



# Procurement Strategy

## 2022 - 2026

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Charity Number: SC0 36198

## **Foreword by Deborah Fagan, Head of Procurement**

This Strategy has been designed to ensure legislative compliance with the Procurement Reform (Scotland) Act 2014 and other relevant legislation and is aligned with the College and the Scottish Funding Council's key strategic outcomes as detailed in our Regional Outcome Agreement and Strategy Plan 2021-2030.

The key elements of the legislation:

- require us to publish a procurement strategy and action plan
- require us to maintain a public contract register on our external website
- increase the scope of our regulated procurements
- require us to publish an annual procurement report
- require us to meet the sustainable procurement duty

This Strategy sets us challenging but realistic goals for the development of our procurement activities over the next 4 years which will be subject to regular and transparent review.

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

Working together we can significantly contribute to the future sustainability of the College and the College Group through the reinvestment of resulting savings and efficiencies from our procurement activities to enhance our students' learning experiences and outcomes and meet our aspirations as set out in Our Purpose, Our Way and Our Values by 2030.

## Table of Contents

1	Executive Summary .....	4
2	Strategic Context .....	4
3	Procurement Mission.....	5
4	Procurement Objectives .....	5
5	Compliance with the Procurement Reform (Scotland) Act 2014 .....	6
6	Annual Procurement Report.....	9
7	Procurement Action Plan .....	10
8	Definitions .....	18
9	Document Control and Review .....	20
10	Revision Log.....	21

## 1 Executive Summary

The City of Glasgow College Procurement Strategy, which is aligned with the Strategic Plan and Supporting Strategies, established collaborative initiatives and necessary regulatory compliance with the Procurement Reform (Scotland) Act 2014, was approved by the College's Finance and Physical Resources Committee on the 14<sup>th</sup> September 2022 and published on the 6<sup>th</sup> October 2022. The approved Strategy is the culmination of consultation and engagement with different stakeholder groups affected by the College and the College Group's approach to procurement. Through this consultation, the Strategy benefits from exposure to both internal and external scrutiny. This strengthens the understanding of the Strategy and the prospect of achievement of its policies, aims and objectives.

A successful shared strategic focus is built upon an alignment of perceptions and understanding around what the College and the College Group needs from a well performing procurement process that is consistent with the strategic aims and objectives of the College and the College Group. That focus also needs to take proper cognisance of the environments within which the College and the College Group operate to ensure that external drivers and influences for improvement are addressed appropriately.

Please note where 'the College' is quoted below, this includes the College Group.

## 2 Strategic Context

The Procurement Strategy, used in conjunction with the institutional Procurement Policy, sets out the strategic institutional approach to procurement within the challenging economic, legislative and regulatory environment. The Action Plan element of the Strategy translates the strategic objectives and desired outcomes into the detailed actions and processes required to maintain a cost-effective (and legally compliant) College procurement operation. It is relevant to all staff involved in buying goods and services on behalf of the College, including management staff responsible for authorising and monitoring transactions.

### **3 Procurement Mission**

City of Glasgow College is committed to maximising value for money in all its transactions, and in conducting its daily business, staff must always consider the College's wider responsibilities in terms of legal, moral, social, economic and environmental impact. Effective procurement will support the College's Strategic Plan.

### **4 Procurement Objectives**

The Procurement Team will consider how to incorporate the College's value throughout procurement process where relevant and proportionate to do so to support the strategic vision.

The Procurement Key Operational Objectives are to:

- Ensure compliance with Policy and Legislation.
- Successfully award all contracts within the Future Tender Plan.
- Work with internal stakeholders to communicate procurement policy and deliver innovation and best value to the College.
- Enrich and enhance experience and capability of procurement practitioners by identifying professional development requirements and opportunities.
- Effectively manage Contracts to ensure continued value, monitor performance and minimise risk throughout the life of contracts for the benefit of the College and students.
- Promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities.
- Eliminate non-compliant spend in line with the Board of Management's zero tolerance policy.
- Embed sound environmental ethical and social policies within the College procurement procedures and to comply with relevant Scottish, UK and EC legislation in performance of the sustainable procurement duty.
- Continue to provide and support a fully functional ePurchasing System.

