
Report to Council

Date of Meeting: 15th December 2016

Subject: Interim Procurement Strategy Report

Report by: Head of Resources & Governance

1.0 Purpose

- 1.1. The Procurement Reform (Scotland) Act 2014 Section 18 States that the Council must prepare a procurement strategy by 31 December 2016
- 1.2. The interim procurement strategy covers the remainder of the Council's 2016/17 financial year and its full 2017/18 financial year

2.0 Recommendations

- 2.1. It is recommended that Council:
- 2.2. notes the report, commenting and challenging as appropriate.
- 2.3. notes that during 2017/18 the Council will undertake relevant and proportionate consultation to prepare a full procurement strategy
- 2.4. notes that a paper will be presented to Council on the full Procurement Strategy once the consultation and engagement has been completed.

3.0 Considerations

- 3.1. This Strategy sets out how the Council will:
 - Make procurement easier for suppliers and the Council alike
 - Increase the professionalism and commercial skill of those carrying out procurements for the Council
 - Give opportunity to local and SME suppliers, including third sector organisations, to participate by increasing visibility of the Council's procurement plans and opportunities
 - Maximise innovation, sustainability and collaboration in procurement activities

- How procurement can contribute to a customer first culture and approach

3.2. The Interim strategy provides vision for procurement, identifies procurement principles and a work plan to deliver the themes

4.0 Sustainability Implications

4.1. The interim strategy refers to support and encourage an effective local supplier market including the voluntary sector and the promotion of local social value in contracts

4.2. Utilise the Flexible Framework Self-Assessment Tool(FFSAT) to provide a Sustainable Action Plan to establish the performance level of sustainable procurement across the council

4.3. Establish systems to record the impact of procurement policies and practices on the council's climate change duties.

5.0 Resource Implications

5.1. *Financial Details*

5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

5.4. *Staffing*

6.0 Exempt Reports

6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

The area has a positive image and attracts people and businesses

Our communities are more cohesive and inclusive

People are better skilled, trained and ready for learning and employment

Our communities are safer

Vulnerable people and families are supported

Substance misuse and its effects are reduced

- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

(2) **Council Policies** (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes NA

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix A - Procurement Update Report

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Stephen Coulter	Head of Resources & Governance	Signed: S Coulter
Nikki Bridle	Depute Chief Executive	Signed: N Bridle



**Clackmannanshire
Council**

www.clacksweb.org.uk

Clackmannanshire Council Interim Procurement Strategy

January 2017 – April 2018



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Useful Contacts

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1 Introduction

This Interim Strategy is aimed at promoting effective procurement across the Council.

The Council has developed this Interim Procurement Strategy to comply with the requirement to prepare and publish a procurement strategy by 31 December 2016. The first procurement strategy covers the remainder of the Council's 2016/17 financial year and its full 2017/18 financial year¹

During the 2017/18 period the Council will undertake relevant and proportionate consultation and engagement when preparing the full procurement strategy. The purpose of this is to ensure that the Council's approach and procurement strategy takes account of stakeholders' views and that stakeholders have the opportunity to engage and contribute to development of the strategy. In doing so, the Council will gain a better understanding of the needs of the area and tailor the strategy to reflect those needs. Indeed one of the areas that the strategy itself must address is the Council's policy on consulting and engaging with those affected by its procurements.

The Council aims to be flexible and to respond to the rapidly changing environment around public sector procurement and to learn from its own experience and the experiences of others. The rapidly changing environment is well illustrated by the pace of technological change currently associated with e-procurement.

The overarching purpose of the Strategy is to support the delivery of high quality public services that offer value for money, and in a sustainable way take account of best practice and EU and Scottish procurement legislation.

This Strategy sets out how the Council will:

- Make procurement easier for suppliers and the Council alike
- Increase the professionalism and commercial skill of those carrying out procurements for the Council
- Give opportunity to local and SME suppliers to participate by increasing visibility of the Council's procurement plans and opportunities
- Maximise innovation, sustainability and collaboration in procurement activities

2 Background

There have been some significant changes since the last strategy was published.

