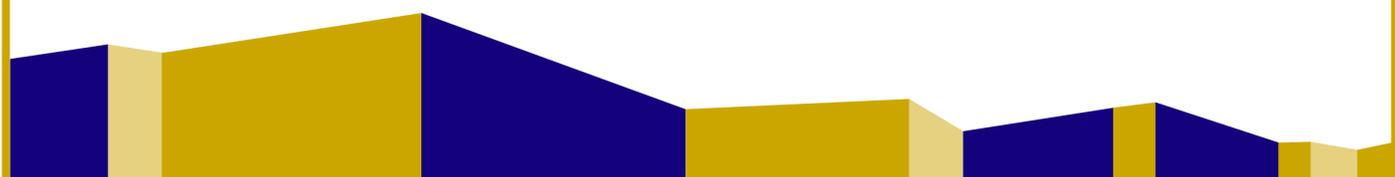


Glasgow School of Art
Annual Procurement Report
2017 - 2018



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 1st August 2016 to 31 July 2018 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 authority'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(s) covered by this report the following expenditure has occurred:

- EU regulated procurements [goods and services worth more than £164,176; works worth more than £4,104,394³] amounted to £3,636,709 (16/17) and £9,947,199 (17/18). There were 7 such procurements completed⁴.
- Lower value regulated procurements' [goods and services worth more than £50,000, works worth more than £2 million] amounted to £326,137 (16/17) and £1,060,500. There were 10 such procurements completed.

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

The Glasgow School of Art has over 1700 active suppliers with whom the School did business in the reporting period and the total procurement expenditure was £14,707,146 (16/17) and £17,833,191 (17/18) of regulated expenditure (recorded on the Contracts Register) and £4, 436, 866 (16/17) and £3,541,370 (17/18) on non-regulated.

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 <http://www.gsa.ac.uk/media/1605169/gsa-procurement-strategy-action-plan-2018.pdf>

³ Public contracts (EU) thresholds are revised every 2 years – next due on 01 /01/2020

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

The School has been optimising use of national, sectoral, local or regional C1 collaborative contracts and frameworks. As well as bringing leverage based savings, the burdens 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. 23% (16/17) and 15% (17/18) of the School spend was on these agreements.

This report comprises five sections which first five cover mandatory reporting.

- 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 – 26/11/18

By Audit Committee

Signed Irene McAra-McWilliam

Position Director

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 detailed summary of regulated procurements completed is set out in Annex 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 Annex A, information is set out to show lower value regulated procurements completed and EU regulated procurements completed. 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 GSA 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 School 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 School 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 Strategy Statement	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 and The Royal Conservatoire of Scotland organisations to deliver local collaborative contracts (Provision of Waste Management).</p> <p>The institution actively engages with other bodies through HE and FE specific events, Scottish public-sector events and wider UK public sector events.</p>
<p>To work with internal academic budget holders, professional support service colleagues and</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>suppliers to deliver innovation and best 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>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 GSA 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 the emerging Procurement Data Dashboard (planned to be available for use in 2018).</p> <p>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 and to comply with relevant Scottish, UK and EC legislation in performance of the sustainable procurement duty.</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 including Prioritisation, Flexible Framework and APUC's Supply Chain Code of Conduct.</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 GSA 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 GSA is a Living Wage employer.</p>

The GSA 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 School 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.

Glasgow School of Art has awarded no regulated procurement contracts over the reporting period at £4 million in value but for Contracts below this level we will endeavour, as far as is feasible, to deliver Community Benefits.

Section 4: Supported Business

Higher value procurements, regulated procurements (between £50k and OJEU threshold and those equal to and above the OJEU thresholds) are conducted in line with Routes 2 and 3 respectively of the Procurement Journey. Both Routes 2 and 3 mandate the use of the European Single Procurement Document (ESPD (Scotland)). The ESPD 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 Annex C for definitions.

The institution reviews each procurement to determine whether it could be fulfilled by a Supported Business, whilst remaining compliant with EU and 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 School 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 Annex B should be viewed with this caveat in mind.