- Continuously develop and improve the procurement function.
- Enhance the Student Experience through procurement practices.
- Work with external stakeholders to share best practice and deliver innovation and best value to the College.

## 5 Compliance with the Procurement Reform (Scotland) Act 2014

The following statements confirm, as is legally required, the College's commitment to adhering to the requirements of the procurement Reform (Scotland) Act. The College considers that these legal requirements strongly and positively align with the College's desire to procure in an appropriate, effective and sustainable manner.

Policy Area	College Approach
<i>The use of community benefits requirements and Fair Work First, including payment of the Real Living Wage</i>	<p>The College will consider for each of its procurements over £4m how it can improve the economic social or environmental wellbeing of the Glasgow Region. This will be achieved through the inclusion of community benefit clauses, to assist with the College's own strategic objective to pursue community benefits throughout our supply contracts and develop an approach with our suppliers to facilitate investment in activities which are climate and socially responsible.</p> <p>Such improvements could be implemented through mandated delivery of training opportunities or subcontracting opportunities within Glasgow. Where possible and proportionate, such clauses may be included in procurements below £4m.</p> <p>The College recognises the values of a well-motivated and dedicated workforce both in its own organisation and in its suppliers. As a Living Wage employer, the College encourages the commitment to Fair Work First from its suppliers, including the promotion of the Real Living Wage (Scotland) and where appropriate commitment to the Scottish Business Pledge.</p>
<i>Consulting and engaging with those affected by our procurements</i>	<p>The College is working towards increasing the visibility of procurement and the importance of the department's role, raising the profile of the department and the service provided by actively engaging with both internal and external stakeholders.</p> <p>From each procurement, the College will consider the community affected by the resultant contract and ensure any affected department/organisation/persons are consulted (e.g. impact on service for students, or a local contract that could be combined with other</p>

	similar institution's needs). Such consultation will always be on a scale and approach relevant to the procurement in question.
<i>Promoting compliance by contracts and sub-contractors with the Health &amp; Safety at Work etc. Act 1974 and any provision made under that Act</i>	The College supports the sourcing of goods that are fairly and ethically traded. Where relevant it shall make use of appropriate standards and labels in its procurements to take account of fair and ethical trading considerations and will consider equivalent offerings from suppliers in its tenders. The College's Procurement 'Supply Change Code of Conduct' is embedded within tender documents and the Supplier adoption process.
<i>Procurement of fairly and ethically traded goods and services</i>	<p>The College supports the sourcing of goods that are fairly and ethically traded.</p> <p>Where directly relevant it shall make use of appropriate standards and labels in its procurements to take account of fair and ethical trading considerations as well as considering equivalent offerings from suppliers that can demonstrate they can meet the specified criteria without necessarily having the specific certification.</p>
<p><i>Our approach to regulated procurements involving the provision of food in order to:</i></p> <ul style="list-style-type: none"> <li>• <i>Improve the health, wellbeing and education of communities in our area</i></li> <li>• <i>Promote the highest standards of animal welfare</i></li> </ul>	<p>The College will find practical ways to supply healthy, fresh, seasonal, and sustainably grown food which represents value for money whilst improving the health, wellbeing and education of our teaching and learning communities, coupled with promoting the highest standards of animal welfare.</p> <p>The College will work with our catering partners to put in place affordable contracts, which meet the nutritional requirements for food for all users of our catering services.</p>
<p><i>Ensuring that, so far as is reasonably practicable, the following payments are made no later than 30 days after the invoice (or similar claim) relating to the payment is presented:</i></p> <ul style="list-style-type: none"> <li>• <i>Due by the authority to a contractor</i></li> <li>• <i>Due by a contractor to a sub-contractor</i></li> <li>• <i>Due by a sub-contractor to a sub-contractor</i></li> </ul>	<p>The College recognises the importance of paying suppliers promptly once a service has been performed or goods delivered and that late payment is particularly detrimental to SMEs, Third Sector bodies and supported businesses.</p> <p>The College will comply with the Late Payment legislation and will review on a contract-by-contract basis whether such obligations should be enforced and monitored further down its supply chain.</p>

