



Procurement Strategy

2022 - 2026

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Charity Number: SC0 36198

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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.

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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 14th September 2022 and published on the 6th 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>	The College is working towards increasing the visibility of procurement and the importance of the department's role, raising the profile of the

	<p>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 similar institution's needs). Such consultation will always be on a scale and approach relevant to the procurement in question.</p>
<i>Promoting compliance by contracts and sub-contractors with the Health & Safety at Work etc. Act 1974 and any provision made under that Act</i>	<p>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.</p>
<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"> <i>• Improve the health, wellbeing and education of communities in our area</i> <i>• Promote the highest standards of animal welfare</i> 	<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>
<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>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>

<ul style="list-style-type: none"> • Due by the authority to a contractor • Due by a contractor to a sub-contractor • Due by a sub-contractor to a sub-contractor 	
<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</p>

	will be done in consultation with key internal stakeholders to ensure that the best departmental and organisational aims and objectives are achieved.
<i>Ensuring that our regulated procurements will be carried out in compliance with our duty to treat relevant economic operators equally and without discrimination</i>	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 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 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 2025-2026

Strategic Alignment		Operational Delivery	
Strategic Plan Priority	Supporting Strategy	Key Operational Objective	Specific Actions to Achieve Objective
Priority 1 - to be an inspirational place of learning Priority 4 - to be a valued partner of the City region, supporting the national economy and the international learning community	Student Academic Experience	Student Added Value (SAV) - Integrate Student Added Value opportunities within the procurement tender and contract process, ensuring that all procured goods and services actively contribute to enhancing student learning, career readiness, and professional growth, while fostering long-term partnerships with suppliers committed to student-focused outcomes.	Working with faculty stakeholders to identify areas where procurement can support students and curriculum delivery.
			Define Educational Objectives and Encourage Supplier Commitment to Student Added Value by including bespoke outcomes in specifications.
			Tender Award Criteria will include Student Added Value.
			Student Added Value requirements will be mandated in all tenders over the value of £50k where relevant and proportionate.
			Monitor and Evaluate Procurements Impact on Students by implementing a system to track and evaluate Student Added Value which will include measurements and annual KPI's.
Priority 2 - To enable individuals to excel and realise their full potential	Corporate Development	Contract & Supply Chain Management - ensuring robust contract management and supply	Implement improvement actions resulting from the Mar-25 contract management internal audit

<p>Priority 6 - To be efficient, effective, innovative and vigilant</p> <p>Priority 7 - To maintain our long-term financial stability</p> <p>Priority 8 - To secure diversity of income and sustainable development</p>	Sustainability	chain resilience to deliver long term success	Conduct supplier prioritisation mapping on all contracted suppliers to assess and identify the best contract management approach for each. This will assist in allocating resource effectively and prioritising key suppliers.
			Develop and implement a standardised contract management model to improve efficiencies, ensure consistency and compliance, mitigate risk, facilitate collaboration and communication and improve supplier management and performance.
			Provide flexible and empowering support to Contract Managers throughout the college to embed the new contract management model. This will be conducted both face-2-face and in the development of a new eLearning Module.
			Improve centralised governance, compliance and visibility by creating and maintaining a centralised Contract and Relationship Management (CRM) system to manage and track contracts, increase regulatory compliance and improve performance and relationships.
<p>Priority 1 - To be an inspirational place of learning</p> <p>Priority 3 - To live our</p>	Sustainability		Apply Social Value and Net Zero criteria in all tenders over the value of £50k
			Engage suppliers on carbon reporting and sustainability plans
			Include ethical sourcing requirements in all relevant contract (i.e. fair trade, fair work, modern slavery clauses etc.)

<p>values, value our people and innovate in partnership</p> <p>Priority 6 - To be efficient, effective, innovative and vigilant</p>	<p>People & Culture</p>	<p>Sustainability - Embed environmental, social, and ethical considerations into procurement decision-making</p>	<p>Seek internal and external expertise by participating in climate change network groups and forums</p>
			<p>Improve and further develop Scope 3 Climate Change Actions Plans for the following category areas - food, catering, travel, ICT, hair & beauty</p>
			<p>Development Scope 3 Climate Change Action Plans for the following category areas - Utilities / Energy and Furniture</p>
			<p>Report actions and progress on Scope 3 GHG emissions in our Procurement Strategy and Annual Procurement Report (in compliance with the Procurement Reform Act)</p>
<p>Priority 3 - To live our values, value our people and innovate in partnership</p>			<p>Ensure Procurement policy, procedures and standardised documentation follow the rules and guidance of:</p> <ul style="list-style-type: none"> - The Public Contracts (Scotland) Regulations 2015 - Procurement Reform (Scotland) Act 2014 - Procurement (Scotland) Regulations 2016 - The Procurement Journey - Relevant case law <p>And implementation any legislation updates in a timely manner.</p>
			<p>In compliance with the Procurement Reform (Scotland) Act 2014, we will publish a Procurement Strategy on the college website that sets out our commitment to procuring goods, services and works that promote inclusive growth, create fair opportunity, will assist in carbon reductions across the college and reflects the ambitions of the Public Procurement Strategy for Scotland.</p>

