Strategy will also enable the council to meet its legal obligations and deliver the council's business plans and locality improvement plans.**

### Legal Framework

*In local government, procurement is governed by a legislative framework which includes:*

- **National Legislation**
  - [Procurement Reform Act \(Scotland\) 2014](#)
  - [Public Procurement Regulations \(Scotland\) 2015](#)
  - [The Procurement \(Scotland\) Regulations 2016](#)
  - [Utilities Contracts \(Scotland\) Regulations 2016](#)
  - [Concessions Contracts \(Scotland\) Regulations 2016](#)
- **Case Law**

The legislation is encapsulated within the council's Standing Orders Relating to Contracts and the Scottish Government's Procurement Journey (adopted in 2017 as part of actions completed under the previous corporate procurement Strategy).

New procurement legislation is due in 2024 and we will change our process and procedures to ensure compliance with the new legislation. Any key actions will be reported via our governance structure and communicated to our key stakeholders.

The progress of the National Care Bill will be monitored, and our processes and procedures will be amended accordingly should this become legislation.

## **Procurement Commercial Improvement Programme (PCIP)**

This is a national procurement assessment process, endorsed by Audit Scotland, which focuses on the policies and procedures driving procurement performance and more importantly the results they deliver. It allows public sector organisations to benchmark their performance and develop plans for improvement. The council's assessment in October 2018 demonstrated a top banding performance level.

This Strategy action plan will be updated to reflect any development areas identified via the 2023/2024 PCIP assessment.

## **Climate and Sustainability Board**

The board, chaired by George Gillespie, Executive Director Neighbourhoods, Regeneration and Sustainability (NRS) and made up of representatives from across the council including other NRS senior managers, finance, legal, corporate estates, economic development, and procurement, have come together to make sure that as an organisation we focus our efforts and work together effectively to reach our 2030 net zero carbon target for the city.

The Board's focus will be in making sure we move towards this target at the required pace, primarily through climate mitigation action to cut, avoid or offset environmental consequences like reducing carbon emissions and single use plastic as well as embedding climate adaptation action, to manage the city's response to the effects of climate change that are already having an impact, including flooding through extreme weather occurrences and temperatures.

## **Climate and Resilience and Liason Board**

The group was established to work through the 61 recommendations contained within the climate plan (add link). The group looks holistically at the actions and ensure that service areas have a shared understanding of the actions and how we can work collaboratively on the delivery of these actions.



# Appendix 3

## Key Strategic Procurement Activity

### Business As Usual

- **Construction and Trades Framework**
- **Insurance Broker**
- **Business Growth Development**
- **Provision of Legal Services**
- **Bus Stop Advertising**
- **Bulky Waste**

### Special Projects

- **The Glasgow City Region City Deal. Planned procurements include:**
  - Custom House Quay Wall Development
  - Byres Road Public Realm
  - Expressway Bridge
  - Argyle Street Public Realm
- **Procurement activity relating to the integration of Social Work and the NHS - for example, provision of intermediate care services and commissioning solutions for complex long-stay hospital patients.**
- **Green deal**
- **Clyde Metro**

The council's full [procurement register](#) can be found on the council's internet pages

# Appendix 4

## Full Commodity List

Commodity	GCC Commercial Spend FY 21/22	Commodity Owner
Adult Support	£139,603,100	Social Work
Construction & Trades	£105,216,57	CPU
Care Homes (24 Hour Care)	£99,568,748	Social Work
Facilities Management	£61,780,746	CPU
IT	£57,834,312	SIT Team
Utilities & Fuel	£40,722,489	CPU
Refuse & Waste	£35,664,561	CPU
Child Support	£26,309,890	Social Work
Building Materials	£20,467,930	City Building
Other Social Care	£19,521,415	Social Work
Elderly Support	£17,642,972	Social Work
Vehicles	£15,421,898	CPU
Financial	£12,820,091	CPU
Aids	£12,307,715	CPU
Recruitment & HR	£11,638,008	CPU
Security & Safety	£11,363,598	CPU
Electrical	£10,233,485	City Building
Plant Equipment	£8,450,204	CPU
Food & Water	£7,924,121	CPU

