

**Corporate Procurement and Commercial Improvement Strategy 2023 – 2027**

Consultation Summary (May 2022)

**Introduction**

This report provides a summary of the findings from the Corporate Procurement and Commercial Improvement Strategy 2023 – 2027.

**Background**

The consultation was carried out during April 2022. The consultation was distributed to a range of stakeholders, organisations and businesses who have been involved in the procurement process.

In total, there were **145** responses received.

**About You**

Question: Are you responding as………

|  |  |  |
| --- | --- | --- |
|  | Number | Percentage |
| An individual (elected members, services area, etc,) | 21 | 15% |
| An organisation  | 29 | 21% |
| A business  | 89 | 64% |

BASE: 139

Question: From the following list, please select all that related to you organisation?

|  |  |  |
| --- | --- | --- |
|  | Number | Percentage |
| Based in Glasgow | 66 | 57% |
| Provide the real living wage  | 97 | 84% |
| Provide Community Benefits  | 88 | 76% |
| Have a Carbon Management Plan  | 59 | 51% |
| PCS/PCST register company  | 67 | 58% |

BASE: 116

Question: How would you best describe your company or organisation?

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| --- | --- | --- |
|  | Number | Percentage |
| Third Sector  | 14 | 12% |
| Social Enterprise  | 3% | 4 |
| Small/Medium Enterprise (SME) | 58% | 68 |
| Large Organisation  | 25% | 29 |
| Supported Business  | - | - |
| Other, please specify  | 3% | 3 |

BASE: 118

Other, please specify.

Other descriptions included, company limited by guarantee and registered charity, public sector COE and partnership.

Question: If individual, how would you best describe yourself?

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| --- | --- | --- |
|  | Number | Percentage |
| Advisory Board member  | 2 | 9% |
| Elected Member  | 2 | 9% |
| Department Champion  | 3 | 14% |
| Asset Board member  | - | - |
| Service Heads | 2 | 9% |
| Climate Emergency Group member  | - | - |
| Other, please specify  | 13 | 59% |

BASE: 22

Other Please specify.

A number of respondents identified themselves as

* Joint submission by Department champion and asset board member
* CPU team
* Commissioning team member

Question: Are you aware of the Glasgow City Council supplier recognition page?

BASE: 118

**Existing/Current Procurement Strategy**

Question: Before starting this questionnaire did you read the existing/current Corporate Procurement and Commercial Improvement Strategy?

BASE: 137

Question: To what extent do you agree or disagree with the following statements about the Strategy?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Agree | Neither nor | Disagree | Don’t know/No opinion | Base |
| Easy to read | 51% | 15% | 5% | 30% | 130 |
| Easy to follow | 49% | 18% | 4% | 30% | 131 |
| Was comprehensive  | 51% | 15% | 4% | 30% | 131 |

Question: To what extent, if at all, do you think that the mission and vision have been achieved?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Fully achieved | Somewhat/partially achieved  | Not achieved  | Don’t know/No opinion | Base |
| Vision  | 28% | 34% | 5% | 32% | 120 |
| Mission  | 29% | 31% | 7% | 33% | 120 |

If somewhat/partially or not achieved, please provide more details?

