Procurement Strategy for 3 years with Annual Updates 2026 - 2027

Version	
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Author(s)	Head of Development and Finance Manager
Department	Development and Finance
Related policies and procedures	-

New Gorbals Housing Association (NGHA) is registered with the Scottish Housing Regulator (No. HAL 211), as a charity in Scotland (SC041164) and is a registered society under the Co-operative and Community Benefit Societies Act 2014 (No 2309 RS). In the Property Factors Register under section 6 of the Property Factors (Scotland) Act 2011, registration number PF00033.

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1.0 INTRODUCTION

1.1 New Gorbals Housing Association (the Association) was established in 1989 by a committee of local residents, to create new, high-quality homes in the Gorbals community.

1.2 Through an ambitious new-build programme, and acquisition of existing housing stock from Glasgow Housing Association and Scottish Homes, the Association now owns and manages over 2,500 homes for social rent in the Gorbals

1.3 The Association is now the main provider of social housing in the Gorbals, and we factor most of the privately owned housing. We strive to be responsive and flexible in delivering high-quality, safe, and affordable homes, while offering outstanding services to our customers and the community.

1.4 New Gorbals Housing Association (NGHA) is a Registered Social Landlord (RSL) in Scotland. The Association is regulated by the Scottish Housing Regulator (SHR) and, as a Registered Charity, by the Office of the Scottish Charity Regulator (OSCR).

1.5 The Association's subsidiary New Gorbals Property Management (NGPM) is a limited company that manages 63 mid-market properties

1.6 The purpose of this procurement strategy is to set out how NGHA intend to carry out its regulated procurements and ensure that regulated spend supports the aims and objectives of the Association. The strategy will set a strategic focus for all regulated procurement activities and ensure that procurement processes and approaches support, and contribute, to NGHA strategic objectives, comply with Scottish procurement legislation and deliver best value for money.

1.7 The strategy sets out the approach to be in taken in relation to all regulated procurement activity, the vision, and a summary of forecasted regulated procurement spend for 2026/27, Appendix 2. The strategy will:

- demonstrate NGHA's strategic objectives
- ensure we are compliant with procurement legislation and best practice

2.0 PROCUREMENT VISION

2.1 The strategic objectives of NGHA are set out in the business plan. These are:

Our vision and values underpin our business, our organisational culture and how we operate. They reflect our strong commitment to community empowerment, high standards of service, and social responsibility; and they emphasise the importance of delivering exceptional housing and services whilst actively contributing to the regeneration and well-being of the Gorbals community.

Our Vision

- To provide the highest possible quality housing environment and services to all our customers whilst maximising our contribution to the overall regeneration of the Gorbals and addressing, wherever possible, the needs of those in the community who experience disadvantage.

Our Values

- To be representative of, and accountable to, the Gorbals community.
- To be accessible and equitable, treating every individual with courtesy and respect.
- To be innovative and creative, delivering the best possible outcomes for our community.
- To be focused on delivering customer-centric services which are collaboratively designed.

2.2 The procurement aims and goals which will support the delivery of this vision are:

- Deliver continuous improvement in relation to our own procurement knowledge and expertise through the delivery of better structured procurements and contracts.
- Ensure value for money is delivered through all regulated procurement processes.
- All goods, services and works are procured to support the journey to net zero carbon and fairly and ethically structured supply chains.
- All regulated procurements contribute to the local community and promote health and safety and innovation.

2.3 The procurement vision is for NGHA to:

"Procure goods, services and works in a manner that complies with Scottish procurement legislation, promotes transparency, equal treatment and fairness, delivers value for money, and contributes to meeting community needs and supporting the wider regeneration of the Gorbals."

3.0 PROCUREMENT STRATEGIC OBJECTIVES AND KEY PRIORITIES

3.1 For the period 2026/27 NGHA key priority areas and how NGHA propose to meet these in relation to procurement are set out below:

a. Developing and Up-skilling of internal procurement expertise

3.2 Currently there is no standalone procurement team within NGHA with procurements being delegated to staff in the relevant operational area. Due to the irregular nature of procurement activity across service areas, together with changes in legislation, guidance and market conditions, it is essential that procurement knowledge and skills are maintained and developed to ensure procurement activity is carried out in accordance

with best practice and delivers value for money.

3.3 Each individual responsible for or delegated to undertake procurements will be provided with a procurement development plan identifying training needs, areas for development and opportunities to enhance procurement knowledge and capability.

