



Procurement Strategy 2022-25



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Introduction

Glasgow Life is one of Scotland's largest charities and our mission is to inspire every citizen and visitor to become engaged and active in a city globally renowned for culture and sport. We believe everyone deserves a great Glasgow Life and we find innovative ways to make this happen across the city's diverse communities. Employing approximately 2,400 staff across the city, our programmes, experiences, and events range from grassroots community activities to large-scale cultural, artistic and sporting events which present Glasgow on an international stage. Our work is designed to promote inclusion, happiness and health, as well as support the city's visitor economy, in order to enhance Glasgow's mental, physical and economic wellbeing.

The procurement of goods, services and works within Glasgow Life is diverse and ranges from low value, low risk purchases to high value and complex procurements across all budget categories. During the period 2021/22, third party spend on goods, services and works was approximately £20million.

This procurement strategy sets out the vision, objectives and actions which will provide direction and govern procurement for Glasgow Life for 2022 to 2025. These reflect the need for a strategic approach to our procurement activity, to help us adapt to post-Brexit, Covid-19 recovery and to transition to a low carbon and sustainable economy. The pressure on public finances is well documented, and we must ensure that we are securing Best Value through our purchasing practices. This strategy considers this wider context, alongside developments in local and national policy and legislation to ensure that Glasgow Life purchasing activity supports high quality delivery and sustainable growth, whilst protecting our environment.

Strategy Rationale and Context

Section 15 of the [Procurement Reform \(Scotland\) Act 2014](#) “the Act” requires any public organisation, which has an estimated total value of regulated Procurement spend of £5million or more in a financial year to prepare and publish a Procurement Strategy. This document sets out our Procurement Strategy for 2022 – 25. It describes how we plan to carry out our procurements in this period, alongside the vision, objectives and actions which will govern procurement activities.

Legislation governs how we buy goods, services, and works. Regulated contracts are contracts with a value of £50,000 and above for goods and services and of £2million and above for works. Our key procurement objectives reflect legislative, national and local policies to build on our current approach to deliver strategic procurement.

Section 15(5) of the Act mandates that our procurement strategy must cover how our procurements contribute to the following:

- the carrying out of our functions and purpose;
- the delivery of value for money; and
- how our procurements will be carried out in compliance with its duties under [section 8](#) of the Act

Our procurement strategy must also include statements on our general policy regarding:

- our use of community benefits in contracts;
- how we engage and consult with those affected by our procurements;
- fair work practices, including the payment of the [Living Wage](#);
- how we promote compliance with the Health and Safety at Work etc. Act to contractors and sub-contractors;
- the procurement of fairly and ethically traded goods and services;
- how our procurements involving the provision of food improve the health, wellbeing and education of communities and how we promote the highest standards of animal welfare;
- paying our invoices to contractors and sub-contractors no later than 30 days; and
- how we will take account of climate and circular economy considerations as per [SPPN 3/2022](#)

Vision and Strategic Objectives

Our vision for procurement in Glasgow Life is:

“To act as a strategic enabler by working collaboratively with colleagues, partners and citizens to deliver compliant, innovative and sustainable procurement that offers financial and non-financial benefits.”

As an organisation, we have set out four strategic priorities through which our ambitions will be delivered and our mission achieved. To maximise the opportunities for the charity to address the challenges it faces and better influence our funding and policy context, we will bring a new focus to the following areas:

- Advance culture and sport in the city
- Improve physical and mental wellbeing of local communities
- Support the vibrant city economy
- Re-invest income to achieve our vision

Procurement will support all Glasgow Life service areas by ensuring the requirements for goods, works and services are procured in a way that supports these objectives. Procurement will ensure:

- key stakeholders and customers across Glasgow Life receive a high quality procurement service that meets their needs;

- that, where appropriate, innovative approaches to engage our local communities in contract and service development will be utilised;
- that we will continue to promote the benefits of innovation and early procurement engagement;
- the use of innovative community benefits within contracts are encouraged;
- we continue to improve and promote access to our contracts for Small and Medium-sized Enterprises (SMEs), Supported Businesses, Social Enterprises and Third Sector organisations;
- we secure commitment to grow the skills and capacity to improve procurement activity; and
- we will seek to maximise opportunities for collaboration, both internally and externally, to drive efficiencies and partnership relations

