



Glasgowlife™

**Glasgow Life
Procurement Strategy
November 2016 - 2019**

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1. Introduction

The Company

Culture and Sport Glasgow (CSG) is a charity (SC037844) established on 1 April to deliver cultural, leisure and outdoor recreation services on behalf of Glasgow City Council.

CSG is governed by a Board of Directors comprising five Elected Members, eight Independent Directors and the Chief Executive of Culture and Sport Glasgow. In terms of the Articles of Association of CSG, the power to appoint all Directors (other than the Executive Director, who is appointed by the board) is vested solely in the Council.

The charity has an operating budget of just over £111 million and employs approximately 2,500 staff across the city. It delivers a diverse range of services and activities across the city, through its portfolio of circa 162 directly managed and leased facilities and outdoor recreation sites.

These services include Arts and Museums, Libraries and Communities and Sports and Events. High profile and well known venues and events include Kelvingrove Art Gallery and Museum, the Mitchell, The Burrell Collection, The Glasgow Club, Tramway and events such as the Celtic Connections, Aye Write, Glasgow Loves Christmas and The World Pipe Band Championships.

From 21 June 2010 Culture and Sport Glasgow changed its operating name to Glasgow Life. The main reason for this is to allow us to communicate more effectively with our customers, partners and stakeholders.

Culture and Sport Glasgow (Trading) CIC (Community Interest Company) (CSG Trading) is registered in Scotland (No SC313850). The company is responsible for commercial development activities such as retail and venue hire. All profit from this trading is gift aided to the charitable company.

CSG is the sole member of CSG Trading which is a wholly owned subsidiary.

Both the Charity and the Trading Company are classed as a “Contracting Authority” in terms of Company status and therefore they require to comply with the Procurement Regulations. CSG and CSG Trading will jointly be referred to in the remainder of this document as “The Company” or “Glasgow life”.

The transfer of ownership of GCMB to Glasgow Life was successfully completed on the 29th April 2016. This now means that Glasgow Life (Culture and Sport Glasgow (Charity)) has two subsidiaries: Culture and Sport Glasgow (Trading) Community Interest Company and Glasgow City Marketing Bureau.

Our Mandate

Glasgow Life’s mission reflects Glasgow’s ambitions to continue to grow as a creative, vibrant and healthy city which enables a high quality of life for its citizens and connects them to the wider world. As an independent charity contracted by the democratically elected City Council and providing services used by the majority of local citizens we have a strong mandate for our role. The authority to carry out this mandate is accompanied by accountability to Glasgow City Council, the Office of the Scottish Charity Regulator (OSCR) and to the citizens of the city. Our board, staff and volunteers bring a huge range of expertise and experience to these tasks.

The 170 venues and over 250 services we manage include: a network of neighbourhood cultural and sports facilities, a range of community development and learning services and some of the most prestigious buildings in the UK (including: Kelvingrove Art Gallery and Museum; the Burrell Collection; the Emirates Arena and Sir Chris Hoy Velodrome, Glasgow Royal Concert Halls, The Mitchell Library). We take a leading role in enhancing Glasgow's global profile as a major events and tourist city. Together our venues, services and events attract almost 18 million in-person attendances/usages each year, with about 70% of Glasgow residents using at least one of our services, while millions of tourists visit our cultural venues and attend our events. We are building on a long tradition of providing world class services to local people which also project the city's image on to a global stage. We provide services not only for the city but for the region, for Scotland and for the international community.

Glasgow Life's work is influenced by a number of global and local challenges, including the fact that Glasgow continues to have one of the largest concentrations of ill-health and poverty in Western Europe. We are committed to utilising the scale, reach and depth of our services and networks to enable a greater proportion of Glasgow's communities to access the world-class opportunities the city provides. We will also continue to learn new ways of working which involve deeper engagement with communities and ensure greater equality by realising positive outcomes for groups that are vulnerable to discrimination and/or deprivation.