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| Procurement is still not easy for many in the third sector to follow and getting answers is sometimes difficult |
| Often, not opportunity at tender stage to provide alternatives which offer innovation/ sustainability options because they are often slightly more costly, they are scored lower. Community benefits required for tendered works are often not achievable within the duration of the contract works.The framework quality scores are often carried forward - this could be 3 years out of date - should promote the opportunity to refresh this information - especially on larger framework tenders. |
| hy is the City Development Plan not mentioned at all? The City Development Plan is responsible for the Delivery of All Spatial Dimensions of all of the Council's plans. The City Development Plan sets out climate resilient policies and shapes regeneration through reinvention; re-use and new developments and services across the entire city. All policies inform construction and aspects required to obtain planning permission and building warrant permissions. So why does this not appear in the procurement strategy when it should be central to everything we do moving forward as a modern council?!? |
| There has been some moves towards engaging local people and moving away from ALEOs of GCC getting most contracts. However, there is a lot more needed to allow community organisations and others to bid for contracts, which in turn helps to meet the vision. |
| The Mission statement talks about innovation, efficiency, openness and transparency and the Vision talks about delivering best value for all stakeholders and we know that Glasgow is a very diverse city but yet the council doesn't reflect the communities.There is no mention of Racism and working towards being Anti Racism yet the pandemic has highlight the constant inequalities that councils/ public sector is faced with. For the council to be inclusive, these issues need to be clear and embedded even in the procurement processes. |
| Procurement processes are convoluted and rarely run to schedule. Contracts have not served to address the economic, social and environmental needs of Glasgow and its citizens.  |
| It is hard to quantify as to whether the vision has been achieved.  |
| Contract management processes in working with Glasgow City Council could be more streamlined. Processes should be tested and agreed prior to contracts commencing.  |
| I am not sure the procurement function is seen as innovative or valued added in some cases. There is a clear focus on compliance and risk aversion to the exclusion of all else. At best this hampers the perception of procurement and at worst delay's and inhibits progress. |
| I think the Vision was mostly achieved but I believe there are next steps now to be taken to address some of the emerging priorities around Community Wealth Building and the Climate Emergency. |
| Limited experience of Glasgow procurement but from what i know/experience it is not innovative, transparent nor efficient |
| Following Brexit there have been many changes to the purchasing of goods and services. These changes have resulted in additional challenges not only on process with the removal of OJEU but also capacity of bidders with a reduction in available contractor resources and market saturation. To mitigate against the challenges faced there needs to be more of a focus on innovation to achieve our sector leading procurement mission. This innovation should be driven from the start of the process, fully assessing all routes to market available to the council whilst also drawing on the expertise of external partners to inform the decision. In addition, there needs to be more of a focus on how technology, additional tools or even data can help to evaluate past performance of a bidder resulting in a more informed appointment, ensuring that we achieve best value through our contracts. Whilst we recognise that the Council’s procedures are subject to Regulatory frameworks, we believe there is still opportunity to better performance so that we can award the right contracts to the very best suppliers. |
| To fully achieve the mission and vision, the traditional procurement approach needs to move more towards ECI (Early Contractor Involvement) and an Open Book pricing/Risk Sharing approach. In turn, to ensure the right people are available to deliver the job and leave the greatest legacy in the community, contractors need firm dates when projects will start, ideally at least 2 years out for resource planning purposes. |
| Its understood with dwindling public funds much of the mission and vision are at odds with the cuts or 'efficiency' savings being made on procurement budgets.There seems to be a lack of emaphasis on local economies and its unclear how small local business will directly benefit from any strategies presented. Local business support seems only at a basic advisory level and local community benefits doesnt seem to engage with local people. |
| Just to complicated and hard to absorb ! |
| On the mission - innovation within CPU is always explored however the governance/standing orders etc can provide a hurdle to securing true innovation or creative solutionsIn terms of the vision - the statement of addressing the economic, social and environmental could be caveated with "where relevant and/or appropriate" as these three strands may be achieved or otherwise depending on the specific tender requirements and goals  |
| I have responded to these questions as 'Somewhat/Partially Achieved' as after reading the Annual Procurement Report for 2020/21 some items from Appendix 7 of the Strategy Performance Action Plan remain open. As we are now in 4Q 2021/22, if they are tracked to closure them then the Vision and Mission would be recorded as 'Fully Achieved' as the item closure dates are aligned to the end date of the strategy.  |
| Additional measures/rules around procurement over and above legislation can prevent innovation, efficiency, openness and transparency being fully achieved. |
| for both the vision and the mission, i think they would have been fully achieved if the CPU had (a) sufficient resources and (b) more effective and timely engagement/interaction from services/ALEOS - i would note that both of these are outwith the control of the CPU. |
| Additional measures/rules around procurement over and above legislation can prevent innovation, efficiency, openness and transparency being fully achieved. |
| There are still many different procurement vehicles the council can use out with its own frameworks and releasing open notices on PCS/PCS-T. Its not clear what all of those vehicles are. |
| Outcomes do not fuly demonstrate alignment with vision/mission |
| Timescales for procurement take longer than ideal.Scope of services is often not clear |
| Pandemic had an affect. Always room for improvement |
| The Vision and Mission statements correctly outline the ambition of the Council for the preceding period. However, whilst progress has been made, these are yet to be fully achieved. |
| As a small supplier with direct contact with GCC officers on my contracts, I can tailor my work specifically to capture some of the elements of the vision and mission and see results in people's experiences. However, as a user of many council services, I feel increasingly that front-facing staff do not properly listen to what we are saying but simply operate the "system" that they have implemented to deal with service users. This is often produces a detached, clumsy and inadequate service.  |
| Further insight / quantification needed on outcomes to determine how citizens' needs are beng met, the nature, extent etc. |
| Individual, small pieces of procurement don't facilitate the bigger picture. For example, having multiple contracts with GCC, each with their own social value requirements, doesn't support a more holistic approach to social values. Small pieces of work don't always allow the time to complete the social value activity. Perhaps there could be some way of agreeing on each individual procurement to support a wider range of social values and the selection of activities is made at that higher level. |
| process takes too long, little appreciation of external funding conditions meaning it can be lost if the tender process does not happen timeously.  |
| impact of covid has affected large parts of work  |
| Seem light on practical examples. If Mission has been achieved how has that impacted on end users? My experience of using PCS and bidding for GCC contracts is not especially positive Im afraid |
| There is a scarcity of staff in social care and with HSCP offering better terms to its staff than some of the 3rd sector can afford there is not the sense of a real partnership when organisations train staff to see them leave - consistency of staff is key to the care of service users and would help deliver best value for stakeholders |
| No clear link to the deliverables in the City development plan or the open Space strategy . These need to be added to the graphic on page 9. As statutory documents we need to track outcomes and how we deliver on them. |
| Still some work to be done to meet the full mission and vision. |
| Impact of Covid and lack of development towards sustainable, ethical procurement |
| We have had great difficulties engaging with GCC, and have felt in the past tender responses have not been fairly scored. When asked for feedback, the attitude was unhelpful and level of response inadequate.  |
| Additional measures/rules around procurement over and above legislation prevents innovation, efficiency, openness and transparency being full achieved. |