This strategy also sets out the strategic procurement objectives, which are:

1. Ensure legal compliance and robust governance
2. Improve Fair Work practices adopted by our suppliers
3. Deliver savings and best value
4. Promote procurement awareness
5. Focus on sustainability and climate considerations
6. Enhance procurement delivery across the organisation

Strategic Objective 1 - Ensure Legal Compliance and Robust Governance

Aim:

- Ensure that all staff involved in procurement understand the legal framework under which public procurement operates and have full awareness and understanding of the Scheme of Delegated Functions

Actions:

- Provide training on policies and procedures
- Review documentation regularly to ensure it reflects legislative updates and best practice guidance
- Provide updates to procurement staff on legislative change, best practice, case law and general policy
- Update processes and procedures where required to ensure compliance with legislation and the Scheme of Delegated Functions

Monitored and Demonstrated by:

- Annual procurement report presented to Audit Committee and published by Scottish Government
- Individual tender reports approved by Directors

Strategic Objective 2 - Improve Fair Work Practices Adopted by our Suppliers

Aim:

- To ensure that Fair Work is prioritised and promoted internally and externally. Procurement will influence and promote fair work through contract delivery which benefit local and wider society by addressing poverty and inequality.

Actions:

- Adopt and implement new Fair Work First guidance which support delivery through procurement
- Contribute and make commitments within the new Modern Slavery Statement
- Deliver training sessions across Glasgow Life to raise awareness and importance of Fair Work
- Utilise Fair Work criteria within every tender and apply appropriate evaluation weightings

Monitored and Demonstrated by:

- An increase of living wage accreditation and an increased number of socially responsible organisations delivering Glasgow Life contracts

Strategic Objective 3 - Deliver Savings and Best Value

Aim:

- Support budget savings and strive to improve the value achieved from procurement contracts. We will work closely with key stakeholders to reduce expenditure and increase efficiency.

Actions:

- Challenge demand for goods and services
- Identify opportunities for efficiencies and rationalise core requirements
- Utilise whole life costing to balance cost, quality and sustainability
- Undertake market testing and engagement and promote collaboration with other service areas and public bodies
- Promote robust contract management by service areas to ensure performance and delivery, including community benefits

Monitored and Demonstrated by:

- Identifying opportunities and reporting procurement savings on the Procurement Benefits Tracker

Strategic Objective 4 - Promote Procurement Awareness

Aim:

- Increase understanding and knowledge of procurement throughout Glasgow Life. Procurement is recognised as a strategic enabler in service delivery.

Actions:

- Encourage and promote the benefits of early procurement engagement
- Develop and deliver regular training and awareness sessions on a selection of procurement related subjects, including internal process and legislative requirements
- Develop a communication strategy to keep staff up to date with regular updates
- Update intranet pages

Monitored and Demonstrated by:

- Allocation of procurement activity is improved
- Contracts are implemented timeously and within budget

Strategic Objective 5 - Focus on Sustainability and Climate Considerations

Aim:

- Focus on sustainable procurement and work with internal and external partners to address climate considerations and the circular economy agenda within procurement

Actions:

- Consider circular economy and potential for reuse, repair and recycling of goods and material at individual procurement strategy stage
- Apply whole life costing throughout the process, including evaluation criteria where appropriate
- Promote innovation in the supply chain to understand environmentally beneficial practices
- Continue to work with Zero Waste Scotland to obtain expert advice and training
- Promote and utilise Scottish Government Sustainable Procurement Tools

Monitored and Demonstrated by:

- An increase of socially responsible suppliers and practices

Strategic Objective 6 – Enhance Procurement Delivery Across the Organisation

Aim:

- Enhance the delivery and efficiency of the end to end procurement process for Service Areas across the organisation

Actions:

- Identify collaborative opportunities across Services Areas to promote efficiency and economies of scale
- Develop a procurement toolkit, with templates and guidance, to support a streamlined approach
- Promote early engagement and strategic procurement planning through attendance at individual team meetings
- Identify and implement a beneficial forum to obtain feedback from Service Areas

Monitored and Demonstrated by:

- An increase in strategic delivery with positive feedback from key stakeholders across the organisation
- Annual monitoring of performance against the Procurement Strategy

Monitoring, Reviewing and Reporting

This strategy will be reviewed annually to ensure compliance with legislative requirements, statutory best practice and Glasgow Life priorities.