The development of Glasgow Life's strategy has given us a chance to review our current position and to make sure it meets our strategic objectives. Within our strategy there is an action plan which provides a short to medium term view of the steps we will take to deliver our procurement strategic objectives, over the next two years. Glasgow Life aims to make sure that procurement is delivered in the most efficient and effective way. We also monitor our procurement activities to meet our legal obligations, and comply with the company's procurement regulations which are the internal set of rules agreed by Glasgow Life when entering into contracts.

Our aim is to build on the procurement model already in place, with a view to:

balancing competing requirements;

setting out clear strategic objectives;

making sure we continue to improve our procurement methods;

maximising efficiency and collaboration;

delivering and demonstrating real cash savings;

improving access to public sector contracts, particularly for Small and Medium sized Enterprises (SMEs);

and embedding sustainable procurement throughout our processes; and continually striving to deliver the best possible procurement service to Glasgow Life and its council family.

An annual review will take place of all the Procurement activity within Glasgow Life.

Overview

Glasgow Life's vision for the delivery of procurement across the company is:

"To provide outstanding procurement related customer service to Glasgow Life and our suppliers by demonstrating excellence fairness and integrity"

The total Scottish Public Sector procurement spend is estimated at around £9 billion a year. Within that sum, the total Scottish local authority spend is over £4 billion a year. Glasgow Life spends over £50 million a year on revenue works, services and supplies.

Procurement is defined as the process of buying or obtaining goods, services or works, from start to finish. First of all we need to identify our needs and develop the strategy. Following this, we look at our all our supplier options and appraise suppliers. This continues through to the end of the contract or useful life of an asset.

In local government, procurement is governed by a framework which is monitored and includes:

European treaties and directives;

regulations;

case law;

the company procurement manual.

A review of public sector procurement was carried out by McClelland in 2006. This changed the face of procurement in Scotland. It led to a number of key recommendations, including establishing the Commodity Centres of Excellence which would:

consolidate procurement spend;

upgrade resources, skills and practice to meet governance and accountability standards;

pursue advanced procurement capability to deliver targeted savings and more central leadership; with procurement policy clearly defined and mandatory compliance across the public sector.

Procurement is now managed over three levels:

CATEGORY A: COMMODITIES

Nationally procured goods or services through Procurement Scotland, for the entire public sector. Examples include utilities and office supplies.

CATEGORY B: COMMODITIES

Goods or services procured on a sector specific basis through Scotland Excel, which is a procurement organisation dedicated to serve all local authorities and related organisations across Scotland. Examples include advertising services and vehicle/ plant hire.

CATEGORY C: COMMODITIES

Goods or services procured locally or regionally by a local authority. Examples include banking services.

Glasgow Life Procurement was established at the inception of the company when it became a registered charity. Its purpose is to oversee the company's procurement portfolio which is the entire list of goods and services we buy or obtain.

The procurement team seeks procurement collaboration which results in providing value in the procurement of products. This is less achievable at an individual departmental level.

It aims to achieve economies of scale and efficiencies for Glasgow Life in the procurement of goods, services and revenue works, all within the law and the company's procurement manual. For example by bulk buying for more than one service the unit price of the product is reduced, resulting in savings.

Glasgow Life manages its own portfolio of commodities.

Glasgow Life was responsible for circa £50 million spend from April 2015 to March 2016 on goods, revenue works and services provided by external organisations. The Procurement team's responsibility is to make sure company goods and services are procured to provide the best value for money. They should also complement Glasgow's strategic outcomes and meet the needs of our citizens.

The procurement landscape has continued to change and develop since the McClelland report.

The European Union has reviewed the procurement directives to make awarding contracts more flexible. This will allow public contracts to be put to better use to support other policies. The Scottish Government's Procurement Reform Bill also aims to establish a national legal framework for sustainable public procurement that supports Scotland's economic growth.

Glasgow Life is looking to build on Glasgow City Council's commercial capability as the largest local authority in Scotland. We will deliver savings and benefits, best practice procurement and astute contract management.

