

Glasgow School of Art

Annual Procurement Report 2021 - 2022

Glasgow School of Art- Annual Procurement Report (APR)

Executive Summary

The Procurement Reform (Scotland) Act 2014 (PRA) required any public organisation which has an estimated annual regulated¹ spend of £5 million or more to develop a procurement strategy and then review it annually. This requirement took effect from 31 December 2016. Organisations (including HE and FE institutions) required to develop and publish a procurement strategy were also required to publish an APR, reflecting on the relevant reporting period of the procurement strategy.

This report covers the period of 1 August 2021 to 31 July 2022 and addresses performance and achievements in delivering The Glasgow School of Art's organisational procurement strategy².

The development of the procurement strategy was the outcome of consultation and discussion with internal and external stakeholders who have an interest in the institutional approach to procurement and its impact. Stakeholder engagement will also feature in the annual assessments of the achievement of regulatory compliance, strategic objectives of the institution, value for money [defined as the best balance of cost, quality and sustainability] and delivery against the institution's broader aims and objectives, in line with [Scotland's National Outcomes](#). This process of review and reporting will inform any adjustments to the procurement strategy deemed necessary to secure future performance improvements and to respond to the economic, political and financial influences to which the institution may need to adjust.

The Glasgow School of Art has analysed third party expenditure and has identified that over the period covered by this report the following regulated contracts were awarded:

- Higher Value Regulated Procurement [goods and services worth more than £213,477 (VAT inclusive); works worth more than £5,336,937 (VAT inclusive)³] amounted to £9,983,368. There were 3 such procurements completed⁴.
- Lower value regulated procurements' [goods and services worth more than £50,000, works worth more than £2 million] amounted to £573,947. There were 4 such procurements completed.

More detailed information on the regulated procurements, sorted into procurement categories, is provided in Sections 1 and 2 and in Appendix A of this report.

The Glasgow School of Art has over 1003 active suppliers with whom the Glasgow School of Art did business in the reporting period) and the total procurement expenditure was £12,980,143 - £12,601,575 of regulated expenditure (recorded on the Contracts Register) and £378,568 on non-regulated.

The Glasgow School of Art has been optimising use of national, sectoral, local or regional C1 collaborative contracts and frameworks. As well as bringing leverage based savings, the burdens

¹ 'Regulated' procurements are those with an estimated value equal to or greater than £50k (≥ £12,500 per annum over a four-year contract period excluding VAT) for goods & services (or £2,000,000 excluding VAT for a public works contract).

² Insert Strategy Link

³ Public contracts thresholds are revised every 2 years – next due on 01/01/2024

⁴ Completed when the award notice is published or where the procurement process otherwise comes to an end - covers contracts and framework agreements

of risk, contract and supplier management are shared and the number of resource-intensive formal local tenders that need to take place is reduced significantly.

This report comprises five sections which address mandatory reporting requirements.

- Section 1: Summary of Regulated Procurements Completed
- Section 2: Review of Regulated Procurement Compliance
- Section 3: Community Benefit Summary
- Section 4: Supported Businesses Summary
- Section 5: Future Regulated Procurements Summary

Report Approved 19 September 2022
By Audit & Risk Committee
Signed Andrew Menzies
Position Director of Finance

Section 1: Summary of Regulated Procurements Completed

The Glasgow School of Art strongly believes in conducting its procurements in an open and inclusive manner with procurement objectives aligned to the School's Strategic Plan.

The details of regulated procurements completed are set out in a list at the end of this report with details summarised in Appendix A. That information, coupled with the publication of the institutional Contracts Register <http://www.apuc-scot.ac.uk/#!/institution?inst=48> and the systematic use of Public Contracts Scotland and Quick Quotes, provides complete visibility of the School's procurement activity over the reporting period.

In Appendix A, information is set out to show lower value regulated procurements completed and Higher value regulated procurements completed [if there have been any]. These are separated into contract categories and distinguish collaborative contracts from institutional ones. For each completed regulated procurement the information provided shows:

- the date of award
- the start dates
- the category subject matter
- the name of the supplier
- estimated value of the contract – total over contract period
- collaborative or institution owned
- the end date provided for in the contract or a description of the circumstances in which the contract will end.
- SME / supported business?