We will produce an annual report on progress against the strategic procurement objectives and activities. The report shall be produced as soon as practically reasonable after the end of the financial year and will describe how we have discharged our obligations under the Procurement Reform (Scotland) Act 2014.

The Annual Report will include:

- A summary of the regulated procurements completed during the financial year
- A review of whether such procurements complied with our Procurement Strategy
- To the extent that any regulated procurements did not comply, a statement of how we intend to ensure that future regulated procurements do comply
- A summary of any community benefit requirements imposed and fulfilled during the year

- A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year
- A summary of the regulated procurements we expect to commence in the next two financial years
- Other information as the Scottish Ministers may by order specify

Mandatory requirements of the Procurement Reform (Scotland) Act 2014 and Statutory Guidance Obligations

The Act specifies that our Procurement Strategy must include certain minimum requirements as to how we intend to ensure that our procurement activity will achieve particular outcomes.

Mandatory

Glasgow Life Response/Strategy Content

Requirements

<p>Procurements will contribute to Glasgow Life carrying out its functions and the achievement of its purposes</p>	<ul style="list-style-type: none"> • Review and consultation was undertaken to ensure the strategy was aligned to Glasgow Life priorities and objectives • Consultation will continue during individual procurement exercises to ensure delivery of Glasgow Life priorities • Regulated procurements will be monitored against the strategy to support delivery of the outcomes • This strategy will be monitored and reported as per the Monitoring, Reviewing and Reporting on the Strategy section of this strategy document, to make sure the key objectives are delivered and Best Value is secured.
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<p>Procurements will deliver value for money</p>	<ul style="list-style-type: none"> • Deliver savings and value for money is one of the strategic procurement objectives – objective 3 • Utilise whole life costing to balance cost, quality and sustainability • Demand for goods and services will be challenged and opportunities for efficiencies and rationalisation of core requirements explored • Undertake market testing and engagement and promote collaboration with other departments and public bodies • Promote robust contract management by departments to ensure performance and delivery, including community benefits
<p>Procurement will treat relevant economic operators equally and without discrimination</p>	<ul style="list-style-type: none"> • Procurement will be delivered in accordance with the Scheme of Delegated Functions and the Procurement Manual which embeds statutory requirements • Ensuring legal compliance is one of the strategic procurement objectives – objective 1 • Glasgow Life will utilise portals including PCS and PCS-T to publish its procurement opportunities and shall strive to ensure appropriate use of lotting, output based specifications and clear evaluation criteria to ensure the procurement is accessible to as many bidders as possible • Glasgow Life will promote the Supplier Development Programme
<p>Procurements will be conducted in a transparent and proportionate manner</p>	<ul style="list-style-type: none"> • Procurement will be delivered in accordance with the Scheme of Delegated Functions and the Procurement Manual which embeds statutory requirements • Ensuring legal compliance is one of the strategic procurement objectives – objective 1 • Glasgow Life will utilise portals including PCS and PCS-T to publish its procurement opportunities and shall strive to ensure appropriate use of lotting, output based specifications and clear evaluation criteria to ensure the procurement is accessible to as many bidders as possible
<p>Procurements will comply with Glasgow Life’s sustainable procurement duty</p>	<ul style="list-style-type: none"> • This is met by strategic procurement objectives 1,2,3 and 5 • Glasgow Life will utilise Scottish Government Sustainable Procurement Tools to support delivery of its sustainable procurement duty