3.4 This approach will help support continuous improvement of procurement knowledge across the Association and contribute to the achievement of procurement objectives, including compliance, sustainability, community benefits and value for money.

b. Encouraging and Developing Sustainable Supply Chains

3.6 All Regulated Procurements will contain a scored requirement for tenderers to demonstrate how they will reduce the contract's environmental impact and carbon footprint. Responses will form part of the evaluation process, with appropriate weightings applied to ensure that sustainable and lower-carbon solutions are properly recognised and are not disadvantaged solely based on potential higher upfront costs. The Association will seek to balance environmental outcomes, social value and whole-life costs when determining best value.

3.7 Procurement activities will seek to improve the economic wellbeing of the local community by encouraging participation from local businesses and SMEs, supporting opportunities within the wider supply chain (including second and third-tier subcontractors), retaining expenditure within the local economy where possible, and contributing to sustainable economic growth.

3.8 The Association will seek to promote innovation through its regulated procurement activities where it is relevant and proportionate to do so. Tender documentation may include scored evaluation questions that encourage bidders to demonstrate innovative approaches, technologies, processes, products or service delivery models that could improve quality, efficiency, sustainability, customer outcomes or value for money.

3.9 Innovation will be considered in a manner that is appropriate to the nature, scope and risk of the contract, ensuring that requirements remain fair, transparent and accessible to suppliers of all sizes.

c. Supporting the Local Community

3.10 New Gorbals Housing Association is committed to the regeneration of the Gorbals and supporting the local community through procurement is a key priority. Within each regulated procurement, tenderers will be required to detail proposals which will benefit and leave a lasting legacy within the Gorbals community. This will take the form of a weighted question within the Quality response, which is proportionate to the tender value and supply chain.

3.11 All procurement opportunities will be conducted in a transparent, fair and accessible manner, ensuring equal treatment of all suppliers while facilitating and encouraging participation from local SMEs, third-sector organisations and supported businesses. Procurement documentation will be designed to minimise barriers to entry and will include links to available support services, such as the Supplier Development Programme, to help suppliers develop their bidding capability and access procurement opportunities. The Association will proactively engage with suppliers through pre-procurement market engagement, Meet the Buyer events, bidder workshops and post-tender feedback sessions, helping suppliers better understand procurement opportunities and requirements, while supporting continuous improvement and sustainable participation in future procurement activity.

3.12 These objectives and key priorities will be measured and reported in line with the Key Performance Indicators as stated within Table 7.

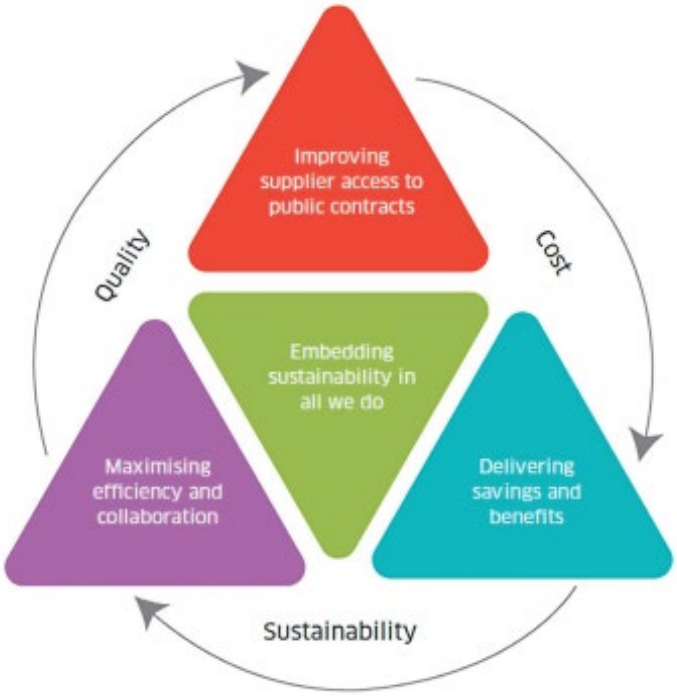
4.0 GENERAL STATEMENT ON PROCUREMENT APPROACHES

4.1 In order to deliver the objectives and intended outcomes of the Procurement Strategy, the following requirements shall be considered and incorporated into all procurement activities.