Section 2: Review of Regulated Procurement Compliance

Where appropriate, the Glasgow School of Art has made use of collaborative contracts to deliver improved contract terms, supported contract and supplier management, sustainable procurement outcomes and value for money (the best balance of cost, quality and sustainability).

In making its regulated procurements every care has been taken to ensure that the Glasgow School of Art awards the business to suppliers who are capable, reliable and who can demonstrate that they meet high ethical standards and values in the conduct of their business.

In the period covered by this report the Glasgow School of Art has conducted all its regulated procurements in compliance with EU Treaty Principles of equal treatment, non-discrimination, transparency, proportionality and mutual recognition.

Successful delivery against the procurement strategy objectives is part of a customer valued, continual improvement process (CIP) that seeks incremental improvements to process and outcomes over time.

Procurement aims and focus	Annual Report Commentary on strategy delivery/compliance
<p>To sustain and further develop partnerships within the sector, with other publicly funded bodies, with professional bodies and appropriately with supply markets that will yield intelligence, innovation and deliver value to users of procurement services.</p>	<p>The engagement with internal and external stakeholders and suppliers provides valuable feedback which informs the Glasgow School of Art of possible necessary adjustments and improvements to strategy and process.</p> <p>For each procurement, the institution considers the community affected by the resultant contract and ensures that any affected organisations/persons are consulted (e.g. impact on service for students, or a local contract that could be combined with other similar institutions’ needs). Such consultation will always be on a scale and approach relevant to the procurement in question.</p> <p>The institution contributes to sector contracting plans and has coordinated procurement efforts on a regional basis with Glasgow Caledonian University, The Royal Conservatoire of Scotland, City of Glasgow College, Duncan of Jordanstone, Edinburgh College of Art, Fife College and Glasgow Kelvinside College to deliver local collaborative contracts.</p> <p>The institution actively engages with other bodies through HE and FE specific events, Scottish public-sector events and wider UK HE events.</p>
<p>To work with internal academic budget holders, professional support service colleagues and suppliers to deliver innovation and best</p>	<p>Optimal procurement strategies are developed and agreed through consultation with key stakeholders, end users and suppliers. This intelligence gathering approach is also used to deliver innovation, to improve skills and competencies in securing the most appropriate procurement routes to market that yield best value outcomes</p>

<p>value to the learning, research and service support communities through the development of an effective and co-ordinated purchasing effort within the Institution.</p>	<p>consistent with the guidelines set out in the Scottish Procurement Journey.</p> <p>Procurement activities follow the guidelines set out in the Procurement Journey. This helps to manage the expectations of stakeholders, customers and suppliers alike and facilitates best practice and consistency with what other organisations do across the Scottish public sector.</p> <p>For every procurement over £4m, the institution will consider how it can improve the economic social or environmental wellbeing of its area through inclusion of community benefit clauses. Where possible and proportionate, such clauses may be included in procurements below £4m</p> <p>Care is taken to ensure that procurement operations chime in with and support institutional strategic objectives</p>
<p>To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities.</p>	<p>The best balance of cost, quality and sustainability is consistently used to assess value for money delivered and to identify sensible aggregation opportunities through collaborative contracting.</p> <p>The Glasgow School of Art sorts regulated procurements into procurement categories. How these goods, services and works are bought - joint purchasing, use of local, regional and national framework agreements, consolidated contracting – is subject to annual review with APUC and, through user consultation, optimal category strategies are agreed, sensible aggregation opportunities are exploited, category and commodity strategies are developed, recorded, signed off and processed.</p>