Question: To what extent do you think that the objectives in the existing Strategy have been achieved?

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| --- | --- | --- | --- | --- | --- |
|  | Fully achieved | Somewhat -partially achieved  | Not achieved  | Don’t know/No opinion | Base |
| Legal compliance and governance  | 38% | 21% | 1% | 41% | 130 |
| Savings and positive outcomes  | 28% | 18% | 8% | 47% | 129 |
| Leaner, more efficient and effective procurement function  | 29% | 21% | 8% | 42% | 130 |
| Deliver sustainable procurement across the Council  | 30% | 21% | 5% | 43% | 129 |
| Innovation  | 27% | 21% | 8% | 45% | 128 |
| Promote procurement awareness  | 29% | 27% | 6% | 38% | 130 |

If somewhat/partially or not achieved, please provide more details?

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| Still work to do with procurement awareness in third sector |
| The quality of what we as a council are delivering on the ground is extremely poor and no amount of smoke and mirrors can hide the City's inequalities and decline in quality across all it's neighbourhoods. So if this procurement process is good or very good why don't we have a better quality city with better services and happier employees and citizens? Something is way wrong here and a brave person needs to sort it out!! |
| Potential to deliver more training on the procurement use for the user. |
| Again improvements been made over the last few years and it will naturally take time to change contracts and internal processes but if there was more forward thinking and asking the third sector, more publicity of when contracts were up for renewal and could be bid for plus more lead in time to give time for consortiums to get together and submit a bid...all of this would help to achieve the strategy  |
| Savings - examples of payment models where risk is loaded onto providers. Designed to drive savings however can inhibit provider's ability to respond, flex and deliver efficiencies.Efficient procurement - in one of our experiences, large number of changes to procurement during the procurement process.Sustainable procurement - providers are challenged by these contract commitments without financing for the extra resources needed to deliver on these.Innovation - In one of our experiences, there has been a lack of innovation to provide flexibility.Procurement awareness - market engagement activity has been helpful in promoting early engagement with providers. |
| See comments above, which some progress has been made on different approaches to procurement, the process remains a technical one and does not always align to the business need for flexibility and agility. Processes are often mechanistic and administratively complex for non procurement professionals.  |
| I have said somewhat achieved as I do not think you can say that innovation is fully achieved and there are aspects that have been identified where we can move the strategy on. The promotion of procurement is always difficult but I think the job done across the Council family has been great and there is a much better understanding of this in the public sphere as well. I think the next thing we can do is learn how to better publicise our successes. |
| Hasn't aligned with the aspirations of procuring departments and tendered same old same old. |
| We believe that the objectives have been achieved to a degree, but that there is always room for improvement. Some comments in relation to specific objectives are provided below.1. Legal Compliance and Governance – a. All training delivered or arranged by CPU has been of a high quality and value. However, we recognise that the market is constantly changing, as are Regulations and the broader policy landscapes. So too are the roles and responsibilities of Council officers. On this basis, a rolling programme of training (new and refresher) could be considered. b. In addition, procurement processes should be explored in line with the risks and issues we face in terms of cost, security and availability of materials, labour and supplies. Traditional procedures and routes to market may not be the best way to navigate the volatile market. 2. Savings and Positive Outcomes – Exploring alternative procurement routes through partnership working with agencies such as Hub or SCAPE for example could deliver further savings and positive outcomes for the Council. Aside from access to a larger pool of suppliers, such collaboration would provide an alternative mechanism for facilitating structured primary engagement with contractors with the advantage of scoping out costs and flushing out risks and issues from an early stage. It would also reduce the burden on internal resources that are under increasing pressures.4. Deliver Sustainable Procurement Across the Council – a. Optimisation of Community Benefits could always be improved. That said, we recognise that effective and efficient mechanisms for the management of Community Benefits are in place, and that these are leading to positive outcomes for the city. However, we could be better at making sure the needs of communities direct which Benefits are written into contracts. This means continuing to build capacity amongst officers to ensure that Community Benefits are properly considered during project development stages.b. Sustainable procurement efforts need to be aligned with the broader support the Council and partners can give to the market - to help build capacity of local companies so that they can increase productivity and compete fairly with international suppliers. This should be a key aim and would support carbon reductions.5. Innovationa. Whilst CPU provide excellent advice and guidance, capacity (including that of other council officers involved in the procurement process) could be developed so that we draw