We will do this by reviewing our workforce to determine how we can achieve the right number of staff for our organisation. And we will make sure they are trained and ready to deliver the high quality products and services which are needed.

This Strategy

The purpose of the Procurement Strategy is to set out the general operating principles covering the procurement activities and objectives within Glasgow Life.

The document seeks to explain in broad terms the principles under which procurement will be undertaken and proactively managed within Glasgow Life. The intent is that stakeholder requirements for supplies, works and services are efficiently and effectively met, providing Glasgow Life with the best possible value for money (i.e. the optimum balance of cost, quality, and sustainability).

All Glasgow Life staff are required to comply with the Procurement Strategy and the corresponding procedures, as may be updated and amended from time to time. To ensure consistency of approach and application across the company, there is no scope for local variation in this policy.

2. Principles, Aims & Objectives

All Procurement activity aims to achieve the best possible value at the lowest possible cost. Cost includes not only the initial purchase price, but also continuing costs over the lifetime of the equipment, materials works and services (e.g. financing and depreciation, maintenance requirements and energy usage). Value includes the quality and reliability of the supplies, works or services and the timeliness and reliability of their delivery.

Glasgow Life will work with our suppliers and, wherever possible, create positive relationships with them. We will support and encourage suppliers to better understand our requirements, and to refine and improve their products, prices, quality, and service levels accordingly.

Glasgow Life will work with government bodies, other public sector bodies, and third sector organisations to utilise collaborative procurement arrangements where they offer value for money.

Standard procurement exercises at Glasgow Life are based on a sequential approach:

1. Clearly establish the business need for the goods or service, and the appropriate approval for it to be fulfilled.
2. Define the business need in terms that can be clearly understood by stakeholders and potential suppliers.
3. If possible, meet service requirements by using in-house expertise.
4. If in-house expertise cannot meet the need, fulfil the requirement through a suitable contract that has already been established by Glasgow Life.
5. If in-house expertise cannot meet the need, and a suitable contract has not already been established by Glasgow Life, the Council Family will be used in preference to an external supplier.
6. If neither Glasgow Life's in-house expertise nor the Council Family's provision is suitable, existing contracts or framework agreements take precedence when sourcing an external supply.
7. If the need still cannot be satisfactorily met, a suitable external supply will be procured.

All procurement activity that Glasgow Life undertakes must comply with the applicable laws and regulations, and conform to the highest possible ethical, social and environmental standards.

Glasgow Life's procurement activities must comply with all applicable laws and regulations, in particular: Procurement Reform Act (Scotland) 2014; Procurement (Scotland) Regulations 2015; Procurement (Scotland) Regulations 2016; Concession Contracts (Scotland) Regulations 2016; and Utilities Contracts (Scotland) Regulations 2016.

3. Equal Opportunities Statement

Glasgow Life is committed to providing fair and equal treatment for all our stakeholders. Glasgow Life will not discriminate against anyone on the grounds of race, colour, ethnic or national origin, language, religion, belief, age, gender, sex, sexual orientation, marital status, family circumstances, employment status, physical ability, or mental health.

Glasgow Life may carry out Equality Impact Assessments on our policies and activities to consider potential negative equality and diversity implications. We will take appropriate action to address inequalities likely to result or resulting from the implementation of the policy and procedures.

Fair and Equal Treatment of Suppliers

The Treaty on the Functioning of the European Union applies to all Glasgow Life procurement activity, regardless of value. Fundamental principles flowing from the Treaty include:

- transparency (contract procedures must be transparent and contract opportunities should generally be publicised);
- equal treatment and non-discrimination (potential suppliers must be treated equally);
- proportionality (procurement procedures and decisions must be proportionate); and
- mutual recognition (giving equal validity to qualifications and standards from other Member States, where appropriate).

All Procurement will be conducted such that all suppliers with the necessary abilities have a fair and equal opportunity to secure Glasgow Life business. In particular, Glasgow Life will endeavour to ensure that its procedures do not place unnecessary burdens or obstacles in the way of small companies or new companies.