<p>To seek out professional development opportunities to enrich and enhance experience and capability of procurement practitioners and to work with the supply chains to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of customers and students.</p>	<p>The defined procurement process is managed through a professionally qualified procurement team with access to competency based training, skills development programmes and career development opportunities. Devolved procurement competencies are assessed across the institution to secure optimum value delivery while managing supply side risks and opportunities.</p> <p>Post procurement reviews are carried out to check that tendering outcomes are delivering against category strategies/business case objectives. These are in turn consolidated by category based contract and supplier management routines to monitor performance and introduce any improvements required.</p>
<p>To develop sound and useful procurement management information to measure and improve procurement and supplier performance in support of corporate planning conducted through fair and transparent process.</p>	<p>Internal governance procedures, policies, tools such as e-enabled workflow enhancements are introduced to effect improvements to procurement process and efficiency.</p> <p>Expenditure segmentation analysis and data located on the Hub, Hunter (including Contracts Registers) and Procurement Data Dashboard Where relevant, use is made of appropriate standards and labels in procurements to take account of fair and ethical trading considerations with due consideration given to equivalent tender offerings from suppliers, Use is made of PCS and PCS-T to publish procurement opportunities, appropriate use is made of lotting, output based specifications and clear evaluation criteria to ensure that procurements are accessible to as many bidders (including SMEs) as possible.</p>
<p>To embed sound ethical, social and environmental policies within the Institution's procurement function</p>	<p>Procedures are in place to ensure that consideration of environmental, social and economic issues and benefits is made, where appropriate, on a contract-by-contract basis during the planning stage utilising tools</p>

<p>and to comply with relevant Scottish, UK and EC legislation in performance of the sustainable procurement duty.</p>	<p>including Prioritisation, Flexible Framework, APUC’s Supply Chain Code of Conduct, and Supply Chain Management Programme.</p> <p>Procedures are also in place to ensure that regulated procurements are only awarded to businesses that are capable, reliable and, where relevant, meet high ethical standards and values in the conduct of their business. The Glasgow School of Art is committed to contracting only with suppliers that comply with all appropriate and relevant legislation. Where appropriate, and on a contract by contract basis, the institution will assess the legislation applicable to a procurement and take steps to ensure bidders comply with it e.g. Health and Safety, Late Payment legislation. Where relevant and proportionate the Living Wage and fair work practices of suppliers are promoted in tender documentation. The Glasgow School of Art is a Living Wage employer.</p>
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The Glasgow School of Art has procurement process and sign off arrangements that are consistent with the guidelines set out in the Procurement Journey and that have met the objectives and obligations set out immediately above.

Section 3: Community Benefit Summary

For every procurement over £4m, the Glasgow School of Art will consider how it can improve the economic, social or environmental wellbeing of its area through inclusion of community benefit clauses, to assist with achieving sustainability in contracts activity, including targeted recruitment and training, small business and social enterprise development and community engagement. Where possible, relevant and proportionate, and where they are considered not to have a negative impact on the delivery of value for money, such clauses may be included in regulated procurements valued at below £4m.

The general The Glasgow School of Art policy on identifying community benefit requirements is to conduct risk and opportunities assessments through stakeholder consultation and engagement – on a case-by-case basis the question is asked, ‘could a community benefit clause be usefully included?’ Where relevant and proportionate to the subject matter of the procurement, the requirement is then built into the procurement specification and into the eventual conditions of contract performance.

Where applicable, as part of the tendering process, suppliers are invited to describe their approach to delivering community benefits or achieving social value through a contract. Relevant community benefits are cited such as:

- providing ‘upskilling’ opportunities (e.g. Toolbox talks) with students and staff,
- offering advice and assistance on the best practice methodology,
- employment, student work experience and vocational training opportunities,
- apprenticeships,
- local subcontractor opportunities available to SMEs, 3rd sector and supported businesses,
- direct involvement in community based schemes or programmes,
- equality and diversity initiatives,
- supply-chain development activity,
- educational support initiatives,
- to minimise negative environmental impacts, for example impacts associated with vehicle movements and/or associated emissions and impacts on protected areas, buildings or sites.

Tenderers are invited to describe how such benefits will be successfully delivered through the contract and promoted to contract users. Where community benefits are included in a procurement (at or above the £4 million threshold), the award notice would include a statement of the benefits that are expected to be derived from the contract.

The Glasgow School of Art has awarded 9 regulated procurement contracts over the reporting period. None of these were/was over £4 million in value.