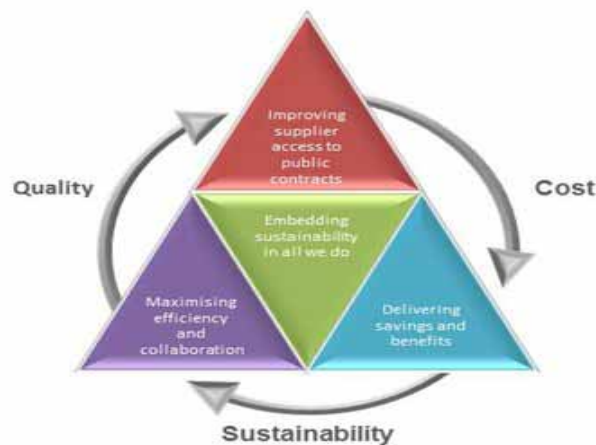
- The EU Procurement Directives which aim to ensure that public purchases are made in a transparent and fair manner.
- The Procurement Reform (Scotland) Act 2014 provides a national legislative framework for sustainable public procurement that supports Scotland's economic growth through improved procurement practice.

¹ Statutory Guidance under the Procurement Reform (Scotland) Act 2014
<http://www.gov.scot/Topics/Government/Procurement/policy/ProcurementReform/ProcReformAct/statutoryguidance>

As a whole, both the Act and the Directives provide the statutory foundations for the Scottish Model of Procurement illustrated in Figure 1.

Figure 1: Scottish Procurement Model

Scottish Procurement



Scottish Model of Procurement



These important changes to the rules on public procurement in Scotland resulted from:

- Procurement Reform (Scotland) Act 2014
- EU Procurement Directive on public procurement
- EU Procurement Directive on the award of concession contracts
- EU Procurement Directive on the award of contracts by entities operating in the water, energy, transport and postal services sectors
- EU Procurement Directive for electronic invoicing in public procurement

The Scottish Model of Procurement, simplifies, standardises and streamlines procedures for both businesses and public bodies. It places sustainable and socially responsible purchasing at the heart of the process. Some of these changes are mandatory.

In December 2012, the Council introduced a new set of Corporate Procurement Processes (Procurement Journey), designed to assist officers by providing guidance and facilitating best practice and consistency across the Council in line with the Scottish model of procurement. As a result of the legislative changes, Contract Standing Orders and the procurement journey will have to be altered to reflect the requirements of the new legislation.

This Strategy is intended to provide a high-level view about our direction of travel and the principles that the Council will follow.

3 Purpose of the Strategy

Historically the Council has spent approximately £60 million a year externally on procuring goods, works and services and it needs to maximise value from this expenditure. The next few years are likely to see further reductions in budgets so getting value for money is paramount.

This Strategy identifies the actions that the Council will take and the principles it will follow to maximise value from its procurement activity.