<p><i>Ensuring that our regulated procurements will be carried out in compliance with the sustainable procurement duty and to support sustainable economic recovery</i></p>	<p>The College will undertake regulated procurements in compliance with the sustainable procurement duty. It will also seek to take account of climate and circular economy in its procurement activity. Consideration of environmental, social and economic issues and how benefits can be delivered through the procurement will be made, where appropriate and on a contract-by-contract basis. The College will utilise available tools and systems such as Scottish Government Procurement Tools, Climate Change Actions Plans (FNT2030), and Electronics Watch where relevant and proportionate to the scope of the procurement.</p> <p>The College published its Modern Slavery and Human Trafficking Statement and reviews it annually to comply with the Modern Slavery Act 2015.</p>
<p><i>Contribution to the global climate emergency response – and report progress in their annual procurement report</i></p>	<p>In response to the global climate emergency the College will align corporate commitments to work towards net zero greenhouse gas emissions framework agreements wherever possible.</p> <p>The College has a strong focus on supporting responsible procurement, in particular on climate and circular economy. The College will seek to support circular economy and promote strategic decisions on demand management and procuring for re-use, re-design and remanufacture. It will prioritise where greatest impact can be made.</p> <p>The College will seek to monitor and report progress through the annual procurement report and the Public Bodies Climate Change Duties (PBCCD) Annual Report.</p>
<p><i>Ensuring that our regulated procurements will contribute to the carrying out of our functions and achievement of our purpose, and will deliver value for money</i></p>	<p>The College will analyse third party expenditure, identify Government Procurement Agreement (GPA) regulated procurements (goods and services worth more than £189,330, works worth more than £4,733,252) and 'lower value regulated procurements' (goods and services worth more than £50,000, works worth more than £2 million).</p> <p>The College will sort regulated procurements into procurement categories. How these goods and services are bought – joint purchasing, use of local, regional and national framework agreements, consolidated contracting – will be reviewed annually, optimal category strategies agreed, sensible aggregation opportunities identified, category, commodity and contract strategies developed and recorded and the most appropriate procurement routes to market chosen. This will be done in consultation with key internal stakeholders to ensure that the best departmental and organisational aims and objectives are achieved.</p>
<p><i>Ensuring that our regulated procurements will be carried out in compliance with our duty to treat relevant</i></p>	<p>The College will conduct all regulated procurements in compliance with the GPA principles of non-discrimination, fairness and transparency and will utilise eSourcing platforms including Public Contracts Scotland and Public Contracts Scotland-Tender to publish its procurement</p>



<i>economic operators equally and without discrimination</i>	opportunities. The College will ensure that it awards regulated procurements only to businesses (and sub-contractors) that are capable, reliable and, where relevant, that can demonstrate that they meet high ethical standards in the conduct of their business.
<i>Ensuring that that our regulated procurements will be carried out in compliance with our duty to act in a transparent and proportionate manner</i>	<p>In making regulated procurement contract awards, quality, risk and sustainability factors will be considered along with cost according to declared score weightings on a contract-by-contract basis. The College will make appropriate use of collaborative contracting arrangements (e.g. national, sectoral or local framework agreements or contracts) to deliver improved contract terms, contract and supplier management, sustainable procurement outcomes and value for money.</p> <p>The College will take steps to make it easier for smaller businesses to bid for contracts. Whilst legislative constraints preclude preferences for only local suppliers, the College will ensure that through the structure of its tender documentation, the use of Public Contracts Scotland and Public Contracts Scotland-Tender, and the publication of a contracts register to highlight contracts for which local organisations may be interested in bidding for, provides information to smaller, local providers and assists them to build capacity to be able to bid for these requirements.</p>

## 6 Annual Procurement Report

The College will produce a report on progress against these objectives annually and publish this on the College's website. This report, produced as soon as practicable after the end of the financial year, will describe how the College has discharged its obligations under the Procurement Reform (Scotland) Act and how it has exercised discretion and judgement as permitted by the public procurement rules to secure strategic objectives in compliance with the Act.