Section 4: Supported Business

Higher value procurements and regulated procurements are conducted in line with Routes 2 and 3 respectively of the Procurement Journey. Both Routes 2 and 3 mandate the use of the Single Procurement Document (SPD (Scotland)). The SPD covers exclusion, selection and award criteria and includes questions relating to companies self-certifying themselves in terms of size (micro, small or medium), or whether they are supported businesses. *[see [Glossary of Terms for definitions.](#)]*

The institution reviews each procurement to determine whether it could be fulfilled by a Supported Business, whilst remaining compliant with Scottish Procurement Legislation and ensuring value for money for the institution (using the only Supported Business [register](#) currently available and published by Ready for Business).

The Glasgow School of Art did not reserve any contracts for supported businesses in this period, and no contracts have been placed with supported businesses through the standard open tendering route. This will be explored further in the coming year.

Section 5 – Future Regulated Procurements

The Glasgow School of Art is keen to encourage competition by promoting optimal participation in its procurement process and achieve better value for money in its procurements. One method of achieving this is to give notice to suppliers of tendering opportunities that are expected to commence over the next two financial years after the period covered by this report.

In preparing this forward projection of anticipated regulated procurements, it is difficult to be precise about providing details of actual requirements. Over a forecast period of two years it is very probable that circumstances and priorities will change so the list of projected individual regulated procurement exercises outlined in Appendix D should be viewed with this caveat in mind.

The information provided in Appendix D - list of Future Regulated Procurements covers:

- the subject matter of the anticipated regulated procurement
- whether it is a new, extended or re-let procurement
- the expected contract notice publication date
- expected award date
- expected start and end date
- the estimated value of the contract.
- contract category A, B, C or C1

1. Appendices

Appendix A - List of Regulated Procurements (Compliant and Non-Compliant) Completed in the Reporting Period 2021/2022

Compliant

Category Subject	Supplier name	Date of Award	Owner: Cat A/B or C?	Start Date	End Date	Value over contract period	SME status	Supported Business
WiFi for student accommodation	Wifinity	01/03/2022	C	03/03/2022	02/03/2025	£99,900	Large	No
External Audit Services	Anderson Anderson & Brown LLP	25/05/2022	C	01/06/2022	31/05/2025	£169,500	Medium	No
Stow Capital Works – WS4	Morrison Construction Ltd	24/01/2022	B	24/01/2022	23/07/2025	£7,000,000	Large	No
Print and Associated Services	J Thomson Colour Printers Ltd	27/07/2021	C	01/08/2021	31/07/2023	£108,000	Medium	No
Mackintosh - Phase 2 Project Lead Full Design Team	Gardiner & Theobald	14/02/2022	B	28/02/2022	27/11/2024	£1,083,368	Large	No
Mackintosh Phase 2 Stabilisation – Early Contractor Engagement	Reigart Contracts Ltd	25/03/2022	C	01/04/2022	30/11/2022	£1,900,000	Medium	No
Investment Management	Abrdn	24/06/2022	C	01/07/2022	30/06/2027	£196,547	Medium	No

Non-Compliant

There were no non-compliant procurements totalling over the regulated threshold undertaken during the reporting period.

Appendix B - List of Regulated Procurements with Community Benefit Requirements Fulfilled

There were no Community Benefit Requirements Fulfilled during the reporting period.

Appendix C - List of Regulated Procurements placed with Supported Businesses

There were no Regulated Procurements placed with Supported Businesses during the reporting period.