Commodity	GCC Commercial Spend FY 21/22	Commodity Owner
Construction Consultancy	£7,485,378	CPU
Taxis	£7,380,537	CPU
Professional Services	£6,677,249	CPU
Furniture & Fittings	£6,673,705	City Building
Coach Hire	£4,783,595	CPU
Cleaning & Janitorial	£4,761,360	CPU
Industrial Supplies	£4,335,941	City Building
Learning & Development	£4,220,645	CPU
Teaching Supplies (Core)	£3,777,383	CPU
Traffic Control	£3,407,601	CPU
Other Commodity	£3,090,679	CPU
Books, Publications & Newspapers	£2,847,137	CPU
Sports & Recreation	£2,363,284	CPU
Street Road Lighting	£2,270,277	CPU
Demolition & Dismantling	£2,147,289	CPU
Catering	£2,081,087	CPU
Post, Courier & Distribution	£1,992,874	CPU
Clothing & PPE	£1,931,257	CPU
Advertising	£1,913,826	CPU
Road Materials, Other Stone & Aggregates	£1,829,476	CPU
Events	£1,769,687	CPU
Marketing & Promotion	£1,489,340	CPU
Livestock, Animals & Plants	£1,281,258	CPU
Stationery & Computer Consumables	£1,168,383	CPU

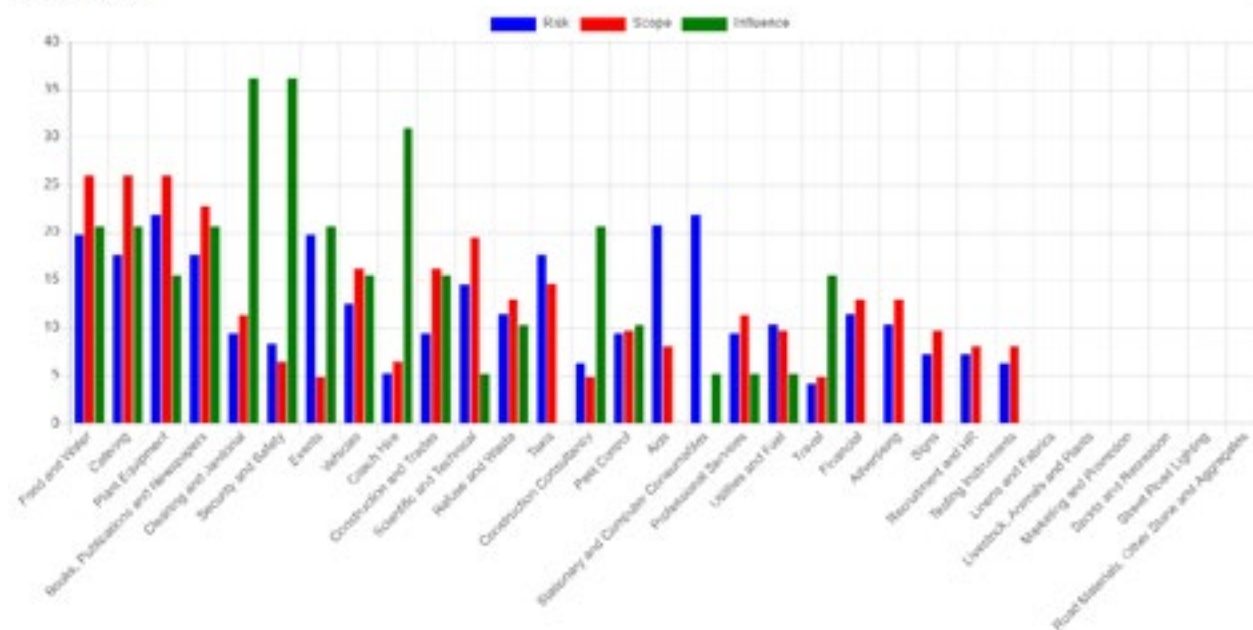
Commodity	GCC Commercial Spend FY 21/22	Commodity Owner
Photographic & Audio Visual Equipment	£1,152,191	CPU
Print & Reprographics	£991,288	CPU
Mobile Phones	£984,111	SIT Team
Telecoms	£814,101	SIT Team
Legal Consultancy	£789,353	CPU
Travel	£735,524	CPU
Playground Equipment & Surfaces	£684,022	CPU
Adaptations	£683,823	City Building
Training	£584,794	CPU
Domestic Appliances	£552,515	CPU
Tools & Equipment	£535,757	CPU
Linens & Fabrics	£527,011	CPU
Scientific & Technical	£472,243	CPU
Signs	£376,758	CPU
Testing Instruments	£279,610	CPU
Timber	£184,339	City Building
Pest Control	£180,814	CPU
Removals	£179,100	City Building
Parking	£124,796	CPU
Exterior & Industrial Cleaning	£111,002	City Building
Photocopiers & Facsimile	£80,418	SIT Team
Medical	£66,952	CPU
Unknown	£63,974	N/A
<b>Total</b>	<b>£807,325,605</b>	