on innovation to propose alternative specifications or approaches to secure better value for money and swifter delivery.b. During this period of uncertainty, market analysis and supplier engagement is even more crucial. The Council could be more confident and proactive in entering into commercial dialogue with the market, and strategic engagement should not be limited to suppliers on existing frameworks. This is necessary in order to develop deep insight into the challenges, risks and appetite of suppliers to bid for contracts, and how procurement approaches should respond.c. Innovation also needs to be considered in terms how the procurement process can respond to the known issues that suppliers have in terms of capacity to bid for contracts.d. We must also look to available tools to properly take into account a bidders past performance – these are not always clear. Substandard performance, or unacceptable behaviour do not necessarily inform future evaluation or award activity. Ultimately this can lead to financial and legal consequences further down the line. |
| No clear representation of any baseline data or targets being met. Not covered in this strategy due to its publication date are the City Food Plan and progress made in public procurement which would be very helpful in framing lots of new developments. |
| On savings and positive outcomes - these are not always the same thing and so it must be noted that the key objectives are delivering a contract that provides the required services/goods/worksOn innovation - this is always sought and often achieved but can be contained via standing ordersThis is promoted by CPU and is very effective however with consistent turn over of staff and the disconnect between the most senior team members and external messaging and the key stakeholders CPU engage with operationally - awareness and key objectives can require reinforcement  |
| Action items with the Strategy Performance Action Plan remained open in the Annual Procurement Report. As we are now in 4Q 2021/22, if they are tracked to closure them then the Vision and Mission would be recorded as 'Fully Achieved' as the item closure dates are aligned to the end date of the strategy.  |
| I think the procurement function is leaner an more efficient/effective since the strategy was introduced, but to fully achieve this requires better engagement from services - levels of non-contract spend and short-term direct award requests suggest there is still improvement to be made |
| In relation to our responses, we recognise two years of the strategy was disrupted by the pandemic when some of the planned activity would have taken place. We’d also like to acknowledge NRS’ thanks for the support and guidance provided in relation to both BREXIT and the pandemic. We have provided some feedback below on some of the actions laid out in the strategy.Legal and Compliance - Not aware of Mandatory training being provided for staff involved in procurement. This would be extremely beneficial for new and temporary staff but also if staff haven’t been involved for a while.Savings and Positive Outcomes - Service areas spend a lot of time involved with blocked suppliers accounts and resolving operational problems with invoice formats which suggests that contract management and Purchase to Pay processes require some more priority and attention at the start of the contract as well as on an ongoing basis. Actual savings are becoming more challenging to achieve so these cost avoidances through positive outcomes will become critical. Leaner, more efficient and effective procurement - Additional measures/rules around procurement, over and above legislative requirements, seem to prevent innovation and efficiency from being fully achieved. Deliver Sustainable Procurement – Not aware of the training and awareness sessions for internal staff. Needs to be specific to procurement as described; with an emphasis on the application of circular economy, whole life costing, life cycle impact mapping, not just general sustainability training. Awareness for staff is required to support the council to achieve its sustainability strategic objectives.Innovation – Not aware of examples of innovation being utilised in procurement practices.Promote Procurement Awareness – better awareness of procurement is required throughout our service. Unfortunately, not aware of the procurement communication strategy or any training/awareness to support this aim. |
| As a SME with over 50 years of trading within Glasgow, unfortunately the procurement process remains cumbersome and off putting where aligned to the available resources and skillsets of our Company. This should be addressed in the Strategy through more streamlined processes wherever possible commensurate to size and scale of Glasgow's many successful SMEs. |
| Difficult to quantify procurement awareness. |
| predominantly impact from COVID on activity and resources  |
| Hard to judge beyond the statements in the document. Feels like a box ticking exercise. |
| As above constantly paying the cost to train staff and then losing them to HSCP is not sustainable. |
| Need to link the community benefits to the City development delivery plan and the Open space strategy delivery plan. There needs to be a clear line between the deliverables in all of the Council's statutory plans and this needs to link into the procurement system. we need to collate procurement data spatially so that we are aware on the geographical outcomes and impacts that these decisions make. |
| Lack of progress towards sustainable procurement. More work is needed to address climate emergency for example |
| I am unaware as to where and how you can go about tendering for an opportunity and haven't to my knowledge seen many communications alerting us of these opportunities. |