Appendix D - List of Regulated Procurements planned to commence in next two F/Ys 2022/23 and 2023/2024

Category Subject	Owner: Cat A/B/C or C1?	New, extended or re-let procurement	Expected contract notice publication date	Expected Date of Award	Expected Start Date	Expected End Date	Estimated Value over contract period
Banking and Merchant Services	B	Re-let	November 22	March 23	April 23	September 26	£200,000
Virtual Learning Environment (VLE) Systems Framework Canvas	B	Re-let	November 22	March 23	April 23	September 26	£75,000
Insurance Claim Consultancy Services	C	Re-let	December 22	May 22	June 22	June 25	£500,000
Residential Accommodation Management System	C	Re-let	January 23	May 23	June 23	June 26	£50,000
E-Learning	C	Re-let	October 22	January 23	January 23	January 26	£50,000
Mack Phase 3 – Procurement of Architect Led Team Stages 2-7	C	New Contract	Published	November 22	December 22	December 28	£500,000
Mack Phase 3 – Procurement of Project Management Team Stages 2-7	C	New Contract	Published	November 22	December 22	December 28	£200,000
Mack Phase 3 – Procurement of Cost Consultant Stages 2-7	C	New Contract	Published	November 22	December 22	December 28	£200,000

Scottish Government Annex A Report

Annual Procurement Report Template

Annex A

[NOTE: reference to contract is also to be construed as meaning a Framework Agreement]

1. Organisation and report details

- a) Contracting Authority Name
b) Period of the annual procurement report
c) Required by s18 Procurement Reform (Scotland) Act 2014 to prepare an annual procurement report? (Yes / No)

Glasgow School of Art
2021/22
Yes

2. Summary of Regulated Procurements Completed

- a) Total number of regulated contracts awarded within the report period
b) Total value of regulated contracts awarded within the report period
c) Total number of unique suppliers awarded a place on a regulated contract awarded during the period
i) how many of these unique suppliers are SMEs
ii) how many of these unique suppliers how many are Third sector bodies

7
£10,557,316
0
0
0

3. Review of Regulated Procurements Compliance

- a) Number of regulated contracts awarded within the period that complied with your Procurement Strategy
b) Number of regulated contracts awarded within the period that did not comply with your Procurement Strategy

7
0

4. Community Benefit Requirements Summary

Use of Community Benefit Requirements in Procurement:

- a) Total number of regulated contracts awarded with a value of £4 million or greater.
b) Total number of regulated contracts awarded with a value of £4 million or greater that contain Community

0
0

Benefit Requirements.

c) Total number of regulated contracts awarded with a value of less than £4 million that contain a Community Benefit Requirements

0

Annex A

Key Contract Information on community benefit requirements imposed as part of a regulated procurement that were fulfilled during the period:

d) Number of Jobs Filled by Priority Groups (*Each contracting authority sets its own priority groups*)

N/A

e) Number of Apprenticeships Filled by Priority Groups

N/A

f) Number of Work Placements for Priority Groups

N/A

g) Number of Qualifications Achieved Through Training by Priority Groups

N/A

h) Total Value of contracts sub-contracted to SMEs

N/A

i) Total Value of contracts sub-contracted to Social Enterprises

N/A

j) Total Value of contracts sub-contracted to Supported Businesses

N/A

k) Other community benefit(s) fulfilled

N/A

5. Fair Work and the real Living Wage

a) Number of regulated contracts awarded during the period that have included a scored Fair Work criterion.

0

0

0

contract awarded during the period.

c) Number of unique suppliers who are accredited Living Wage employers and were awarded a regulated contract awarded during the period.

0

d) Number of unique suppliers who have signed up to the Scottish Business Pledge and were awarded a regulated contract awarded during the period.

0

6. Payment performance

- a) Number of valid invoices received during the reporting period.
- b) Percentage of invoices paid on time during the period (“On time” means within the time period set out in the contract terms.)
- c) Number of regulated contracts awarded during the period containing a contract term requiring the prompt payment of invoices in public contract supply chains.
- d) Number of concerns raised by sub-contractors about the timely payment of invoices within the supply chain of public contracts.