4.2 The Scottish Government continues to promote a national programme of public sector procurement reform to drive continual improvement in procurement practice and we endorse and support that position. The Strategy recognises that NGHA, as contracting authority, is subject to the application of the legislative requirements which bind public procurement in Scotland, namely:

- The Procurement Reform (Scotland) Act 2014
- Public Contracts (Scotland) Regulations 2015
- Procurement (Scotland) Regulations 2016
- Concession Contract (Scotland) Regulations 2016
- The Bribery Act 2010

4.3 Scottish Government's strategy is at the heart of this Procurement Strategy. The concept of value for money – and informed balance between costs, quality and sustainability. The value for money triangle illustrates the Scottish Model of Procurement.



4.4 Compliance with the Regulations

All contracts valued in excess of £50,000 (inc. VAT) - in totality and £2,000,000 for works, are deemed to be Regulated Procurements under the Procurement Reform (Scotland) Act 2014 and therefore must comply with the conditions of the act.

4.5 Thresholds

All contracts valued above the thresholds stated in **Table 1 & 2** are considered to be higher threshold procurements and must comply with the obligations of The Public Contracts (Scotland) Regulations 2015 and Procurement Reform (Scotland) Act 2014.

Public Contracts (Scotland) Regulations 2015 Thresholds
Table 1

PCSR 2015	From 1 January 2026 (inclusive of VAT)
Works	£5.193.000
Concessions - Works and Services	£5,193,000
Services & Supplies (non-Schedule 1 entities)	£207,720
Light Touch Regime	£663,540
Small lots (Works)	£884,720
Small lots (Supplies & Services)	£70,778

Procurement Reform (Scotland) Act 2014 Thresholds
Table 2

Works	£2,000,000 (exc VAT)
Services & Supplies	£50,000 (exc VAT)

4.6 Use of Public Contracts Scotland

In line with the Procurement Reform (Scotland) Act 2014 all Regulated Procurements undertaken by NGHA must be publicised and awarded on the Public Contracts Scotland website.

4.7 Use of Collaborative Frameworks, Contracts and Dynamic Purchasing Systems (DPS)

When considering the requirement to procure services, supplies or works staff are required to consider whether an existing framework, contract or DPS exists and can be utilised. Where there are existing agreements, these will be considered as an option and consideration will be given as to the relative benefits of using such, relative to a standalone procurement exercise. Use of existing frameworks will be the default option.

4.8 Most Economically Advantageous Tender Assessment - Balancing Quality and Price

All higher threshold procurements must be assessed and awarded using the Most Economically Advantageous Tender assessment process - price or cost cannot be the sole award criteria. This approach will ensure that criteria which demonstrate the qualitative, technical and sustainable aspects of tender submissions are considered alongside price.

Criteria will be allocated a weighting relevant and proportionate to its importance in relation to the contract (i.e. 70% Quality, 30% Price) and can be further refined through sub-weightings.

Quality criteria such as technical merit, accessibility, design for all users, environmental, after-sales service and organisation experience and staff qualifications can be included.

4.9 Fair Work First

New Gorbals Housing Association is committed to advancing the Fair Work First principles set out by the Scottish Government.

Principle	KPI	Measure	Target
Payment of at least the real Living Wage	Percentage of relevant contracts awarded to suppliers that confirm payment of at least the Real Living Wage	% of applicable contracts	100% where relevant and proportionate
Provide appropriate channels for effective workers' voice, such as trade union recognition	Percentage of tenderers evidencing effective channels for workers' voice	% of relevant procurements	100% assessed where Fair Work First is included
Investment in workforce development	Number of contracts where suppliers commit to training, apprenticeships or workforce development initiatives	Number and % of applicable contracts	Year-on-year increase
No inappropriate use of zero- hours contracts	Percentage of suppliers confirming no inappropriate use of zero-hours contracts	% of relevant contracts	100% compliance
Action to tackle the gender pay gap and create a more diverse and inclusive workplace	Percentage of suppliers evidencing measures to address workplace inequalities, including the gender pay gap	% of relevant procurements	100% assessed where applicable
Offer flexible and family-friendly working practices for all workers from day one of employment	Percentage of suppliers offering flexible and family-friendly working practices from day one where appropriate	% of relevant contracts	100% assessed where applicable
Oppose the use of fire and rehire practice.	Percentage of suppliers confirming they do not use fire and rehire practices	% of relevant contracts	100% compliance

The Association will consider Fair Work First principles in all procurement activities where it is reasonable and proportionate to do so. This may include consideration of suppliers' approaches to effective voice, workforce development, fair pay, equality and inclusion, flexible working, employee wellbeing and the promotion of secure and respectful working practices. The extent to which these matters are considered will be proportionate to the value, risk and nature of the contract being procure.