The Annual Report will include commentary on the subject matters covered by the 11 statements as set out in table within section 5 above. The commentary will be supplemented by the data required by the Annual Procurement Report template and a summary of the regulated procurements that the College expects to commence in the next two financial years.

## 7 Procurement Action Plan

Strategic Alignment		Operational Delivery	
Strategic Plan Priority	Supporting Strategy	Key Operational Objective	Specific Actions to Achieve Objective
<b>Priority 1 - To be an inspirational place of learning</b>	Sustainability	<b>Action on Climate Emergency - Contribute to the College's Net Zero Target and wider sustainable development challenges by applying sustainable development thinking in procurement of College contracts, promoting innovation and encourage different ways of working.</b>	1. Embed sustainable development thinking in the procurement decision making process to integrate budgeting and sustainability, aligning projects/tenders to SDGs
			2. Use sustainability assessment tools to promote collaborative decision making i.e. FNT2030 Climate Change Action Plans, Contract Strategies
			3. Integrate climate change adaptation and mitigation in the procurement cycle and risk management
			4. Increase knowledge, skills and capability within the procurement team and wider College by creating and introducing a Climate Change Procurement Awareness eLearning Module
			5. Seek internal and external expertise by participation in climate change network groups and forums

			6. Collaborate with departments and facilities to carry out market research, widening the scope to include commercial, operational and sustainability considerations
			7. Actively engage with suppliers and seek their input to help us procure and deliver sustainable solutions through the contract lifecycle
			8. Use recognised standards and labels in our specifications where available and relevant to take account of fair and ethical trading considerations
			9. Include whole life costing in tender evaluations
			10. Report actions and progress on the reduction of Scope 3 GHG emission in our Procurement Strategy and Annual Procurement Report (Procurement Reform Act requirement)
Priority 2 - To enable individuals to excel and realise their full potential			
	People and Culture	Team Development - Continue to develop a skilled, diverse and inclusive procurement team, embedding our values in all our work and investing in supporting and developing our people to meet the challenges of procurement and contract	1. Hold team workshops to identify ways to better embed the College’s values in our team ethos and throughout our procurement activities
			2. Use the Procurement Competency Framework tool and Personal Development Reviews to identify skills needs in the procurement team

		management in a changing environment	3. Invest time in personal development and supporting colleagues through coaching and mentoring
			4. Seek specialist knowledge transfer
			5. Support purchasing staff (requisitioners) by providing the necessary procurement support, advice and guidance
Priority 3 - To live our values, value our people and innovate in partnership			
	Strategic Plan Student Academic Experience	Increase Community Benefits - Increase Community Benefits delivered through our contracts, mandating them in all contracts over the value of £500k unless in exceptional circumstances, and considered for all regulated procurements	1. Update our policy to introduce community benefits in a wider range of contracts
			2. Work with our stakeholders to identify the most appropriate focus for community benefits at the Contract Strategy stage of the process
			3. Research and engage with the market and peer organisations to improve our understanding of community benefits and how they can be effectively tendered and delivered
			4. Support internal stakeholders to effectively incorporate community benefits in contracts and monitor delivery

<b>Priority 4 - To be a valued partner of the City region, supporting the national economy and the international learning community</b>	Strategic Plan	<b>Increase access to our contracts - Maximise SME, Third Sector and Supported Business participation in City of Glasgow College procurement opportunities by ensuring opportunities are accessible to this sector</b>	1. Analyse current levels of participation and examine internal processes to identify barriers
			2. Liaise with local SMEs and Third Sector to improve and better understand their barriers to public sector tenders
			3. Use advertising methods best suited to reach SMEs and the Third Sector
			4. Reserve contracts to Supported Business where possible and explore the use of Supported Business Frameworks
<b>Priority 5 - To deliver excellence in performance</b>	People and Culture	<b>Development Contract Management - Work with our contractors to optimise performance, identify further opportunities for sustainability improvements, promote fair working practices and increase supply chain transparency</b>	1. Work with our stakeholders to develop and implement an improved contract management model based on risk and proportionality
			2. Provide training and support to internal stakeholders to implement the improved model