**New Procurement Strategy**

Question: Do you think that the current vision and mission statement should be updated/changed in the new procurement strategy?

If yes, please tell us what you think the new vision/mission statement should be?

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| Needs to reflect how the city plans to delivery the UNSDGs and address the climate emergency. A more integrated approach ( a proper cross-service approach) needs to be achieved. We have a very rigid hierarchy with rigid processes and again if our processes are perfect - why is our city looking and functioning so poorly? Have those who have the power to change things actually walked round our city recently? If the answer is yes, then shame on you for thinking the current state of our city is acceptable. Please take a long, honest look at our city before creating the next reiteration of this strategy -- we are not serving the needs of our citizens. |
| Both are ok but if serious about third sector being involved then maybe mention them? |
| As mentioned above.  |
| It must reflect how we now operate post pandemic and must be more flexible and agile. The council must begin to take a more balanced and targeted approach to procurement risk and be transparent about this change. |
| I think that only slight changes to the wording may be needed but the main thing will be that some of the words now mean slightly different things. The prominence of the climate emergency and the new focus on CWB may result in some changes in delivery rather than the vision and mission themselves |
| Both look good but whether it represents the actual ambition set out in the strategy will have to be lived up to by being more 'sustainable' and supporting local communities and businesses. |
| Both the Vision Statement and the Mission Statement should specifically recognise the climate emergency by incorporating wording around Net Zero carbon offset.  |
| Vision - not sure of exact wording, but would remove "embedded" (possibly change to "a key strategic function of the Council"). Also, don't think the reference to being "used" feels right - instead, some wording around working with/collaboration with council services to address the economic, social & environmental needs of Glasgow and its citizens.Mission - "To provide innovative and efficient sector-leading procurement that supports the delivery of high quality, sustainable and resilient public services." |
| more emphasis on whole life values including social/community |
| These are the right statements, but there needs to be mechanisms introduced to actually progress towards fully delivery during the new Strategy period. For example, the encouragement for SME suppliers to be able to respond to opportunities without disproportionately impeding their operations i.e., within available time & resources. |
| As procurement law, processes and procedures are constantly changing, the current vision and mission statements should take into consideration any current and future changes to retain relevance. |
| Possibly adding something in about supporting local businesses, organisations and people to thrive. Good procurement should get the balance right between value for money and sustainable profit levels for businesses and funding levels for organisations |
| Emphasise ease of engagement for suppliers. Simplicity and consistency in the information requested.Consider the visual design and user experience for tenders (very poor on PCS).Show case studies or concrete examples of how this has improved. |