The Association will monitor and report on the implementation of Fair Work First through a range of key performance indicators, including the consideration of Real Living Wage commitments, effective workers' voice, workforce development, equality and inclusion, flexible working practices, and the avoidance of inappropriate use of zero-hours contracts and fire and rehire practices. Performance will be reviewed annually as part of the Association's procurement governance and continuous improvement arrangements.

4.10 Health and Safety

The Association is committed to ensuring compliance with the Health and Safety at Work Act (1974) and the current Construction and Design Management regulations.

The Health and Safety capability (policy, procedures and personnel) of suppliers will be considered in all procurement activity where it is proportionate and reasonable to do so.

The Association will ensure compliance with the Construction and Design Management regulations where applicable.

4.11 Sustainable Procurement Duty

In line with our sustainable procurement duty, we will actively consider all sustainability issues at the outset of any regulated procurement to support NGHA's wider approach to sustainability and Environmental, Social and Governance (ESG) factors.

Our duties will be to:

i) Improve the economic, social and environmental wellbeing of the authority's area.
ii) Facilitate the involvement of small and medium enterprises, third sector bodies and supported businesses in the process, and
iii) Promote innovation

The Scottish Government's Scottish Public Procurement Prioritisation Tool and Sustainability Test where appropriate will be utilised to assess sustainability risks and opportunities in line with the NGHA's wider approach to sustainability and ESG.

4.12 Corporate Social Responsibility and Community Benefits

Community benefits will be incorporated into procurement in accordance with the sustainable procurement duty set out in the Procurement Reform (Scotland) Act 2014. In advance of carrying out regulated procurement, NGHA will consider how, through the procurement process, it can improve the economic, social and environmental wellbeing of the Gorbals area, facilitate the involvement of small and medium sized enterprises, their sector bodies and supported businesses and promote innovation. Where relevant and proportionate, community benefit requirements will be included in tender documentation and taken into account as part of the evaluation and contract management process.

5.0 CAPABILITY AND PROFESSIONALISM

5.1 Staff Capability and Training

Where an NGHA staff member is involved in procurement activity they will be provided with a procurement development plan setting out areas for development and identifying training needs and requirements. Where this is issued the staff member will be required to demonstrate progress against the development plan on a bi-annual basis.

6.0 SUPPLIER ENGAGEMENT AND CONTRACT MANAGEMENT

6.1 How we will engage with suppliers

We will seek to constructively engage with our supplier community through the following methods.

- Meet the Buyer sessions
- Forecasted Tender
- Opportunities Current Tender
- Opportunities Assistance on how to bid Contract Notices

To facilitate the involvement of SMEs, the third sector and supported businesses, and to make it easier for them to find and bid for contracts, opportunities will continue to be advertised through PCS cementing the portal's role as the portal's role as the "one stop shop" for procurement opportunities in Scotland.

6.2 Contract Management Procedures including payment procedures

All awarded contracts will be categorised in relation to the required level of contract management in relation to factors such as complexity, criticality and market conditions. This categorisation will determine aspects such as meeting frequency and monitoring requirements.

Routine - transactional, repetitive purchases where goods or services are commonly available at the same standard from many providers.

Critical - one of the following:

- Vital service, goods or works which without NGHA shall not operate effectively and if interrupted shall cause serious financial, legal or significant reputational damage or;
- A complex requirement or;
- High profile or;
- Limited supply chain.

Strategic - two of the following:

- Vital service, goods or works which without NGHA shall not operate effectively and if interrupted shall cause serious financial, legal or significant reputational damage or;
- A complex requirement or;
- High profile or;
- Limited supply chain.

Payment Procedures:

The Association is developing its financial procedures for the payment of invoices and will work with suppliers to ensure payment claims are submitted in accordance with our requirements.

The Association will endeavour to ensure that all properly submitted invoices or payment claims are paid within the agreed payment periods.

Procurement Thresholds and Timescales

The Association can also call off from publicly accessible frameworks which have been established through a compliant procurement process allowing contracts to be awarded directly and without undertaking a full tender exercise. Utilising these frameworks will be under the responsibility of each Head of department to determine their suitability.