The information provided in Annex B 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

Annex A List of Regulated Procurements Completed in the Reporting Period 16/17-17/18

Category Subject	Supplier name	Date of Award	Owner: Cat A/B/C or C1	Start Date	End Date	Value over contract period	SME status	Supported Business
Virtual Learning Environment (VLE) Systems Framework	Instructure Global Ltd	21/06/2017	C - Call-off from Framework	01/04/2017	31/03/2021	£76,137.00	Yes - Medium	No
Travel and Student Travel Services	Key Travel Ltd	20/02/2018	C - Call-off from Framework	01/04/2018	31/03/2021	£1,250,000.00	Yes - Medium	No
IT Storage	XMA Ltd	29/01/2018	C - Call-off from Framework	01/02/2018	31/01/2021	£101,000.00	No - Large	No
Internal Audit Services	Henderson Loggie	02/05/2018	C - Call-off from Framework	03/05/2018	02/05/2021	£98,750.00	Yes - Medium	No
External Audit Services	Scott Moncrieff	05/06/2018	C - Call-off from Framework	06/06/2018	05/06/2021	£128,750.00	Yes – Medium	No
HR/Payroll System Maintenance	MHR International UK Ltd	24/10/2018	C	06/05/2018	05/05/2023	£170,490.00	No - Large	No

Category Subject	Supplier name	Date of Award	Owner: Cat A/B/C or C1	Start Date	End Date	Value over contract period	SME status	Supported Business
Provision of Insurance Claim Consultancy Services	Harris Balcombe LLP	16/06/2018	C	16/06/2018	15/06/2020	£542,000.00	Yes - Small	No
Project Management & Full Design Team Services Mackintosh Building	Gardiner & Theobald	16/06/2018	C - Call-off from Framework	16/06/2018	31/03/2019	£260,000.00	No - Large	No
Provision of Specialist Analysis and Cleaning Services	Polygon Group	18/06/2018	C	20/06/2018	19/06/2019	£150,000.00	No - Large	No
Supply of Structural Engineering Consultancy Services for the Mackintosh, Stow and Reid Buildings	David Narro Associated Ltd	27/06/2018	C	27/06/2018	26/06/2019	£271,000.00	Yes – Medium	No
Undertaking of making safe works on Mackintosh Building	Reigart Contracts Limited	18/06/2018	C	18/06/2018	17/06/2019	£2,500,000.00	Yes - Medium	No
BWH Residences Cleaning	Inhouse	09/02/2017	C	01/03/2017	28/02/2019	£150,000.00	Yes - Micro	No

Category Subject	Supplier name	Date of Award	Owner: Cat A/B/C or C1	Start Date	End Date	Value over contract period	SME status	Supported Business
Supply of Forensic Services	Hawkins & Associates	28/06/2018	C	28/06/2018	27/06/2019	£55,000.00	Yes - Medium	No
Planned and Preventative Maintenance Services	Arthur McKay	09/02/2017	C	01/05/2017	30/04/2019	£208,878.54	No - Large	No
Stow College Refurbishment Project	CBC	11/11/2016	C	14/11/2016	13/05/2018	£3,427,831.21	Yes - Medium	No
Provision of Taxi Service	Glasgow Wide T.O.A Ltd	15/03/2017	C - Call-off from Framework	15/03/2017	14/03/2022	£100,000.00	Yes – Medium	No

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

Annex B List of Regulated Procurements planned to commence in next two F/Ys 18/19 & 19/20