			3. Identify opportunities for sustainability improvement (specifically Scope 3 GHG Emission) in our contracts and monitor progress
			4. Communicate our College values and objectives to contractors and how they can drive our expectations through contract delivery, ethical supply chains and sustainable development
			5. Further promote Fair Work First and payment of the living wage in our tender process and contract management
<b>Priority 6</b> To be efficient, effective, innovative and vigilant			
	Strategic Plan People and Culture	<b>Withstand Scrutiny - Continue to ensure legal compliance, robust governance and accountability in our procurement activity</b>	1. Update our policies, standardised documentation and processes to take account of upcoming legislative changes
			2. Provide regular training and updates to procurement team and wider College
			3. Provide guidance and support to stakeholders in the practical application of procurement policy through the Procurement Awareness eLearning module and Procurement surgeries.
			4. Further develop our processes and standardised documents in line with the Procurement Journey

			5. Report on procurement activity and publish an Annual Procurement Report (Procurement Reform Act requirement)
			6. Implement improvement actions resulting from audits, project reviews and external assessments
Priority 7 - To maintain our long-term financial stability			
	People and Culture Sustainability	Efficient Procurement - By actively supporting Faculties and Departments in the delivery of their services. Optimising resources, delivering savings and benefits and delivering sustainability	1. Actively manage workload prioritisation and resource allocation through operational planning and future tender planning
			2. Encourage early consultation with Procurement Co-ordinators to ensure business cases and contract strategies explore all options and demonstrate clear benefits before proceeding to purchases (over the value of £50k)
			3. Work with stakeholders to undertake effective market research and supplier engagement
			4. Conduct all regulated procurements in compliance with the GPA principles of non-discrimination, fairness and transparency

			5. Utilise eSourcing platforms including Public Contracts Scotland and Public Contracts Scotland-Tender to publish procurement opportunities
			6. Lead the procurement process, supporting stakeholders in the development of specifications and ensuring sustainability considerations (incl. net zero targets) are embedded at an early stage
			7. Ensure the optimum weighting for tender evolutions seeking to achieve the best balance of quality cost and sustainability
			8. Conduct annual spend analysis identifying areas of non-compliance, contracting opportunities, collaborative opportunities and savings
			9. Optimise the use of Collaborative Agreements
Priority 8 - To secure diversity of income and sustainable development			
	Strategic Plan Digital People and Culture	Improve Contract Resilience - Improve contract and supply chain risk in respect of Business Continuity, Data Protection, Cyber	1. Further improve our understanding and management of supply chain risks



		<b>Security and Fraud by better understanding the risks and strengthen prevention and mitigation measures in our contracts.</b>	2. Review existing contract management and risk management processes for improvements
			3. Collaborate with internal and external stakeholders to identify opportunities for improvements
			4. Work with IT to explore and consider adopting a cyber security tool in order to improve resilience within relevant contracts
			5. Further develop training and guidance to upskill internal stakeholders

## 8 Definitions

SDG	Sustainable Development Goals
PSG-C	Procurement Strategy Group – Colleges
CoE	Centre of Expertise
BPIs	Business Process Improvements
SAF	Supplier Adoption Form
3QC	3 Quote Comparison
SSJ	Single Source Justification
PCIP	Procurement & Commercial Improvement Plan

## 9 Document Control and Review

<b>Approval Status</b>	Approved
<b>Approved by</b>	Finance and Physical Resources Committee
<b>Date Approved</b>	14 <sup>th</sup> September 2022
<b>EQIA Status</b>	EQIA Conducted? Yes: X No: <input type="checkbox"/>
<b>Proposed Review Date</b>	July 2024
<b>Lead Department</b>	Procurement Department
<b>Lead Officer(s)</b>	Head of Procurement
<b>Board Committee</b>	Finance and Physical Resources Committee

**10 Revision Log**

<b>Version Date</b>	<b>Section</b>	<b>Description</b>
V2 - August 2022		Annual Review
V3 – August 2023	Executive Summary	Annual Review
V3.1 – December 2023	Procurement Action Plan	Includes new operational plan