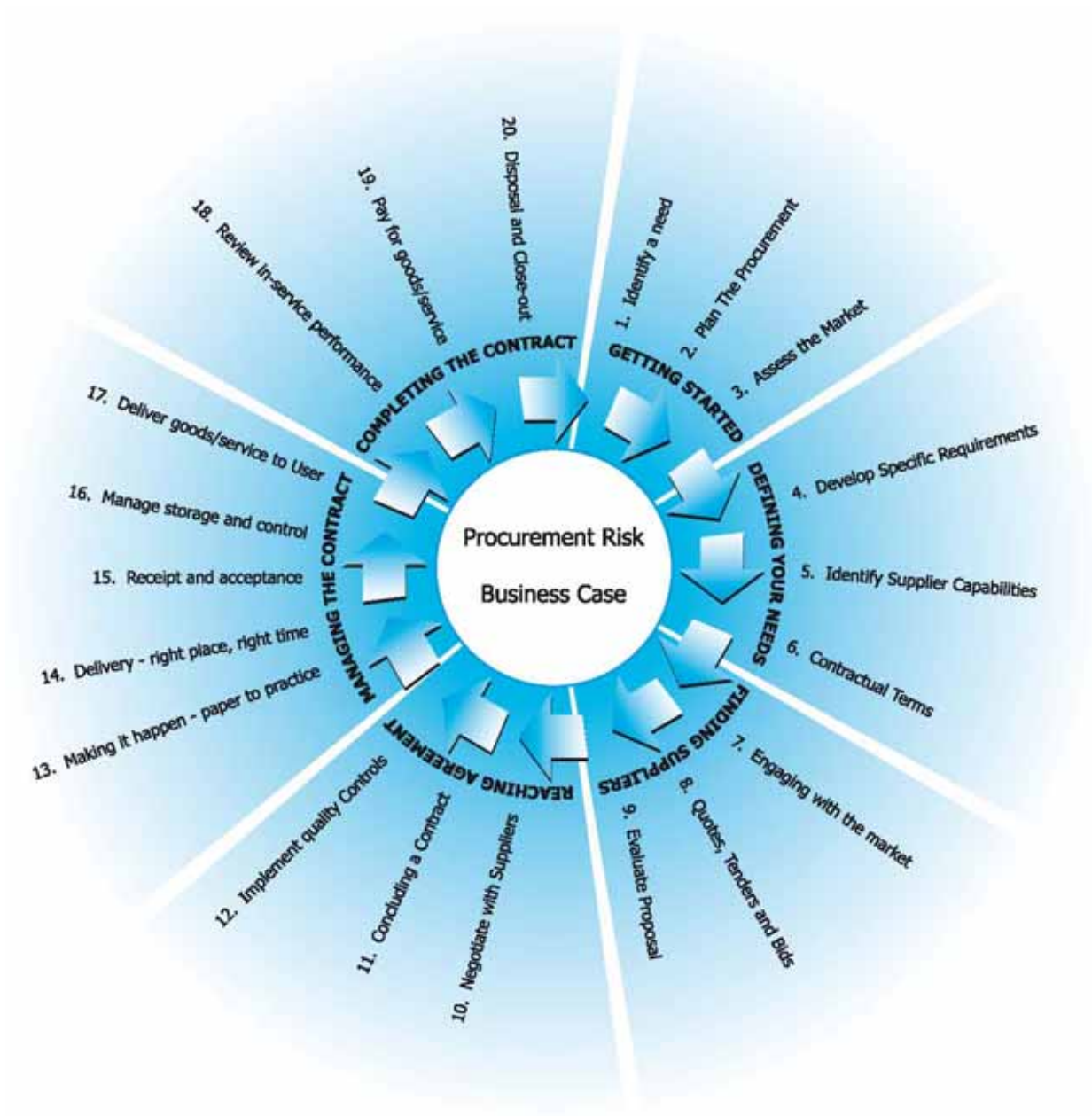
4 What is Procurement?

The Council directly provides some services from in house staff/ resources. Where it needs to acquire goods, services or works that cannot be provided in-house they are procured from external providers which may be a contractor or third sector supplier of another public sector body. Procurement is the process that is used to acquire such goods, services and works from those external providers.

Whilst responsibility for procurement resides in each Council service area, there is a procurement manager and advice available from the corporate centre that assists service areas with their procurement responsibilities.

Procurement activity forms a cycle extending from recognising an unmet need right through to management of the end contract, and where appropriate will include authorisations and audit arrangements. Depending on the need being addressed, the procurement cycle may vary from a simple transactional process, such as the on-line ordering of stationery, to the complexity of a PPP project. Well-trained procurement practitioners add value to every stage of the procurement cycle, minimising costs and maximising value.

Figure 2 : The Procurement Cycle



5 The Council's Vision

A Customer First Culture & Approach

5.1 The Council aims to achieve:

- better service performance and improved customer satisfaction;
- enhanced service user and community relationships; and
- more effective service contributions to meeting outcomes.

5.2 To achieve its aims the Council must:

- remove cultural silos and barriers so that services act consistently as part of a single organisation;
- have a collective, corporate and multi-agency outlook and approach to service design and delivery;
- focus on fewer, more integrated processes; and
- have easier access to services through enhanced local presence in communities.

5.3 The approach would put the customer first and develop services around service users and communities.

5.4 In operational terms, this approach envisages an integrated public sector presence in various localities where Council, and potentially other public services, could offer a single point of access for service users which enables:

- information, advice and sign-posting;
- general customer service;
- support for applying for certain services;
- direct access to certain services;
- single point of contact/link person to guide a service user and co-ordinate the input of various services;
- facilitation of access to specialist workers;
- a system of triage to assess the service user's issue;
- direct support by specific workers; and
- opportunities for wider community development.

6 The Vision for Procurement

The Council procures only what it needs to deliver the best services possible within its available resources.

To do this we have adopted the following Strategic Themes for the period covered by the Strategy.

Strategic Theme 1

Straightforward:

To make procurement as straightforward as possible for the Council and potential suppliers, in particular to improve access for local suppliers and SMEs and to eliminate anything that does not add value to the procurement

Strategic Theme 2

Professional:

To continue to embed professional procurement and contract management skills and support the growth of commercial acumen within the Council.