Approaches by suppliers will be carefully managed to minimise the risk of providing them with a competitive advantage or discriminating against other suppliers. Relationships with potential and incumbent suppliers will be formally managed via meetings and written correspondence.

Any potentially improper approaches, including but not limited to inducements or threats from suppliers, must be reported to line management or the board as appropriate, even if such an approach is sufficiently ambiguous to allow for an innocent interpretation.

Communication with suppliers during a tendering process will be conducted in an open and fair manner so that all suppliers are treated the same throughout the process.

4. Ethical, Social & Environmental Responsibility

Ethical Standards of Staff

Glasgow Life expects adherence to ethical standards and behaviour from its suppliers, and in return Glasgow Life will be fair, honest and transparent in all dealings with suppliers and avoid any conduct which may be adversely interpreted. Persons engaged in any aspect of procurement on behalf of Glasgow Life will not use their position for personal gain.

Conflicts of Interest

When dealing with suppliers, potential conflicts of interest can sometimes occur. Such potential conflicts must be reported to the Senior Management or appropriate line manager as soon as they are identified. It may be appropriate to log this information in the company Declaration of Interest or Hospitality Register. This will not necessarily prevent Glasgow Life trading with the supplier concerned, but it may be necessary to arrange for the Procurement activity to be handled by someone else.

Sometimes former employees may be potential suppliers. In such circumstances it is important that no former employee expects or receives special consideration; appropriate steps should be taken to ensure there is fair competition between all potential suppliers.

Employees should avoid interacting with Glasgow Life's suppliers in a private capacity if this could place the employee and/or supplier under any (perceived or actual) obligation in respect of the relationship or any transaction(s) between Glasgow Life and the supplier. In circumstances where the employee's private interaction with a supplier to Glasgow Life is legitimate and unavoidable, it is essential that the employee does not act in any way which could be interpreted as influencing or otherwise affecting that supplier's relationship or interactions in respect of Glasgow life.

Gifts & Hospitality

All staff involved in procurement will comply with Glasgow Life's Business Gifts Policy and register any acceptable gifts in the Hospitality Register.

Fraud & Anti-Competitive Behaviour

From time to time individuals involved in procurement activity may become aware of supplier organisations that are apparently acting together in order to fix prices or divide up markets. Any such arrangement is illegal.

Individuals may also become aware of potentially fraudulent activity. This should be reported in line with the Fraud and/or Bribery Policy. In the case of a complaint, the Director of Finance will investigate however should there be an instance which is any way connected with but not against the Director of Finance, the Chief Executive will nominate another Senior Manager to act as an alternative investigator.

Complaints against the Chief Executive should be passed to the Chair of Glasgow Life Board who will nominate an appropriate investigator.

All investigation & reporting of anti-competitive behaviour and fraud will be dealt with in accordance with Glasgow City Council's Whistleblowing policy.

Grounds for the Exclusion of Economic Operators

Glasgow Life will actively avoid using, and will exclude from procurement exercises, organisations that do not consistently demonstrate competent, ethical and lawful business behaviour and/or who demonstrate an otherwise irreconcilable conflict of interests. Prior to being excluded, a potential

supplier (or subcontractor) will be given the opportunity to prove it has taken sufficient measures to demonstrate its reliability (i.e. 'self-cleansing').

Permitted exclusion grounds relate to such matters as: criminal offences; employment blacklisting; tax/social security breaches; breach of environmental, social or labour laws; bankruptcy/insolvency; professional misconduct; unlawful distortions of competition; significant non-performance of a previous contract; misrepresentation; and conflicts of interest that cannot otherwise be resolved.

For regulated procurements above the OJEU threshold, Glasgow Life will evaluate potential suppliers (and their subcontractors) against the mandatory and discretionary grounds set out under Regulation 58 of The Public Contracts (Scotland) Regulations 2015. For other procurements, whether regulated or not, Glasgow Life will evaluate potential suppliers (and their subcontractors) against the mandatory and discretionary grounds set out under Regulations 8 and 9 of The Procurement (Scotland) Regulations 2016.