Estimated Value (excluding VAT)	Definition	Tender Process	Tender Activity	Minimum Advertising Requirements	Internal Guide Timescales
£0-£4,999	Works, Services & Supplies	Work may be authorised within individual officer limits, and contractor may be directly engaged without any form of public procurement exercise	Ability to directly appoint a supplier.	Direct approach to suppliers.	1-2 weeks
£5,000 - £14,999	Works, Services & Supplies	Minimum of 3 written competitive quotations to be invited using standardised documentation and processes (e.g. a specification and return date to be sent to all contractors being asked to provide costs. Lowest priced or best value contractor to be appointed)	Ability to directly appoint a supplier.	Direct approach to suppliers.	1-2 weeks
£15,000 - £49,000	Works, Services & Supplies	Quick Quote	Use of Invitation to Tender (ITT) document incorporating price/quality ratio and tender questionnaire document.	On-line Quick Quote using the PCS website	Minimum of 2 weeks.
£50,000- £1,999,999	Works	Quick Quote (Note: Internal limit of £150K for Works via Quick Quote. Can be	Use of Invitation to Tender (ITT) document incorporating price/quality	On-line Quick Quote using the PCS website	Minimum of 4 weeks.

		increased but only with Committee approval)	ratio and tender questionnaire document.		
£50,000 - £115,662	Services & Supplies	Formal Tender Process	Use of a single Procurement Document (SPD) and ITT document incorporating price/quality ratio.	To be advertised on the PCS website.	8-10 weeks.
£2,000,000 - £5,193,000	Works	Formal Tender Process	Use of a single Procurement Document (SPD) and ITT document incorporating price/quality ratio.	To be advertised on the PCS website.	6-12 weeks.
£115,663 and above	Services	Formal Tender Process	World Trade Organisation's Government Procurement Agreement (GPA).	To be advertised on the PCS and Find-A-Tender website.	12-18 weeks
£5,193,000 and above	Works	Formal Tender Process	World Trade Organisation's Government Procurement Agreement (GPA).	To be advertised on the PCS and Find-A-Tender website.	12-18 weeks

7.0 MONITORING AND ACTION PLAN

7.1 NGHA are committed to delivering a programme of continuous improvement for our procurement activity to ensure NGHA's approach remains robust, efficient, compliant and aligned with our strategic objectives. We will implement an Action Plan with clear workstreams, defined responsibilities, measurable outputs and agreed timescales on how improvement is delivered and achieved. Key areas will include strengthening our governance and internal controls and embedding the principles of value for money, sustainability, fair work and social value throughout all procurement exercises.

Ref.	Objective	Lead	How	Target Date	Target	Comments
7.2	***Developing and Up-skilling of internal procurement expertise***					
7.2a	Provide Introduction to Public Procurement training for all procuring staff members	Head of Development/Finance Manager	Identify training resource and delivery relevant training.	Autumn 2026	100%	Scotland Excel or in-house
7.2b	Participate in Continuous Improvement Programme other relevant sector bodies.	Head of Development/Finance Manager/Procurement Leads	Membership with Scotland Excel and other relevant bodies	Throughout 2026	100%	Assess our procurement processes and performance and identify areas of improvement.
7.2c	Regular updates and briefing sessions on change to procurement legislation, guidance and best practice.	Section Heads	Procurement legislative update briefings delivered	Minimum of 1 event per year or when updates released		
7.2d	Development of standard procurement templates and guidance notes reviewed and updated.	Head of Development/Finance Manager	Procurement guidance and templates reviewed and updated	Reviewed regularly		

7.2e	Incorporation of procurement within Induction process for all new employees	Head of Development/Finance Manager	Identify training resource and delivery relevant training.	first 6 months of employment start unless directly procuring.	100%	
7.3	***Encouraging and Developing Sustainable Supply Chains***					
7.3a	Including climate, environmental and sustainability considerations within procurement strategies and tender documentation where relevant and proportionate.	Procurement Lead	Contracts including carbon reduction commitments	Pre Tender documentation	100% of applicable contracts	
7.3b	Evaluating suppliers on their proposed carbon reduction measures, resource efficiency initiatives and approaches to minimising waste.	Procurement Lead	Regulated procurements including scored sustainability criteria	Pre Tender documentation	100% where relevant and proportionate	
7.3c	Including contract management arrangements to monitor delivery of agreed sustainability commitments.	Procurement Lead	Contracts monitored for sustainability commitments	Pre Tender documentation	100% where relevant contracts	

7.4	***Supporting the Local Community***					
7.4a	Including community benefit requirements within regulated procurements where these are relevant and proportionate to the value, scope and duration of the contract. e.g. employability initiatives within the local community	Procurement Lead	Regulated procurements including a community benefit requirement	Tender documentation	100% where relevant and proportionate	
7.4b	Promoting and improve accessibility of procurement opportunities for local SMEs, third sector organisations and supported businesses to participate in procurement exercises and supply chains	Procurement Lead	Local SME participation in procurement exercises & supplier engagement events e.g. Meet the Buyer event, bidder workshops, supplier information sessions. Provide post tender feedback	Pre Tender documentation	At least one supplier engagement event held for significant procurement; increased SME participation in procurement exercises; positive supplier feedback; evidence of supplier development and market engagement activities.	