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
Design Services	C	New	01/01/2020	25/08/2020	01/08/2020	31/07/2024	£100,000
Office Equipment	C - Call-off from Framework	Re-let	N/A – framework mini-competition	31/06/2019	01/11/2019	31/10/2023	£350,000
Joinery Services	C	New	31/09/2019	31/03/2020	05/04/2020	04/04/2024	£200,000
Electrical Services	C	New	31/09/2019	31/03/2020	05/04/2020	04/04/2024	£200,000
Catering Services	C	Re-let	01/02/2019	01/06/2019	01/08/2019	31/07/2024	£150,000
Provision of a Library Management Information System	C - Call-off from Framework	Re-let	31/09/2019	31/03/2020	01/04/2020	31/03/2024	£80,000
Decoration Services	C	New	31/09/2019	31/03/2020	05/04/2020	04/04/2024	£200,000
Student Information Management Systems Maintenance	C - Call-off from Framework	Re-let	N/A APUC ranked framework	31/06/2019	01/11/2019	31/10/2023	£100,000

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
NERARs	C - Call-off from Framework	Re-let	N/A APUC ranked framework	31/06/2019	01/11/2019	31/10/2023	£80,000
Quantity Surveyor – mackintosh project	C - Call-off from Framework	New	N/A – framework mini-competition	FY18/19	FY18/19	FY18/19	£200,000
Project Manager and Design Team Services– Mackintosh Project	C - Call-off from Framework	New	N/A – framework mini-competition	FY18/19	FY18/19	FY18/19	£300,000
Legal Services - Property	C - Call-off from Framework	Re-let	N/A – framework direct award or mini-competition	21/02/2019	21/03/2019	20/03/2023	£160,000 over all Lots
Legal Services -Estates	C - Call-off from Framework	Re-let	N/A – framework direct award or mini-competition	21/02/2019	21/03/2019	20/03/2023	
Legal Services - International	C - Call-off from Framework	Re-let	N/A – framework direct award or mini-competition	21/02/2019	21/03/2019	20/03/2023	
Legal Services - Charity	C - Call-off from Framework	Re-let	N/A – framework direct award or mini-competition	21/02/2019	21/03/2019	20/03/2023	

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
Legal Services - Commercial	C - Call-off from Framework	Re-let	N/A – framework direct award or mini-competition	21/02/2019	21/03/2019	20/03/2023	£160,000 over all Lots
Cisco Hardware - Stow	C - Call-off from Framework	New	N/A – framework mini-competition	04/02/2019	08/02/2019	08/08/2019	£80,000
Replacement Lift - Stow	C - Call-off from Framework	New	N/A – framework mini-competition	04/02/2019	08/02/2019	08/08/2019	£50,000
Works – Mackintosh Building	C	New	FY18/19	FY18/19	FY18/19	TBC	TBC
Office Move - Stow	C - Call-off from Framework	New	N/A – framework mini-competition	01/02/2019	03/02/2019	02/07/2019	£100,000
Window Coverings - Stow	C - Call-off from Framework	New	N/A – framework mini-competition	01/02/2019	03/02/2019	02/07/2019	£100,000
Planned and Preventative Maintenance	C	Extension	N/A – provided for within existing contract	01/03/2019	01/05/2019	30/04/2021	£210,000

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
WI-FI Provision for Student Halls of residence	C	New	01/02/2019	01/08/2019	01/09/2019	31/08/2023	£180,000
Provision of Waste Management	C1	Extension	N/A – provided for within existing contract	08/11/2018	21/11/2018	20/11/2019	£130,000
Provision of Waste Management	C1	Re-Let	N/A – framework mini-competition	01/06/2019	21/11/2019	20/11/2023	£130,000
BWH Residences Cleaning	C	Part Extension	N/A – provided for within existing contract	01/02/2019	01/03/2019	28/02/2021	£150,000

Annex C - 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.

EU 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

OJEU thresholds OJEU is the Official Journal of the European Union, the gazette of record for the European Union. Around 2500 new notices are advertised every week - these include invitations to tender, prior information notices, qualification systems and contract award notices. The European public contracts directive (2014/24/EU) applies to public authorities and the following thresholds will apply to procurement carried out whose value equals or exceeds specific thresholds. The present thresholds are (net of VAT): - for Supply, Services and Design Contracts, £164,176, for Works Contracts £4,104,394. Public contracts (EU) thresholds are revised every 2 years – this is next due on 01/01/2020.

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.

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.

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

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.