Question: Which of the following, if any, should be a priority when developing the new procurement strategy?

* Innovation (67%)
* Climate change/sustainability (66%)
* Leaner, more efficient and effective procurement function (59%)
* Savings and positive outcomes (51%)
* Promoting procurement awareness (42%)
* Legal compliance and Governance (29%)

Other priorities highlighted by respondents included;

* Positive outcomes
* Third sector and partnership approach
* Local, quality and best outcomes for local residents

Please, provide more details

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| Should be promoting greener options and innovation - contractors are currently working towards net zero - but without the support of the client, this is very difficult when the majority of tenders give so much weighting to the commercial aspect.  |
| Be Honestbe truthfulbe accountable If this can not be achieved then we are not a public service and being incredibly insulting to the citizens of our city  |
| All are important but the third sector can gain far more social and economic benefits than currently recognised and therefore embrace this going forward and make it realistic for communties to take further control |
| The drawing up of terms and conditions should be aligned to the size and nature of the goods and services provided. |
| Should try and make it easier for smaller organisations to supply the council. There seems to be an increasing number of boxes to tick to be considered. |
| We feel that positive outcomes for service users can be compromised by the council's focus on financial savings.  |
| See comments above, procurement must be more responsive to business need. |
| Consideration for climate impacts and a focus on positive local outcomes will require innovative thinking which the CPU have shown themselves to be extremely good at. At this stage I think we are only talking about incremental change rather than any wholesale deviation from what we have been doing. |
| All of the above apply. Further details are covered by our answers to other questions.  |
| If the focus is Savings, Positive Outcomes and Sustainability; Innovation will be a key driver. |
| There should be emaphasis given to the forward progress of partners in the City Food Plan procurement working group. Realise that there could also be a better breakdown sector by sector to achieve better more participatory objective and goals. |
| With the advancement of new technologies and clinical solutions developed over the last couple of years, innovation in the way we can adapt our clinical practices to drive efficiencies on both caregivers and Patients in an ever growing population should be at the forefront to promote growth in other economic sectors through the use of new solutions. Furthermore, procurement is a process in which is in-depth and reliant on knowledge and expertise, in order to support in its development we should look to educate and create awareness as a priority in securing it's focus in terms of evolution as the next generation of individuals take over. Therefore, normalising the process to as many individuals as possible. |
| These are all key aspects of the strategy, and all should be included. However, with difficulty in resourcing staff and the worldwide increase in prices for goods/services, strong need over the next few years to find new/innovative ways of working and achieving the same results for less resource. |
| Actual savings are becoming much more challenging but positive outcomes and cost avoidance could still be achieved. |
| KPIs are mentioned a lot in the procurement process this doesn't follow on when appointed to a project. No KPIs are measured or reported back to us as feedback on our performance on projects |
| A better understanding and appreciation of the commercial pressure on the companies bidding for GCC contracts. In our experience, the situation remains very one sided.  |
| Focus on 5 - awareness is good so no need to put resources on that |
| All are stated priorities. But, supporting the positive cycle of the regional economy should be a key overarching consideration. |
| Focus on whole life cost not simplistic economically unsustainable single pricing models. Look at the commercial sector for guidance, i.e. best practice RFP's etc. Utilise subject matter experts.  |
| I would like to see the procurement strategy consider ways ways to support local, community-based agencies as part of the development of city-wide services - e.g. defining contracts that have a stronger emphasis on community benefits, Contracting work that would be informed by local mapping and research; utilising local intelligence to shape new business activities that are pertinent and relevant to specific areas. The procurement strategy could look to inform and support local enterprises and community groups helping them to be more structured and potentially, more eligible for bidding for public contracts.  |
| In a constantly changing micro and macro economic climate, promoting values that improve the value and services the city receive are critical to a successful procurement of concessions. |
| Need to ensure that the deliverables of the key statutory plans and strategies are aligned and feed into the procurement process. We need data driven decision making that measure outcomes and impact over time using spatial data. This needs to capture the data that is being created on the final pages of every committee report. |
| It would be great to see focus being on innovation, leaner and more efficient services rather than being on savings and targeted outcomes. More recognition of softer outcomes should be more recognised.I believe the third sector can deliver most things well, efficiently and the diversity and innovation within this sector is unmatched, if the opportunity is given. |
| Procurement shouldn't always be about saving money but should be about achieving the best outcomes, especially for our citizens.If not already in place, there should be procurement awareness training and a straight forward, user guide showing what needs to be done by when i.e. by using flowcharts. |
| Positive outcomes should also be a priority but savings becoming more difficult to achieve but can still achieve positive outcomes. |