<p>Priority 5 - To deliver excellence in performance</p> <p>Priority 6 - To be efficient, effective, innovative and vigilant</p>	Corporate Development	Withstand Scrutiny - Continue to ensure legal compliance, robust governance and accountability in our procurement activity	In compliance with the Procurement Reform (Scotland) Act 2014, we will publish an Annual Procurement Report on the college website reporting progress against the priorities set out in our Procurement Strategy.
			Conduct annual spend analysis identifying areas of non-compliance, contracting opportunities, collaborative opportunities and savings
			Provide guidance and support to internal stakeholders in the practical application of procurement policy through the Procurement Awareness eLearning module and Procurement surgeries.
			Promote adherence to, and consistently perform in alignment with the established Service Level Agreement (SLA) to ensure accountability and meet performance expectations.
			Implement improvement actions resulting from audits, project reviews and external assessments
			Conduct Peer Reviews at critical stages in the procurement process
			Review and update the colleges Slavery and Human Trafficking Statement to ensure full compliance with the Modern Slavery Act and reflect current practices
<p>Priority 4 - To be a valued partner of the City region, supporting the national economy</p>	Corporate Development	Tendering - Ensure all tenders are conducted in a transparent, compliant, timely, and value-driven	Create a two year forward contracting plan and actively manage workload prioritisation and resource allocation against the plan.

<p>and the international learning community</p> <p>Priority 7 - To maintain our long-term financial stability</p> <p>Priority 8 - To secure diversity of income and sustainable development</p>	Sustainability	manner, in line with public sector procurement regulations and college policies and in support of college strategic priorities	Successfully award all 62 tenders on the 25-26 Future Contracting Plan. Providing full strategic support to internal stakeholders.
			Develop a Contract Strategy in collaboration with internal and external stakeholders for all tenders over the value of £50k ensuring the following has been considered and conducted - market research, supplier engagement, strategic alignment, key benefits and risks, lesson learned, whole life costing, widening market access, supply chain risk, procurement routes, sustainability, timelines etc.
			Increase access to tendering opportunities for SME's and 3rd sector by conducting premarket engagement to understand and reduce barriers, where appropriate reserve contracts for supported businesses, explore and promote the use of Supported Business Framework and use advertising methods best suited to this market place.
			Lead the procurement process, supporting stakeholders in the development of specifications, award and selection criteria and ensuring sustainability and added value considerations are embedded at an every stage
			Manage the evaluation process of each tender by conducting supplier compliance and due diligence checks, facilitating the technical evaluation, conducting the commercial evaluation, managing the clarification process, holding moderation meetings to agree final scores and consensus feedback and creating Award Recommendation Report to seek approval from ELT to award the contract.
			Utilise eSourcing platforms including Public Contracts Scotland and Public Contracts Scotland-Tender to publish procurement opportunities

			Optimise the use of Collaborative Agreements
Priority 6 - To be efficient, effective, innovative and vigilant	People & Culture	Team Development - Develop a skilled, knowledgeable procurement team and engaged stakeholder base	Use Personal Development Reviews to identify skills gaps and create individual development plans
			Provide access to professional development (e.g. APUC training, CIPS training, webinars, cross-sector learning)
			Encourage specialist knowledge sharing through internal and external networks and best practice forums
			Support purchasing staff (requisitioners & approvers) by providing the necessary procurement training, guidance and support
			Hold quarterly team workshops to identify ways to better embed the college values in our team ethos and throughout our procurement activities
			Progress with our Robertson Cooper Staff Satisfaction action plan, implementing actions identified to improve the staff satisfaction

<p>Priority 3 - To live our values, value our people and innovate in partnership</p> <p>Priority 6 - To be efficient, effective, innovative and vigilant</p>	Digital	<p>PECOS - ensure effective utilisation of the electronic purchasing system by enabling system access, educating users, onboarding suppliers, and embedding compliance into purchasing practices</p>	<p>Provide an electronic purchasing system ensuring:</p> <ul style="list-style-type: none"> - appropriate college wide access, - configuration with procurement policy and the college financial regulations, and - it contains up to date pricing information and approved suppliers
			<p>Support purchasing staff (requisitioners & approvers) by providing the necessary ePurchasing training, guidance and support</p>
			<p>Onboard suppliers in a timely manner whilst monitoring supplier compliance with the electronic purchasing process</p>
			<p>Monitor purchases ensuring compliance with procurement policy and the colleges financial regulations</p>
			<p>Process credit card transactions, ensuring they are managed efficiently, transparently and in full compliance with procurement policy and the colleges financial regulations</p>

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

Approval Status	Approved
Approved by	Finance and Physical Resources Committee
Date Approved	14 th September 2022
EQIA Status	EQIA Conducted? Yes: X No: <input type="checkbox"/>
Proposed Review Date	September 2025
Lead Department	Procurement
Lead Officer(s)	Associate Director, Procurement & Asset Management
Board Committee	Finance Committee

10 Revision Log

Version Date	Section	Description
V2 - August 2022		Annual Review
V3 – August 2023	Executive Summary	Annual Review
V3.1 – December 2023	Procurement Action Plan	Includes new operational plan
V3.2 – September 2024	Procurement Action Plan 2024-2025	Include/update with new 2024-25 operational plan
V3.3 – June 2025	Procurement Action Plan 2025-2026	Include/update with new 2025-26 operational plan