7.4d	Requiring suppliers to identify and report on the community benefits delivered throughout the contract term.	Procurement Lead	Contracts monitored for delivery of community benefits	Monitored within Community Benefits tracker	100% of relevant contracts	
7.4e	Encouraging suppliers to contribute to local regeneration through environmental improvements, community projects, educational activities, sponsorship, donations or other initiatives that provide a lasting social value.	Procurement Lead		Pre Tender documentation		

7.2 The following steps will be taken to ensure that the aims of the strategy are implemented and delivered through 2026/27 regulated procurement spend.

- All procurement exercises will follow the processes, procedures and approval levels as set out within NGHA's Procurement Policy.

- Progress and updates on regulated procurement exercises will be reported back to the appropriate Committee on a project by project basis.

- Any issues that arise during regulated procurement processes will be reported to either the Senior Management Team or the relevant Committee for appropriate action to be agreed and implemented, ensuring that all processes are compliant with the required procurement legislation.

- A contract register of all regulated procurements and live contracts will be published www.publiccontractsscotland.gov.uk to ensure transparency and openness.

- Where annual procurement spend exceeds £5m an Annual Procurement Report will be produced which details all regulated procurements, the result of these procurements and whether they were procured in compliance with this Procurement Strategy.

- Key Performance Indicators (KPI) will be used to monitor the success and performance of the strategy on an ongoing basis. The proposed KPI are set out in Appendix 1, further KPI may be added as required.

8.0 RELATED POLICIES AND PROCEDURES

8.1 All procurement related to goods, services and works are governed by NGHA's Procurement Policy and the documented procedures detailed within it.

8.2 The policy is reviewed every three years or earlier to take account of legislative or other relevant changes to the procurement landscape which need to be considered.

9.0 STRATEGY OWNERSHIP AND CONTACT DETAILS

9.1 Ownership of this strategy resides with the Association's Management Committee.

10.0 NGHA CONTACT DETAILS

NGHA will provide this policy, on request at no cost, in larger print, in Braille, in audio or in other non-written format, and in a variety of languages. Please contact the office.

Address	200 Crown Street, Glasgow, G5 9AY
Telephone	0141 429 3900
Email	admin@newgorbalsha.org.uk
Website	www.newgorbalsha.org.uk

Appendix 1 - Planned Procurement Activity 2026 – 2027

	Planned Procurement 2026 - 2027			
Contract Name/ Subject Matter	**Contract Type**	**Anticipated Value of Procurement £**	**Estimated/ Actual Date of Procurement Commencing**	**Estimated/ Actual Date of Award**
Rent & Service Charge Review	Services	£30,000	June 2026	August 2026
Print and Fulfilment Services	Services	£25,000 pa (3-year deal)	May 2026	August 2026
Network Support	Services	£30,000 pa	August 2026	April 2027
Internal Audit	Services	£10,000 pa	January 2027	April 2027
Insurance	Services	£1,500,000 pa	January 2027	April 2027
Caledonia Rd Newbuild Contractor	Works	£40,727,000	September 2024	February 2027
40 Coburg St Modernisation Works	Works	£228,000	February 2026	August 2027
Laurieston 3B Contractor	Works	£15.372,000	February 2027	March 2027
Laurieston 3B Design Team	Services	£1,708,000	January 2027	March 2027
Office Refurb Contractor	Works	£250,000	October 2026	November 2026
65 Bridge St Common Works Contractor	Works	£200,000	August 2026	January 2027
Star Bar Contractor	Works	£1,080,000	February 2027	March 2027
Star Bar Design Team	Services	£120,000	August 2026	August 2026
Laurieston 1D Design Team	Services	£610,000	July 2026	September 2026
Turriff St Design Team	Services	£150,000	February 2027	March 2027
24-34 Bridge St	Services	£100,000	November 2026	February 2027

Gorbals Police Station Demolition Contractor	Works	£120,000	November 2026	February 2027
Gorbals Police Station Design Team	Services	£120,000	July 2026	September 2026
Adelphi Design Team	Services	£50,000	November 2026	December 2026
Total		£62,430,000		