Strategic Theme 3

Maximise local opportunities:

To support and encourage an effective local supplier market including the voluntary sector and the promotion of local social value in

contracts.

Strategic Theme 4

Strategic:

To use sound procurement practices and innovative solutions to promote sustainability and value for money, making use of clear and detailed procurement/purchasing data, collaboration and partnership opportunities where appropriate.

Strategic Theme 5

Fair:

To ensure that, where applicable, contractors comply with Living Wage and Blacklisting Policies and to ensure that we take account of the possible impact that our approach to major projects might have on different groups of people.

Strategic Theme 6

Compliance:

To ensure that all procurement activity across the Council is compliant with procurement regulations, Contract Standing Orders and Financial Regulations.

The actions that we will take to deliver these Themes are set out in the Work Plan for the service at Section 9.

7 The Council's Procurement Principles

Fundamental to this strategy are Procurement Principles that will guide how the Council conducts and develops its procurement activities.

General

- 7.1 Throughout any procurement the Council will be clear about the outcomes and objectives it wants to achieve.
- 7.2 The Council's required outcomes from each procurement project will be properly assessed in relation to the Council's priorities, other statutory requirements and affordability.
- 7.3 The assessment of risk associated with each procurement project will aim to achieve a balance with commercial outcomes and placing risk where it is best managed.
- 7.4 Wherever possible requirements will be expressed in terms of outcome and performance to provide scope for bidder innovation.

Value for money

- 7.5 The Council will aim to increase value for money (defined, for the purposes of this Strategy as the best whole-life cost and quality ratio to fulfil the stated requirements) and reduce processing costs.
- 7.6 The Council will take a long-term strategic view of the procurement of its requirements, including the potential for innovative funding and the opportunity for working with other authorities especially for goods and services which can be procured more cost-effectively in a collaborative group.

Sustainability

- 7.7 Any procurement decision will aim to minimise harm to the environment and to promote conservation of natural resources.

The local supply base

- 7.8 The Council will support businesses local to Clackmannanshire through a range of initiatives including:
 - Making it simpler to do business with the Council;
 - Reduce where possible the bidding burden on suppliers;
 - Have regard to the impact on small/local firms of the way in which a procurement is structured; and
 - Providing clear information about selling to the Council on our website.

Relationships with suppliers

- 7.9 In longer-term contracts, the Council will incorporate provisions for continuous improvement both within the contracted service and to the benefit of the community it is serving.
- 7.10 In higher value contracts the Council will challenge contractors to identify ways in which they can contribute to improving the economic, social and environmental well-being of Clackmannanshire.
- 7.11 In construction contracts the Council will ask potential contractors to self-declare that have not been and will not be involved in blacklisting and where a potential contractor is unable to do this the Council will carry out a review in a proportionate and reasonable manner to conclude whether or not the organisation should be excluded from the competition.
- 7.12 The Procurement Reform (Scotland) Act 2014 has addressed and defined living wage in national legislation. It provides for Scottish Ministers to issue statutory guidance on how a company's approach to recruitment, remuneration (including living wage), and other terms of engagement should be considered when selecting bidders and awarding public contracts, where such matters will affect the quality of service that the bidder may provide.

Equality

- 7.13 Procurement processes and documentation will reflect the Council's Equalities and Diversity Policy in line with the Equality Act 2010.
- 7.14 Equality legislation places duties on the Council to promote equality through our actions and they must have due regard to whether the award and conditions of contract should include considerations to enable better performance of the public sector equality duty. In addition human rights standards recognise the right of everyone to just and favourable working conditions; in particular fair and equal pay, safe and healthy working conditions and reasonable working hours.
- 7.15 Section 9 of the Procurement Reform (Scotland) Act 2014 places a sustainable procurement duty on the Council before carrying out a regulated procurement, to consider how in conducting the procurement process it can improve the economic, social, and environmental wellbeing of the Council area. Wellbeing of the Council area includes, in particular, reducing inequality in the area. The Council can contribute towards improving the social wellbeing element of its sustainable procurement duty by adopting a policy to promote fair work practices in relevant public contracts.