	<ul style="list-style-type: none"> • Consideration of environmental, social and economic issues and how benefits can be delivered through the procurement will be consider at individual procurement strategy stage and implemented into the tender and contract documentation • Glasgow Life will assess, as part of the evaluation criteria, in every tender, where appropriate, suppliers environmental and sustainability practices
<p>A statement on Glasgow Life’s general policy on the use of community benefits</p>	<ul style="list-style-type: none"> • Promotion of community benefits is included within the actions of strategic procurement objective 3 • Training will be delivered to contract managers on community benefit delivery and monitoring • For every procurement over £4m, Glasgow Life will implement and evaluate community benefits. Where relevant and proportionate, Glasgow Life will also look to include such clauses in procurements below the £4m threshold. Currently Community benefits are considered for all procurement exercises above £50,000 for goods and services and £500,000 for works.
<p>A statement on Glasgow Life’s general policy on consulting and engaging those affected by its procurements</p>	<ul style="list-style-type: none"> • Glasgow Life will consider on a case by case basis if co-production should be utilised in the development of the procurement • Decisions regarding and approach to co-productions will be detailed in the individual procurement strategy
<p>A statement on Glasgow Life’s general policy on the payment of a living wage by suppliers</p>	<ul style="list-style-type: none"> • Fair Work is addressed in strategic procurement objective 2 • Monitoring of Living Wage in built into procurement procedures and will continue to be applied during contract award stage • Fair Work First is applied to all relevant Glasgow Life tenders and carries a minimum weighting of 5% within the evaluation
<p>A statement on Glasgow Life’s general policy on promoting compliance by contractors and sub-contractors with Health</p>	<ul style="list-style-type: none"> • A health and safety criterion forms part of the evaluation for all relevant and appropriate contracts. This element is a pass/fail criterion within the pre-selection stage. • Suitable terms and conditions to secure the necessary controls around Health and Safety are included in Glasgow Life contracts

<p>and Safety at Work etc Act 1974</p>	
<p>A statement on Glasgow Life’s general policy on the procurement of fairly and ethically traded goods and services</p>	<ul style="list-style-type: none"> • Glasgow Life supports the sourcing of goods that are fairly and ethically traded. Where relevant, Glasgow Life 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. • Glasgow Life will ensure that procurement requirements relating to Fairly and Ethically Traded Goods and Services are applied in a relevant, proportionate and legally compliant manner
<p>A statement on Glasgow Life’s general policy on how it intends to approach the procurement of food to improve health, wellbeing and education of its communities and promote the highest standards of animal welfare</p>	<ul style="list-style-type: none"> • Procurement requirements relating to food procurement focus on nutritional quality, health and wellbeing, minimising environmental impact such as packaging and sourcing as well as the application of appropriate animal welfare standards in accordance with all relevant legislation • Glasgow Life is committed to including health and wellbeing and animal welfare procurement requirements that promote the health, wellbeing and education of communities • Opportunities for sustainable food purchasing will be considered and adopted where appropriate
<p>Payments will be made so far as practicable to contractors and sub-contractors no later than 30 days after invoice</p>	<ul style="list-style-type: none"> • Prompt payment clauses requiring a 30 day payment term are embedded within our contractual terms and conditions. • Suppliers are required to apply the same terms and conditions with their sub-contractors who are delivering and supporting the Glasgow Life contract.

Policies, Tools and Procedures

Processes and Procedures

Glasgow Life Scheme of Delegated Functions, the Scottish Government Procurement Journey and the Glasgow Life Procurement Manual apply to all contracts made by or on behalf of Glasgow Life for the execution of works, the supply of goods and the provision of services.