Question: What, if anything, are the main challenges and risks to your organisation/company over the next 4 years?

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| --- | --- | --- |
|  | Number | Percentage |
| Market competition  | 33 | 28% |
| Rising costs  | 108 | 92% |
| Staffing  | 68 | 58% |
| Covid recovery  | 39 | 33% |
| Supply chain issues  | 56 | 48% |
| Climate change/sustainability  | 46 | 39% |
| Other, please specify  | 6 | 5% |

BASE: 117

Other, please specify

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| potential ambiguity in my sector |
| We have flagged rising costs, but would specifically note business rate taxes as a major risk |
| A focus on economic recovery without identifying the social cohesion, health & wellbeing, environmental and biodiversity positive outcomes that we also need all procurement decisions to focus on |
| Funding |
| Lack of unsuitable or financially stable providers in the market, increasing demand on services, not enough money being invested in services. |

Question: What, if anything, do you think Procurement could do to support you, your organisation or company with these challenges or risks?

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| Should be promoting greener options and innovation - contractors are currently working towards net zero - but without the support of the client, this is very difficult when the majority of tenders give so much weighting to the commercial aspect.  |
| The procurement process needs to be inclusive especially for Black led social enterprises in Glasgow who struggle to get in to provide their services to the communities that often need them. |
| I think all of these are issues that the Council will have to deal with to a greater or lesser extent. The hope is that if we can move past Covid that some of the issues such as rising costs and supply chain issues can be addressed but I don't believe that is likely in the immediate future. Protecting the council against inflated prices for a prolonged period of time should prices begin to fall is something we will need to look at. |
| Less focus on savings and more on sustaining good services that already provide evidence of impact. procure less of what public sector has always done and is proven to be less effective efficient than the work that has not been procured ie non public services and non procured public services that continually omit the good evidenced delivery that achieves the mission and vision |
| All apply. However, the points below draw out the key challenges to our service area.The capital programme has been severely impacted by uncertain and volatile market conditions. For the City Deal programme, this is impacting on timescales, resulting in significant financial pressures, and forcing difficult decisions to be taken in relation to scope.This has manifested itself as a serious issue, and one that cannot be resolved in the near future. Alternative procurement options are required to make sense of the pressures we are facing in relation to security, cost, and availability of supplies, materials and labour.This should mean Procurement specialists providing both strategic and detailed insight into market conditions – drawing on lessons from other agencies, organisations and partners, as well as via detailed dialogue with suppliers.It also means Procurement identifying alternative routes to market. This may mean looking beyond the frameworks or routes that are familiar, and considering using external agencies or embarking on Innovative Partnerships for example.This needs to be done in conjunction with a wider legal review of the Council's standard terms and conditions of contracts, as we seek to make Council contracts more appealing to contractors in a market that is becoming increasingly saturated.Of relevance is the sustainability agenda, and commitments to using local materials and suppliers where possible. This is even more important given the economic disruptions that are making it difficult secure or guarantee materials in a global supply chain. The Council’s strategy to procurement must consider this -and give thought to the mechanisms and tools that make local supply the default option. Finally, the Council should think about how Procurement supports a wider sustainability transition. For example, only considering suppliers who have net zero goals that are aligned with Glasgow’s Climate Plan. |
| More hands on business development programmes with an empasis on helping Micro and SME local 'ethical' businesses such as social enterprises/coooperatives and the 3rd sector. This benefits a stronger, more resilient, local economy. Scottish Enterprise are only interested in helping big businesses and Glasgow's Business Gateway support is too broad and hands off in its support. |
| Flexibility - ie blanket application of Council policies - FWP may not be relevant to some projects but is applied to all, accessing and influencing national and UK frameworks to mitigate costs and feedback from Supplier Development Programme to better understand capability of the market - esp local  |