Conduct

- 7.15 In all our dealings in the procurement process, the Council will preserve the highest standards of honesty, integrity, impartiality and objectivity and shall comply with the Council's staff conduct policies at all times.
- 7.16 In selecting contractors the Council will evaluate offers received on the basis of the most economically advantageous tender and will take into account, where appropriate, whole life costing seeking an appropriate balance between cost and quality.
- 7.17 In any procurement the Council will ensure that its approach to the market is consistent with these principles.

8 Spend / Finance

This section details historical and projected spend information and spend analysis for the Council covering the financial year 2015/16. Greater detail is provided in the Annual Procurement report.

Total annual spend with Trade Creditors	£61,399,385
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Suppliers (trade Creditors) used in 2015/16	2,129
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Top 20 suppliers by Trade Classification (Thomson)	Total Spend
Facilities Management	£7,484,067.00
Nursing Homes	£6,537,064.27
Project Management	£3,459,525.64
Home Care Services	£3,222,341.80
Property Maintenance & Repairs	£2,599,035.96
Adoption & Fostering	£2,132,141.97
Civil Engineers	£2,002,435.31
Childcare Services	£1,819,572.47
Social Services	£1,817,622.37
Residential Care Homes	£1,585,607.96
Disability & Special Needs - Services	£1,497,022.40
Electricity Companies	£1,332,762.88
Waste Disposal Services	£1,078,681.25
Computer Systems & Software (development)	£918,792.86
Building Refurbishment & Restoration Contractors	£880,742.37
Water Companies	£827,609.36
Employment & Recruitment Agencies	£798,320.08
Coach Hire	£762,651.11
Insurance - Other	£694,316.74
Recycling Services	£675,942.41

Percentage Spend with Local Suppliers	21.10%
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Percentage Spend with Small to Medium Enterprises	62.22%
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The Council will pay suppliers promptly, and include a clause in our standard terms and conditions stating that undisputed invoices will be paid within 30 days from receipt.

The Council wish to ensure that this behaviour flows through the supply chain and will include a clause stating that, "where you sub-contract any work under the Contract, that sub-contract

must contain a clause requiring you to pay your sub-contractor within 30 days of you receiving a valid invoice from your sub-contractor

9 Action Plan

The table below summarises the actions and initiatives planned over the Strategy period to achieve the outcomes set out in the Vision for Procurement at section 6.

Elements of the effectiveness of the procurement strategy will be measured via the [Procurement & Commercial Improvement Programme](#) (PCIP).

PROCUREMENT ACTION PLAN January 2017 – April 2018	
Strategic Theme 1 Straightforward Procurement	
To make procurement as straightforward as possible for the Council and potential suppliers, in particular to improve access for local suppliers and SMEs and to eliminate anything that does not add value to the procurement	
Action	Target Date
Deliver electronic procurement systems to satisfy new legislative requirements.	Ongoing
Review impact of newly implemented EU Procurement Rules and UK legislation and make necessary changes to existing approaches.	Ongoing

PROCUREMENT ACTION PLAN January 2017 – April 2018	
Strategic Theme 2 Embed professional and contract management Skills	
To continue to embed professional procurement and contract management skills across the Council. This goes hand in hand with moves to increase the commercial acumen of the Council	
Action	Target Date
Provide strategic professional advice to the corporate review of how to transform the way the Council procures its works, services and supplies and to propose a new model for procurement and purchasing activities across the Council.	Ongoing
Provide support and learning and development opportunities to staff engaged in procurement processes to ensure they are able to deliver effectively and are empowered to deal with procurement issues.	Ongoing