Policies

The majority of procurement activities will continue to support and promote relevant Glasgow Life policies of which the majority are embedded within existing procurement processes and procedures. Key policies that should be read in conjunction with this strategy include:

- Glasgow Life Scheme of Delegated Functions
- Glasgow Life Code of Conduct and Whistleblowing
- Glasgow Life Declaration of Interest
- Glasgow Life Modern Slavery Policy and Statement
- Glasgow Living Wage
- Glasgow Life Health and Safety

Tools

We have embedded numerous tools within our strategic procurement process to assist and ensure best value. Utilisation of these tools also supports compliance with the Sustainable Procurement Duty. Key tools utilised by procurement include:

- Scottish Government Procurement Journey
- Glasgow Life Procurement Manual
- Glasgow City Council Procurement Toolkit
- Individual Procurement Strategy Document
- Scottish Government Sustainable Procurement Tools

Supplier Support

Supplier Development

We promote the [Supplier Development Programme](#) within our tender documentation and external web pages. The Supplier Development Programme delivers support to SMEs to access public sector opportunities by providing training, information, webinars and templates free of charge.

Supplier Engagement

As part of a strategic procurement process, where appropriate, we will engage with suppliers during the development of individual procurement strategies by arranging supplier and market engagement events.

In addition to the above, we support and will aim to participate in Meet the Buyer events to increase the expose of our contract opportunities.

Tender for Business with us

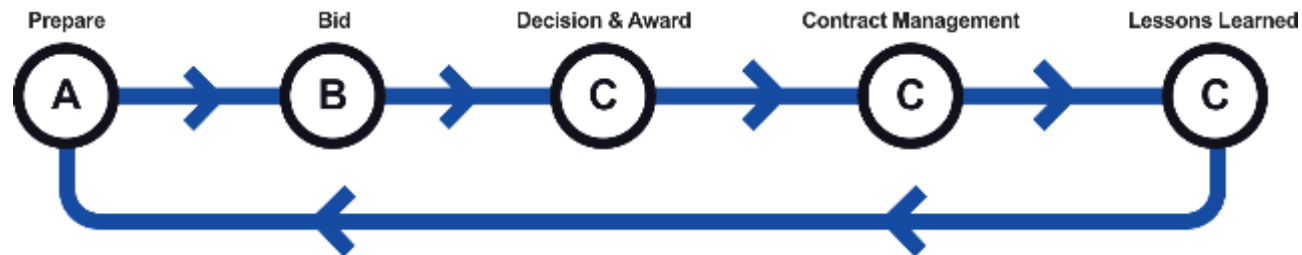
We are pleased to hear from new and existing suppliers who are interested in tendering for contracts with us. Any enquires can be sent to Purchasing@glasgowlife.org.uk.

Contract opportunities will be advertised via the following e-tending portals:

- Public Contracts Scotland Tender (PCS-T)
 - > Regulated Procurement (Goods/Services >£50,000 and Works >£2million)
- Public Contracts Scotland (PCS)
 - > Quick Quotes (Goods/Services <£50,000 and Works <£2million)

Any organisation interested in bidding for our contracts must be registered with Public Contracts Scotland (PCS) and submit their responses using these portals.

Scottish Government's Supplier Journey



The Supplier Journey contains guidance for suppliers on how to bid for public sector goods, services and health and social care contracts: <https://www.supplierjourney.scot>

Strategy Ownership and Contact Details

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Appendix 1 – Additional Influencing Factors

Legal Framework

Public procurement activity in Scotland is governed by a legislative framework which includes:

- Procurement Reform (Scotland) Act 2014
- Public Contracts (Scotland) Regulations 2015
- The Procurement (Scotland) Regulations 2016
- Utilities Contracts (Scotland) Regulations 2016
- Concessions Contracts (Scotland) Regulations 2016
- Case law

Appendix 2 – Strategy Action Plan

Strategic Objective 1 - Ensure Legal Compliance and Robust Governance

Aim	Performance Indicator	Actions	Annual Review and Update	Owner
Ensure that all staff involved in procurement understand the legal framework under which public procurement operates and have full awareness and understanding of the Scheme of Delegated Functions	No successful legal challenges	Provide training on policies and procedures for all staff involved in the procurement process	Due July 2023	Procurement, Service Areas
		Review documentation regularly to ensure it reflects legislative updates and best practice guidance	Due July 2023	Procurement, Legal
		Provide updates and training to procurement staff on legislative change, best practice, case law and general policy	Due July 2023	Procurement
		Update processes and procedures where required to ensure compliance with legislation and the Scheme of Delegated Functions	Due July 2023	Procurement