# Appendix 5

## Prioritisation Output from 2021 test

Please note the prioritisation test is complete every two years to align with our workplan.

Overall Graph



# Appendix 6

## Mandatory Requirements of the Procurement Reform Act (Scotland) 2014

How the organisation intends to make sure that its regulated procurements will:	Council Response/Strategy Content:
<p>Contribute to the carrying out of its functions and the achievement of its purposes</p>	<ul style="list-style-type: none"><li>• The council has clear strategic priorities and a strong focus on monitoring and reporting performance. These priorities are embedded and supported by each Service Department via their Annual Service Plan and Improvement Report (ASPIR).</li><li>• The delivery of this Strategy will ensure procurement is delivered in a compliant, effective and efficient manner, provide a clear action plan for improvement and contribute to wider council objectives and priorities.</li><li>• By making sure there is early engagement and clear communication channels between the Service Departments and procurement we will assist in achieving best value.</li><li>• This Strategy will be monitored and reported as per the Monitoring, Reviewing and Reporting on the Strategy section of this Strategy document, to make sure the key objectives are delivered and best value is secured.</li></ul>



How the organisation intends to make sure that its regulated procurements will:	Council Response/Strategy Content:
<p>Deliver value for money</p>	<ul style="list-style-type: none"> <li>• The successful delivery of this Strategy.</li> <li>• The application of procurement best practice and undertaking key strategic procurement activities:</li> <li>• Early market engagement</li> <li>• By including appropriate lots to promote SME/Third Sector/Social Enterprises and Supported Business participation</li> <li>• Maximising the impact of each pound spent by including Community Benefit Clauses</li> <li>• Evaluating on the most economic and advantageous criteria</li> <li>• Utilisation of output specification</li> <li>• Challenging the need and demand management</li> <li>• Robust contract management</li> <li>• Application of effective commercial evaluation models</li> </ul>

How the organisation intends to make sure that its regulated procurements will:	Council Response/Strategy Content:
<p>Be carried out in compliance with its duty to treat relevant economic operators equally and without discrimination</p>	<ul style="list-style-type: none"> <li>• The council's Standing Orders Relating to Contracts and Corporate Procurement Manual apply to all contracts made by or on behalf of the council for the execution of works, the supply of goods and materials and the provision of services.</li> <li>• All procurement activity undertaken must comply with the above process and procedures which secures compliance with the Act and Statutory Guidance.</li> <li>• The Standing Orders Relating to Contracts were revised in 2022 to reflect the new procurement rules.</li> <li>• In addition to the above, the council engages fully with the Supplier Development Programme (SDP), Ready for Business, Glasgow Social Enterprise Network (GSEN) in order to understand their organisational needs and share the council's procurement work plan.</li> <li>• Utilise the Single Procurement Document for regulated threshold procurement</li> </ul>
<p>Be undertaken in compliance with its duty to act in a transparent and proportionate manner</p>	<p>As above</p>

How the organisation intends to make sure that its regulated procurements will:	Council Response/Strategy Content:
<p>Be carried out in compliance with its duty to treat relevant economic operators equally and without discrimination</p>	<ul style="list-style-type: none"> <li>• The council's Standing Orders Relating to Contracts and Corporate Procurement Manual apply to all contracts made by or on behalf of the council for the execution of works, the supply of goods and materials and the provision of services.</li> <li>• All procurement activity undertaken must comply with the above process and procedures which secures compliance with the Act and Statutory Guidance.</li> <li>• The Standing Orders Relating to Contracts were revised in 2022 to reflect the new procurement rules.</li> <li>• In addition to the above, the council engages fully with the Supplier Development Programme (SDP), Ready for Business, Glasgow Social Enterprise Network (GSEN) in order to understand their organisational needs and share the council's procurement work plan.</li> <li>• Utilise the Single Procurement Document for regulated threshold procurement</li> </ul>
<p>Be undertaken in compliance with its duty to act in a transparent and proportionate manner</p>	<p>As above</p>