PROCUREMENT ACTION PLAN January 2017 – April 2018	
Strategic Theme 3 Support and encourage the local supplier market	
To support and encourage an effective local supplier market including the voluntary sector and the promotion of local social value in contracts.	
Action	Target Date
Revise guidance on Council's website about selling to the Council.	March 2017
Refresh and publish online schedule of proposed procurements to promote future contract opportunities.	March 2017
Continue to use Public Contract Scotland portal as our main advertising media.	Ongoing
Where possible, utilise the Public Contract regulations to enable Officers to place contracts with supported businesses more readily without having to resort to full tendering exercises, e.g. <ul style="list-style-type: none"> • Identify third sector suppliers that meet 'Supported Business' criteria; and • Identify opportunities to make use of reserved contracts for local supported businesses at monthly CTSI meetings. 	Ongoing
For non regulated procurement exercises officers will include at least one local supplier to tender where possible	Ongoing
Support businesses local to Clackmannanshire through a range of initiatives including: <ul style="list-style-type: none"> • Making it simpler to do business with the Council; • Reduce to a minimum the bidding burden on suppliers; • Have regard to the impact on small/local firms of the way in which a procurement is structured and how they are paid; and • Provide clear information about selling to the Council on the Council's website. 	Ongoing
Extend awareness of implications of Public Procurement Reform legislation through; <ul style="list-style-type: none"> • Workshop discussions to brief third sector on Council procurement policy and changes in legislation; and • Establish monthly communication between Council procurement manager and CTSI. 	March 2017
Better Align Service Level Agreements with Alliance Priorities by: <ul style="list-style-type: none"> • Mapping grant-aid and commissioned spend from the Council to the local third sector; and • Initiating a review and appropriate changes to Service Level Agreements based on Alliance policy priorities. 	March 2017

PROCUREMENT ACTION PLAN January 2017 – April 2018	
Strategic Theme 4 Sound procurement practices and innovative solutions	
To use sound procurement practices and innovative solutions to promote sustainability and value for money, making use of clear and detailed procurement/purchasing data, collaboration and partnership opportunities where this accords with the Council's Principles of partnership working.	
Action	Target Date
Review scope for and deliver further corporate contracts to consolidate spend.	Ongoing
Revise template documents and guidance with intention of promoting scope for innovation by the market in appropriate procurements.	Ongoing
Utilise the Scottish Government's sustainable prioritisation tool to identify and prioritise procurement activity.	March 2017
Utilise the Flexible Framework Self-Assessment Tool(FFSAT) to provide a Sustainable Action Plan to establish the performance level of sustainable procurement across the council.	September 2017
Create and manage a sustainable register to capture, monitor and report on the sustainable outcomes achieved via procurement activity, and link to related internal and external reporting requirements.	December 2017
Establish systems to record the impact of procurement policies and practices on the council's climate change duties.	March 2018

PROCUREMENT ACTION PLAN January 2017 – April 2018	
Strategic Theme 5 Fair procurement	
To ensure that, contractors comply with our Living Wage and Blacklisting Policies and to ensure that we take account of the possible impact that our approach to major projects might have on different groups of people.	
Action	Target Date
Establish simple methodology for assessing best value case for using the Living Wage requirement in service and works contracts,	July 2017
Embed Blacklisting protocols in procurement processes for construction contracts.	March 2017
Ensure that where appropriate EQIA's are completed for regulated procurements.	Ongoing

PROCUREMENT ACTION PLAN January 2017 – April 2018**Strategic Theme 6 Compliance**

Procurement will continue to identify, manage and control risk by developing policy and procedures which consider risk, and balance operational effectiveness and compliance.

Action**Target Date**

Update Council Contract Standing Orders to support compliance with the new procurement rules and cascade changes to informed clients and key stakeholders.

March 2017

Adapt internal procedures, processes and documentation to reflect the required legislative changes.

Ongoing

Produce a procurement workforce plan to consider what skills and development requirements will be necessary within the Council to comply with the new procurement rules.

August 2017

Implement measures in conjunction with Internal Audit to ensure that the opportunity for procurement fraud is minimised

Ongoing

Produce an annual procurement report in line with legislative requirements as soon as possible after the financial year end.

Ongoing

Appendix A

Glossary of commonly used procurement terms and Acronyms

This list includes some of the commonly used words, acronyms and phrases. It is not comprehensive and will be added to from time to time. If you think there is something that should be added to it please contact Derek Barr, whose contact details are given at the start of this Strategy.

Agreement Another word for “Contract”. The legally binding contract terms and conditions between the parties.
Category Management An approach to procurement within the Council that places projects of a particular type (e.g. construction, IT) with staff that are expert in procurements of that type.
Collaboration In this context, public sector organisations that engage in a joint procurement for works, services or supplies with the intention of obtaining better value for money through economies of scale and reduced tendering costs.
Commissioning The process of specifying, securing and monitoring services to meet people’s needs at a strategic level. It applies to all services, whether they are provided by the local authority, NHS, other public agencies, or by the private and voluntary sectors
Competitive Tendering Awarding contracts following a process to obtain competing tenders.
Contract A binding agreement between two or more parties that is enforceable in law.
Contract Officer An officer of the Council who has been nominated to manage the contract.
Contractor A firm or person who has entered into a contract with the Council to supply works, goods or services.
EU European Union.
ESPD European Single Procurement Document allow businesses to complete one document containing their basic selection and exclusion information and use this in competitions across Europe, building on the progress made in Scotland through the development of the standard pre-qualification questionnaire. Only used for EU procurements.
Evaluation A detailed assessment and comparison by the Council of offers made in response to a request for quotations or tenders in accordance with published criteria.
Framework Agreement An agreement with suppliers which sets out the terms and conditions (including maximum prices) under which specific orders can be made throughout the term of the agreement.
Invitation to Tender