Strategic Objective 2 - Improve Fair Work Practices Adopted by our Suppliers

Aim	Performance Indicator	Actions	Annual Review and Update	Owner
<p>To ensure that Fair Work is prioritised and promoted internally and externally. Procurement will influence and promote fair work through contract delivery which benefit local and wider society by addressing poverty and inequality.</p>	<p>Fair Work First evaluation in every Glasgow Life Tender</p>	<p>Adopt and implement new Fair Work First guidance which support delivery through procurement</p>	<p>Due July 2023</p>	<p>Procurement, Service Areas</p>
		<p>Contribute and make commitments within the new Modern Slavery Policy</p>	<p>Due July 2023</p>	<p>Procurement, Policy</p>
		<p>Deliver training sessions across the organisation to raise awareness and importance of Fair Work</p>	<p>Due July 2023</p>	<p>Procurement</p>
		<p>Utilise Fair Work criteria within every tender and apply appropriate evaluation weightings</p>	<p>Due July 2023</p>	<p>Procurement, Service Areas</p>
		<p>Increase Living Wage Accredited Suppliers</p>	<p>Inform and encourage organisations on 'Real Living Wage' and adopting accreditation</p>	<p>Due July 2023</p>

Strategic Objective 3 - Deliver Savings and Best Value

Aim	Performance Indicator	Actions	Annual Review and Update	Owner
<p>Support budget savings and strive to improve the value achieved from procurement contracts. We will work closely with key stakeholders to reduce expenditure and increase efficiency.</p>	<p>Cash and non-cash savings achieved recorded on Procurement Benefits Tracker</p>	<p>Challenge demand for goods and services</p>	<p>Due July 2023</p>	<p>Procurement, Service Areas</p>
		<p>Identify opportunities for efficiencies and rationalise core requirements</p>	<p>Due July 2023</p>	<p>Procurement</p>
		<p>Utilise whole life costing to balance cost, quality and sustainability</p>	<p>Due July 2023</p>	<p>Procurement</p>
		<p>Undertake market testing and engagement and promote collaboration with other departments and public bodies</p>	<p>Due July 2023</p>	<p>Procurement, Service Areas</p>
		<p>Promote robust contract management by departments to ensure performance and delivery, including community benefits</p>	<p>Due July 2023</p>	<p>Procurement, Service Areas</p>

Strategic Objective 4 – Promote Procurement Awareness

Aim	Performance Indicator	Actions	Annual Review and Update	Owner
<p>Increase understanding and knowledge of procurement throughout Glasgow Life.</p> <p>Procurement is recognised as a strategic enabler in service delivery.</p>	<p>Procurement Request Forms are submitted in adequate time</p>	<p>Encourage and promote the benefits of early procurement engagement</p>	<p>Due July 2023</p>	<p>Procurement, Service Areas</p>
	<p>Percentage of adhoc requirements reduce</p>	<p>Develop and deliver regular training and awareness sessions on a selection of procurement related subjects, including internal process and legislative requirements</p>	<p>Due July 2023</p>	<p>Procurement</p>
	<p>More time afforded to strategy and document development</p>	<p>Develop a communication strategy to keep staff up to date with regular updates</p>	<p>Due July 2023</p>	<p>Procurement</p>
	<p>Increase in longer term strategic contracts</p>	<p>Update intranet pages as soon as new contract is implemented and allows us to do so</p>	<p>Due July 2023</p>	<p>Procurement</p>

Strategic Objective 5 - Focus on Sustainability and Climate Considerations

Aim	Performance Indicator	Actions	Annual Review and Update	Owner
Focus on sustainable procurement and work with internal and external partners to address the climate considerations and circular economy agenda within procurement	Increased sustainability and environmental positive action is achieved through procurement activity	Consider circular economy and potential for reuse, repair and recycling of goods and material at individual procurement strategy stage	Due July 2023	Procurement, Service Areas
		Apply whole life costing throughout the process, including evaluation criteria where appropriate	Due July 2023	Procurement, Service Areas
		Promote innovation in the supply chain to understand environmentally beneficial practices	Due July 2023	Procurement
		Continue to work with Zero Waste Scotland to obtain expert advice and training	Due July 2023	Procurement
		Promote and utilise Scottish Government Sustainable Procurement Tools	Due July 2023	Procurement