7390
83%
7
0

7. Supported Businesses Summary

- a) Total number of regulated contracts awarded to supported businesses during the period
- b) Total spend with supported businesses during the period covered by the report, including:
- i) spend within the reporting year on regulated contracts
 - ii) spend within the reporting year on non-regulated contracts

0
0
0
0

8. Spend and Savings Summary

- a) Total procurement spend for the period covered by the annual procurement report.
- b) Total procurement spend with SMEs during the period covered by the annual procurement report.
- c) Total procurement spend with Third sector bodies during the period covered by the report.
- d) Percentage of total procurement spend through collaborative contracts.
- e) Total targeted cash savings for the period covered by the annual procurement report
- i) targeted cash savings for Cat A contracts
 - ii) targeted cash savings for Cat B contracts
 - iii) targeted cash savings for Cat C contracts

£12,980,143
£1,525,222
0
37%
£218,701
0
£93,525
£125,176

f) Total delivered cash savings for the period covered by the annual procurement report	£218,707
i) delivered cash savings for Cat A contracts	0
ii) delivered cash savings for Cat B contracts	£93,525
iii) delivered cash savings for Cat C contracts	£125,176
g) Total non-cash savings value for the period covered by the annual procurement report	0
<u>9. Future regulated procurements</u>	
a) Total number of regulated procurements expected to commence in the next two financial years	8
b) Total estimated value of regulated procurements expected to commence in the next two financial years	£1,725,000

2. Glossary of Terms

A, B, C and C1 Contracts (Who buys what?)

Category A	Collaborative Contracts available to all public bodies <ul style="list-style-type: none"> • Scottish Procurement
Category B	Collaborative Contracts available to public bodies within a specific sector <ul style="list-style-type: none"> • Scottish Procurement • APUC • Scotland Excel • NHS National Procurement
Category C	Local Contracts for use by individual public bodies
Category C1	Local or regional collaborations between public bodies

APUC's Code of Conduct - APUC and its client community of colleges and universities is committed to carrying out procurement activities in an environmentally, socially, ethically and economically responsible manner and to entering into agreements and contracts with suppliers that share and adhere to its vision. To demonstrate this commitment, current and potential suppliers are asked to acknowledge their compliance with the principles of the APUC Supply Chain Code of Conduct with respect to their organisation and their supply chain.

BT14 – Sustainability Based Benefits - sustainability benefits where costs are not normally relevant can be reported but will normally be described in narrative including but not limited to the following areas:

- Reduction in waste – packaging and / or further use of residue from processes etc.
- Reduction in consumption - use of raw materials (consumables, utilities etc.)
- Recycling and/or reuse of products
- Enhanced Reputation and/or marketing opportunities
- Community Benefits delivery
- Carbon Reduction

Social, equality and / or environmental improvements

Category Subject is a collection of commodities or services sourced from the same or similar supply base, which meet a similar consumer need, or which are inter-related or substitutable.

Community Benefits are requirements which deliver wider benefits in addition to the core purpose of a contract. These can relate to social- economic and or environmental. Benefits. Community Benefits clauses are requirements which deliver wider benefits in addition to the core purpose of a contract. These clauses can be used to build a range of economic, social or environmental conditions into the delivery of institutional contracts.

Contracts Registers these typically provide details of the procurement exercise to capture key information about the **contract** (the goods and services, values, date started, expiry date, procurement category etc).

Cost Avoidance The act of eliminating costs or preventing their occurrence in the first place. It tends not to show up on, but materially impacts, the bottom-line cost and is normally referred to as a “soft” cost saving i.e. negating supplier requests to increase costs, procuring services/goods/works under budget, obtaining prices lower than the market average/median.

Contract management or contract administration is the management of contracts made with customers, suppliers, partners, or employees. Contract management activities can be divided into three areas: service delivery management; relationship management; and contract administration.

Higher Value Regulated Procurements are those whose values require that they are conducted in compliance with the Public Contracts (Scotland) Regulations 2015 and the Procurement Reform (Scotland) Act 2014.

Flexible Framework Self-Assessment Tool (FFSAT) enables measurement against various aspects of sustainable procurement.

Hub (Spikes Cavell) - The Scottish Procurement Information Hub is provided by Spikes Cavell as a spend analysis tool allowing organisations to: -

- Identify non-pay spend on external goods and services
- Identify key suppliers and how many transactions are made with each
- Highlight common spend across suppliers and categories
- Identify spend with SMEs and/or local suppliers

This information means that individual organisations and Centres of Expertise can identify where collaborative opportunities might exist and where transactional efficiencies could be made.