How the organisation intends to make sure that its regulated procurements will:	Council Response/Strategy Content:
Comply with the sustainable procurement duty	<ul style="list-style-type: none"> <li>• In adherence with council policies and in light of the Procurement Reform (Scotland) Act 2014, the council has:</li> <li>• Incorporated Sustainable Procurement objectives within the Corporate Procurement Strategy</li> <li>• Developed a Strategy action plan which comprises 28 actions, of which 50% relate directly to the further embedding of sustainable procurement, this sits under objectives 1,3 and 4</li> <li>• The council's Standard Orders relating to contracts reflect the legal framework requirements</li> <li>• The council's Community Benefits Policy supports and enhances compliance with the act. Embedded the SG online sustainable tools within procurement processes (for example, sustainable test, prioritisation tool, flexible framework)</li> <li>• Utilises the Environmental Management SPD question</li> </ul>
The use of community benefit requirements	<ul style="list-style-type: none"> <li>• The council's <u>Community Benefits Policy</u> provides this information.</li> </ul>

How the organisation intends to make sure that its regulated procurements will:	Council Response/Strategy Content:
Consulting and engaging with those affected by its procurements	<ul style="list-style-type: none"> <li>• The council continues to engage with its stakeholders in a number of ways - including its Comments, Compliments and Complaints Initiative, Household Surveys and Public Consultations. The public petitions process further enables communities to engage with the council and participate in the decision making process.</li> <li>• Community Planning is one of the many Strategic Leads within the council, in conjunction with Procurement, which forms a major part in supporting procurement activity including the embedding of the Community Benefits Policy. This ensures Community Benefits requirements and outcomes are aligned to support Local Area initiatives.</li> </ul>
Payment of a living wage - to persons involved in producing, providing or constructing the subject matter of regulated procurements	<ul style="list-style-type: none"> <li>• Fair Work First criteria is included in all relevant procurement exercises and is scored as a minimum 5%.</li> </ul>
Promoting compliance with health and safety at work, including how a supplier/ sub-contractor demonstrates compliance	<ul style="list-style-type: none"> <li>• A health and safety criterion forms part of the evaluation for all relevant and appropriate contracts. This element is a pass/fail criterion within the pre-selection stage.</li> </ul>
The provision of prompt payment – no later than 30 days after invoice by the organisation to a supplier and/or sub-contractor, or by a sub-contractor to a sub-contractor	<ul style="list-style-type: none"> <li>• Prompt payment clauses requiring a 30 day payment term are embedded within our contractual terms and conditions.</li> <li>• Suppliers are required to apply the same terms and conditions with their sub-contractors who are delivering and supporting the council contract.</li> <li>• Council applies the prompt payment SPD question all regulated procurements.</li> </ul>

How the organisation intends to make sure that its regulated procurements will:	Council Response/Strategy Content:
Food procurement	<ul style="list-style-type: none"> <li>• The council will continue to look for opportunities to include local and sustainable food wherever possible in schools, facilities, venues and to meet social care requirements.</li> <li>• The council is committed to including health and wellbeing, animal welfare and fisheries procurement requirements that promote the health, wellbeing and education of communities.</li> <li>• Procurement requirements relating to Food procurement focus on nutritional quality, health and wellbeing, minimising environmental impact such as packaging and sourcing as well as the application of appropriate animal and fisheries welfare standards in accordance with all relevant legislation.</li> <li>• The council will ensure that procurement requirements relating to Fairly and Ethically Traded Goods and Services are applied in a relevant, proportionate and legally compliant manner.</li> </ul>

# Appendix 7

## Strategy Performance Action Plan

Objectives	Performance Indicator	Action Reference	Proposed Action	FY	Owner	Action Status
<b>1 Support the Council's Net Zero, Ecological and Adaptation Ambitions</b>						
1 Support the Council's Net Zero, Ecological and Adaptation Ambitions	Improvement in performance level of sustainable procurement as identified via the FFSAT.,216,57	1.01	Ensure our sourcing strategies and tender evaluation align and support suppliers which have net zero goals	2025	CPU/HSCP/ Service Areas	New
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.	2025	CPU/HSCP/ SSG	BAU