| The same issues that all of the Public Sector are currently experiencing. |
| For us having further understanding of the way in which public bodies are looking to procure in the long-term ensures we have greater ability to manage our rise in costs and produce economically advantageous proposals in the future. Moreover, as sustainability is at the forefront of what we do, giving suppliers an opportunity to engage with public bodies in a structured way to support in their adaptations to climate change and ensure that our values and projects are aligned across the board. |
| n/a |
| Increased procurement resource is required to support increased capital allocations and revenue spends as well as the additional procurement complexities due to the reasons listed above. |
| Less focus on the bottom-line cost to the GCC and more focus on the bidders track record and innovation.  |
| Continue to provide support and guidance, best practice and access to quality frameworks |
| Streamlined process for responding to potential opportunities, with early dialogue to assist our own assessment of suitability prior to full commitment. |
| My work is in events delivery however I come form a community arts/ advocacy background and my work translates well into public event delivery that engages with citizens, agencies and businesses in a positive and meaningful way and thus provides the content for large-scale public celebrations throughout the year. We make entertainments, artworks and public spectacle with meaningful engagement at the core of the work. The academic framework that informs our kind of work (Strathclyde University dropped it's applied arts degree programme in 2010) no longer exists so we do not have new waves of people who are trained in this sector in Glasgow anymore. Procurement could support by keeping an eye on the prospect of contracts that fulfil the main outcomes of the work while also allowing skilled producers to develop and standardise this model of community engagement and supplier delivery that we have demonstrated, can go hand in hand when done properly.  |
| We believe that by working together as key stakeholders and partners we can help GCC achieve their strategic aims in the areas and departments we work with. Sustainability, cost reduction (whole life costs), innovation, local opportuities are all at the core of our business plans. An open opportunity to discuss these and share aims and objectives would be very welcome. |
| Price breaks in Framework agreements at the end of each year to allow for fluctuating costs. |
| Open dialogue to understand sector risks, opportunities and challenges to ensure a successful, beneficial and achievable outcome for Glasgow and its potential supplier base. |
| Bidding for work requires an ever increasing amount of information to be supplied. Perhaps there is a way of streamlining some of this. A look ahead at what is coming would be helpful to help planning bidding. |
| assist with the speed taken to get projects on site |
| Make procurement process less time consuming. Ensure tenders don't 're-invent the wheel' on each issue in terms of the questions asked - often super specific but covering similar areas oas previous so completely new drafts of responses required.More emphasis on QUALITY of work, experience etc and less on purely COST. |
| I would like Procurement to look at Social care in a different light - rather than the living wage being required ALL social care staff should have the same terms and conditions - like the NHS a nurse is paid the same if they have the same qualifications in different hospitals This might stop staff leaving the sector or moving to HSCP and improve the quality of care provided to service users as the staff would be consistent which helps especially when dealing with someone with conditions such as dementia |
| Understand and help to deliver on the City development Plan delivery plan, the Open space delivery plan and the delivery plan that will be developed for the emerging Trees and woodland strategy. This need s to link into the evidence base that we are statutorily required to develop for the development plan and includes a play sufficiency assessment. We need to sweat our data and have procurement that delivers on multiple outcomes all at the same time. We need to ensure that procurement decisions are not just based on economic reasons as this can have negative financial impacts on social cohesion, health and wellbeing, environment and biodiversity that cost far more than the small financial gains made in the short term by looking only at the economy. |
| I fully believe that in order to bring sustainability and to alleviate challenges across our sector procurement, tendering and service delivery is the way forward. |
| Increased procurement resources to support increasing capital allocation and additional revenue spends. Increased resources also required to support the additional complexities of procurement exercises. |