<p>A formal document inviting an organisation to tender to provide a service, supply goods or to carry out works for the Council. It will include the instructions for submitting a tender, the specification for the requirement, the criteria against which the tender will be assessed, the proposed terms and conditions for the contract and, in some cases, a business questionnaire.</p>
<p>ITT Invitation to Tender.</p>
<p>KPI Key Performance Indicator. KPIs are placed against certain elements of a contract or service level agreement and indicate the items that are to be measured to see if the contractor has achieved the required contract standard.</p>
<p>Life cycle costing The systematic consideration of all relevant costs and revenues associated with the acquisition and ownership of an asset.</p>
<p>Local Suppliers or Suppliers local to Clackmannanshire – Local suppliers are defined as suppliers based within the boundary of Clackmannanshire to reflect the type of procurement and the maturity of the supplier market within the County, Sub-region is defined as Forth valley</p>
<p>MEAT Most Economically Advantageous Tender</p>
<p>Method Statement A document used in the invitation to quote or to tender which sets out specific questions for the bidder to answer to explain to the Council how a service is to be delivered/works to be carried out. The answers will be evaluated and form a part of the contract.</p>
<p>Most Economically Advantageous Quotation/Tender The quotation or tender offering the Council the greatest benefit in terms of cost and quality.</p>
<p>OJEU Official Journal of the European Union. The on-line publication in which notices advertising Council tenders that fall within the EU thresholds must be placed at the start and end of the procurement.</p>
<p>PQQ Pre-Qualification Questionnaire. A document asking the tenderer to provide information about their business and experience. Used below EU level procurements.</p>
<p>Procurement The process of the acquisition by the Council of the goods, services and works that it needs to deliver its services.</p>
<p>PCS Public Contracts Scotland the Scottish Government advertising portal which local authorities are required to use for the publication of information about contract opportunities worth £50,000 or over.</p>
<p>Quotation An offer by a supplier to supply goods or services or to carry out works requested either orally or in writing.</p>
<p>Regulations The Procurement Reform (Scotland) Act 2014 Public Contracts (Scotland) Regulations 2015 Procurement (Scotland) Regulations 2016 Concessions Contracts (Scotland) 2016</p>
<p>Small to Medium Enterprises (SME)</p>

Small

Less than 50 employees, regardless of turnover, or, if the number of employees is unknown, then turnover of less than £5.6m will be taken as an indicator that it is a small enterprise.

Medium

Between 50 and 249 employees, regardless of turnover, or, if the number of employees is unknown, then turnover of greater than or equal to £5.6m and less than £22.8m will be taken as an indicator that it is a medium enterprise.

Large

Greater than or equal to 250 employees, regardless of turnover, or, if the number of employees is unknown, then turnover of greater than or equal to £22.8m will be taken as an indicator that it is a large enterprise.

Specification/Statement of Requirements

A description of the requirements for the service, supply or works to be provided.

Supported Business

Firstly, a supported business' primary aim is the social and professional integration of disabled or disadvantaged persons.

Secondly, at least 30% of the employees of those businesses should be disabled or disadvantaged. The precise proportion of staff may fluctuate over time. However this requirement is underpinned by the main aim of the business being the social and professional integration of disabled and disadvantaged people.

Supplier/Service Provider

Other words for "Contractor".

Tender

The offer submitted by the tenderer in response to the Invitation to Tender.

VFM

Value for money.

Appendix B

Links Procurement Policies and Procedures



[Contract Standing Orders](#)



[Corporate Procurement Process](#)



[Terms and Conditions for Orders and Contracts](#)



[Procurement Strategy](#)



[Doing Business with Clackmannanshire Council - A Suppliers' Guide](#)



[Contract Register](#)



[Public Contracts Scotland](#)