Objectives	Performance Indicator	Action Reference	Proposed Action	FY	Owner	Action Status
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	CPU/HSCP/ NRS	New
1 Support the Council's Net Zero, Ecological and Adaptation Ambitions	Continued increase in sustainable outcomes as captured in our sustainable register	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/NRS/ HSCP	New
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/HSCP/ SSG	BAU

Objectives	Performance Indicator	Action Reference	Proposed Action	FY	Owner	Action Status
1 Support the Council's Net Zero, Ecological and Adaptation Ambitions	Increase (year on year) in Community Benefits outcomes supporting poverty, net zero and climate resilience.	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/HSCP/ Service Areas	New
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
<b>2 To Provide Sustainable and Effective Procurement for our stakeholders</b>						
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/CBS	New



Objectives	Performance Indicator	Action Reference	Proposed Action	FY	Owner	Action Status
2 To Provide Sustainable and Effective Procurement for our Stakeholders	Increase Annual survey content	2.06	Undertake a wider legal review of the council's terms and conditions to make the contracts more flexible and appealing to suppliers/ contractors, reflecting volatile market whilst mitigating the opportunity of risk for the Council e.g., insurance levels and price variations.	2026	CPU/HSCP/ Legal Services/ service areas	New
<b>3 Shape and Drive Innovation</b>						
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

Objectives	Performance Indicator	Action Reference	Proposed Action	FY	Owner	Action Status
3 Shape and Drive Innovation	Increase innovation -via 3 Pre Information Notices (PIN)	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
3 Shape and Drive Innovation		3.03	Ensure specifications take account of market challenges such as availability of materials and services and are more outcomes driven	2024	Service Area	New
4 Support Community Wealth Building and Increase Local Economic Growth						
4 Support Community Wealth Building and Increase Local Economic Growth	Increase the Percentage of relevant quotes including SMEs, social enterprises, and local suppliers	4.01	Further investigation for SME'S, Social Enterprises, supported businesses and third sector against workplan/ commodities and engagement with Economic Development/ SDP and running a number of events during the year.	2025	CPU/ HSCP/ CED	New

Objectives	Performance Indicator	Action Reference	Proposed Action	FY	Owner	Action Status
4 Support Community Wealth Building and Increase Local Economic Growth	Increase Percentage of spend with local suppliers where possible	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/HSCP/NRS	New
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/Community Partnerships	New
4 Support Community Wealth Building and Increase Local Economic Growth	Increase community benefit outcomes for local communities	4.04	Continue to support the national meet the buyer event, to hold at least one annual council meet the buyer event and relevant tender talk session in conjunction with the SDP.	2027	CPU/HSCP	New

Objectives	Performance Indicator	Action Reference	Proposed Action	FY	Owner	Action Status
<b>5 Procurement to be a strategic partner</b>						
5 Procurement to be a strategic partner		5.01	Promote and create a better understanding of the procurement processes and procedures across the council.	2024	CPU	New
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/HSCP	New
5 Procurement to be a strategic partner	Level of procurement engagement re the development of relevant strategies	5.03	Look to develop interactive methods of sharing data.	2024	CPU/HSCP	New
5 Procurement to be a strategic partner		5.04	Engage with Education to consider how we can promote procurement/ commissioning at career events with a view to growing our own and succession planning.	2025	CPU/HSCP/ Education	New



Objectives	Performance Indicator	Action Reference	Proposed Action	FY	Owner	Action Status
5 Procurement to be a strategic partner	Increase the number of strategic boards that procurement attend	5.05	Increase understanding on what can be delivered under partnerships / grant funding and what is governed by the procurement rules.	2024	CPU/Legal Services/ Service Areas	New
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, real living wage Employer) action to cover council Strategy requirements.	2027	CPU/HSCP/ Service Areas	New
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

Objectives	Performance Indicator	Action Reference	Proposed Action	FY	Owner	Action Status
<b>6 Support Council Financial Challenges</b>						
6. Support Council Financial Challenges	Reduction in non-contract spend via the soar process and non-contract spend within contracts mitigating price increases	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
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

# Appendix 8

## Glossary of Terms

### **ALEO**

Arm's Length External Organisation. See Glasgow Council Family.