Strategic Objective 6 - Enhance Procurement Delivery Across the Organisation

Aim	Performance Indicator	Actions	Annual Review and Update	Owner
Enhance the delivery and efficiency of the end to end procurement process for service areas across the organisation	An increase in strategic delivery with positive feedback from key stakeholders across the organisation	Identify collaborative opportunities across Services Areas to promote efficiency and economies of scale	Due July 2023	Procurement, Service Areas
		Promote early engagement and strategic procurement planning through attendance at individual team meetings	Due July 2023	Procurement, Service Areas
		Identify and implement a beneficial forum to obtain feedback from Service Areas	Due July 2023	Procurement, Service Areas
		Develop a procurement toolkit, with templates and guidance, to support a streamlined approach	Due July 2023	Procurement
		Develop and implement annual procurement survey	Due July 2023	Procurement

Appendix 3 - Glossary

TERM	DEFINITION
Best Value	An economic assessment by the public sector as to whether a project represents value for money; the most advantageous combination of cost, quality and sustainability to provide the required service and meet customer demands
Circular Economy	A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life.
Collaboration	When two or more groups of people or organisations engage in procurement work together for mutual benefit.
Community Benefits	Requirements which deliver wider benefits in addition to the core purpose of a contract. These can relate to social-economic and or environmental benefits.
Contract	An agreement between two or more parties that is legally binding.
Contract Management	The process of monitoring supplier performance on a contract.
Co-production	Real and meaningful involvement of citizens including future recipients of the service, key stakeholders and suppliers (both current and potential) in how and what community services and related goods and works are delivered
Fair Work Practices	Employment practices that support wellbeing e.g. training and development, equality of opportunity.
Living Wage	The real Living Wage is an independently calculated rate based on the cost of living and is paid voluntarily by employers.

Output Specification	The specification requirements set out in terms of what you want to achieve, leaving the tenderers to decide on how they will deliver those requirements. This can lead to innovation by the tenderers. The services detailed in the output specification should be capable of objective assessment so that the performance of the supplier can be accurately monitored.
PCS-Tender	An online e-sourcing tool used by some public sector organisations in Scotland for their procurement exercises i.e. to publish their documents and for bidders to post their responses in.
Public Contracts Scotland	The national advertising portal used to advertise all Scottish public-sector goods, services or works contract opportunities.
Regulated Procurement	Contracts above the GPA contract threshold values where the relevant regulations apply (above £50,000 for goods and services contracts and above £2,000,000 for works contracts).
Small Medium Enterprise (SME)	Enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro and/or an annual balance sheet total not exceeding 43 million euro.
Social Enterprise	A revenue-generating business with primarily social objectives whose surpluses are reinvested for that purpose in the business or in the community, rather than being driven by the need to deliver profit to shareholders and owners.
Stakeholder	Any person or group who has a vested interest in the success of the procurement activity, i.e. either provides services to it, or receives services from it.
Supplier/Contractor	An entity who supplies goods or provides services or execution of works.
Supply Chain	All activities, resources, products etc. involved in creating and moving a product or service from the supplier to the procurer.
Supported Business	An organisation whose main aim is the social and professional integration of disabled or disadvantaged persons.
Sustainable Procurement	A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis and generates benefits, not only for the organisation but also to society, the economy and the environment.

Third Sector	The part of an economy or society comprising non-governmental and non-profit-making organizations or associations
Value for Money (VFM)	An economic assessment by the public sector as to whether a project represents value for money; the optimum combination of cost and quality to provide the required service.
Whole Life Costing (WLC)	The costs of acquiring goods or services (including consultancy, design and construction costs, and equipment), the costs of operating it and the costs of maintaining it over its whole life through to its disposal – that is, the total ownership costs. These costs include internal resources and overheads