For more information, visit the Scottish Government's [Hub](#) page.

Hunter - Hunter has been developed by the eSolutions team. It is a database solution which uses standard Microsoft packages (Access and SQL Server) enabling organisations to effectively monitor and report on collaborative contracting activities.

As a solution, it is operational within the HE/FE sector in Scotland and is also being utilised by the HE consortia in England and Wales that also provide collaborative contracting services to the sector. Hunter has a multi-level structure which allows consortia to share collaborative agreements, make them visible to their member organisations, and in turn enabling them to record their own contracts.

Institutional Dashboard - is the area within the APUC Buyers Portal being developed by the APUC eSolutions team providing easy access to institutions' key management reporting data being recorded centrally through **Hunter**. The dashboard currently hosts key regulatory procurement information on Contracts Registers, forward contracting plans, expenditure

reporting and APR Data. The list of reports is planned to expand to cover savings and PCIP dashboard data.

Lotting - the Public Contracts (Scotland) Regulations 2015 encourage the use of lots (regulation 47), to promote competitiveness and to facilitate the involvement of SMEs in the public procurement market, by considering the appropriateness of dividing contracts into lots to smaller contracts

Output Specification requirements are 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.

Prioritisation - the Sustainable Public Procurement Prioritisation Tool which is a tool to aid all procuring organisations across the Scottish Public Sector designed to bring a standard structured approach to the assessment of spend categories.

Procurement Journey is public procurement toolkit with guidance and templates on the procurement process to facilitate a standardised approach to the market and contract and supplier management.

Procurement & Commercial Improvement Programme (PCIP) replaced the previous Procurement Capability Assessment (PCA) and focuses on the policies and procedures driving procurement performance and more importantly, the results they deliver.

PCS (Public Contracts Scotland) is the national advertising portal used to advertise all public sector goods, services or works contract opportunities.

PCS-Tender is the national eTendering system, and is centrally funded by the Scottish Government. The system is a secure and efficient means for buyers and suppliers to manage tender exercises online. The standard templates enable buyers to create consistent tender documentation.

Segmentation the division and grouping of suppliers or contracts in relation to spend and its criticality to business.

Small and Medium Sized Enterprises (SMEs) encompass –

Micro enterprises: enterprises which employ fewer than 10 persons and whose annual turnover and/or annual balance sheet total does not exceed £1.57 million.

Small enterprises: enterprises which employ fewer than 50 persons and whose annual turnover and/or annual balance sheet total does not exceed £7.86 million.

Medium enterprises: enterprises which are neither micro nor small, which employ fewer than 250 persons and which have an annual turnover not exceeding £39.28 million, and/or an annual balance sheet total not exceeding £33.78 million.

Social Enterprises are revenue-generating businesses 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.

Supply Chain encompasses all activities, resources, products etc. involved in creating and moving a product or service from the supplier to the procurer.

Supply Chain Management Programme (Sustain) is the APUC supply chain sustainability web portal, a central hub where sector suppliers can complete and store sustainability compliance data. The portal is the core supply chain sustainability tool supporting HE and FE institutions and their suppliers in delivering a transparent, environmentally positive, ethical and socially responsible supply chain

Supported business means an economic operator whose main aim is the social and professional integration of disabled or disadvantaged persons, and where at least 30% of the employees of the economic operator are disabled or disadvantaged persons.

Supported employment programme means an employment programme operated by an economic operator, the main aim of which is the social and professional integration of disabled or disadvantaged persons, and where at least 30% of those engaged in the programme are 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-Party Expenditure is calculated based upon the total value of invoices paid per annum, excluding VAT, to all suppliers for the purchase of goods and services. It is defined as including: goods – tangible products such as stationery, which are often also known as supplies. Services – provision of an intangible product such as refuse collection, elderly home care, whether carried out internally or externally. Works – including construction works and utilities – energy costs. It excludes employee costs, non-cash expenditure (e.g. depreciation), grants, trust payments and other non-controllable payments to other publicly funded bodies but should include spending on agency staff, capital expenditure and programme spend on commodities and services.