### **Best Value**

An economic assessment by the public sector as to whether a project represents value for money; the optimum combination of cost and quality to provide the required service.

### **Circular Economy**

A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life.

### **Collaboration**

When two or more groups of people or organisations engage in procurement work together for mutual benefit.

### **Commercial**

Area of spend that can be influenced by the procurement function.

### **Commodity**

Taxonomy (classification) for the entire council, to give the council the ability to accurately describe the primary business activities of their suppliers. The commodity approach presently used by the council was defined back in 2006 and was reviewed and refined as part of the 2016 to 2018 Strategy.

### **Community Benefits**

Community benefits are requirements which deliver wider benefits in addition to the core purpose of a contract. These can relate to social- economic and or environmental. Benefits.

### **Community Benefits Clauses**

Community benefits clauses are requirements which deliver wider benefits in addition to the core purpose of a contract. These clauses can be used to build a range of economic, social or environmental conditions into the delivery of council contracts.

### **Community Benefits Wishlist**

Community Benefits Wishlist gives community organisations the opportunity to submit requests for specific support through the Council's procurement processes.

## Co-operatives

An autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise.

## Contract Management

Contract management or contract administration is the management of contracts made with customers, suppliers, partners, or employees. Contract management activities can be divided into three areas: service delivery management; relationship management; and contract administration.

## Corporate Social Responsibility

The idea that a company should be interested in and willing to help society and the environment as well as be concerned about the products and profits it makes.

## Demand Management

To take costs out of an organisation by addressing the drivers for spend, aligning spend to business need and eliminating unnecessary consumption.

## Flexible Framework Self-Assessment Tool (FFSAT)

This tool will help organisations assess where their current level of performance lies and the actions required for improving their performance. The Scottish Government recommends that organisations carry out initial and periodic self-assessments against the FFSAT. This enables measurement against various aspects of sustainable procurement.

## Fair Work First

*Is the Scottish Government's flagship policy for driving high quality and fair work across the labour market in Scotland. This is through applying fair work criteria to grants, other funding and contracts being awarded by and across the public sector, where it is relevant to do so.*

## Glasgow Council Family

This is a term used by the council which encapsulates all the ALEOs that are owned and controlled by Glasgow City Council.

## National Outcomes

Economic, social and environmental goals set out by the Scottish Government.

## UK Find a Tender Service/Prescribed Procurement Threshold

All tenders above £213,477 (inc Vat for goods and services and £5,336,937 (inc Vat) for works must be advertised in this journal.

## Public Contracts Scotland

The national advertising portal used to advertise all Scottish Government goods, services or works contract opportunities.

## **Regulated Procurement**

Contracts above the contract threshold values where the relevant regulations apply (above £50,000 for goods and services contracts and above £2,000,000 for works contracts).

## **Segmented**

Division and grouping of suppliers or contracts in relation to spend and its criticality to business.

## **Small and Medium-sized Sized Enterprises (SMEs)**

Enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro, and/or an annual balance sheet total not exceeding 43 million euro.

## **Social Enterprises**

A revenue-generating business with primarily social objectives whose surpluses are reinvested for that purpose in the business or in the community, rather than being driven by the need to deliver profit to shareholders and owners.

## **Stakeholder**

Any person or group who has a vested interest in the success of the procurement activity, i.e. either provides services to it, or receives services from it.

## **Supplier**

An entity who supplies goods or services; often used synonymously with “vendor”.

## **Supported Business**

An organisation whose main aim is the social and professional integration of disabled or disadvantaged persons.

## **Sustainable Procurement**

A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis and generates benefits, not only for the organisation but also to society, the economy and the environment.

## **Third Sector**

The part of an economy or society comprising non-governmental and non-profit-making organizations or associations

## **Whole Life Costing (WLC)**

The costs of acquiring goods or services (including consultancy, design and construction costs, and equipment), the costs of operating it and the costs of maintaining it over its whole life through to its disposal – that is, the total ownership costs. These costs include internal resources and overheads.

## **Work Plan**

List of upcoming procurement activity including re-tenders, extensions, and new activity.