The Procurement Team will manage the exclusion process in respect of potential suppliers.

Sustainable Procurement Duty

Glasgow Life shall consider how its procurement processes can facilitate the involvement of Small and Medium Enterprises (SMEs), Third Sector bodies, and Supported Businesses.

Before undertaking a procurement exercise, Glasgow Life shall consider whether it can be used to improve the social, environmental and economic wellbeing of Glasgow (with a particular focus on reducing inequality).

Before undertaking a regulated procurement exercise, Glasgow Life shall consider whether innovation can be promoted in the procurement process and/or the way in which the requirement is fulfilled.

Fair Work Practices

Before undertaking a procurement exercise, Glasgow Life shall consider whether it is relevant and proportionate to include a question on fair work practices (including, but not limited to, payment of the Glasgow Living Wage). If included, fair work practices shall be evaluated along with other relevant criteria.

Community Benefits

Glasgow Life must consider including community benefit requirements in any regulated procurement where the estimated value of the contract equals or exceeds £4 million. Glasgow Life will also consider including proportionate community benefit requirements in any procurement of a lower estimated value.

Community benefit requirements should be used in instances where a risk and opportunity assessment identifies that they are the appropriate benefit to seek in a contract or framework.

Environmental Wellbeing

Through its procurement processes, Glasgow Life will endeavour to minimise and mitigate the environmental impact of its business activities.

5. Advertising Contracts & Delegated Authority to Procure

Advertising Contracts

Contracting opportunities will be advertised in accordance with the procedures set out in Glasgow Life's Procurement Process (summarised in **Appendix 1**).

Delegated Authority to Procure

Procurement activity will be undertaken in accordance with the procedures set out in Glasgow Life's Procurement Process (summarised in **Appendix 1**).

Financial Thresholds

The value of a procurement category or contract shall be calculated by aggregating relevant spend across Glasgow Life. Glasgow Life shall not disaggregate spend in order to artificially remain below a threshold.

Contract Terms & Conditions

Glasgow Life will endeavour to have its suppliers accept Glasgow Life 's Standard Terms and Conditions, and to ensure that unauthorised variations or alternatives to agreed terms are not introduced (e.g. via terms included on a delivery note).

The acceptance by Glasgow Life of a proposed variant or alternative to Glasgow Life's Standard Terms and Conditions is subject to prior consideration by the Procurement Team. At the discretion of the Procurement Team, any variant/alternative may also require prior consideration and approval by Glasgow Life's provider(s) of insurance services and/or legal advice.

Contract Approval

Approval to award contracts for goods, services and works will be in accordance with the Glasgow Life Delegated Financial Authority Levels in the Scheme of Delegation and the Glasgow Life procurement process.

Payment Approval

Payments to suppliers must be made in accordance with:

1. the agreed Terms and Conditions of the particular contract; and
2. Glasgow Life's Delegated Financial Authority levels.

Statutory Reporting

In order to comply with its statutory obligations, Glasgow Life will provide information concerning Glasgow Life's Procurement activities to various Government bodies and provide assurances to these bodies that Glasgow Life has met the requirements of applicable regulations.

The Procurement Team will be responsible for managing Glasgow Life's statutory reporting obligations.

Collaborative Procurement

If neither Glasgow Life's in-house expertise nor the Council Family's provision is suitable, Glasgow Life will consider the availability and suitability of framework agreements established for use by the public sector and/or third sector.

Small & Medium Enterprises (SMEs)

For non-regulated procurements, where it is not economically disadvantageous to do so Glasgow Life will endeavour to invite supplier(s) from among the City of Glasgow's SMEs (or, if this is not possible, from those in the Greater Glasgow area). For all procurements, regardless of estimated value, suppliers will be encouraged to offer applicable sub-contracting opportunities to Glasgow's SMEs as a Community Benefit.

Third Sector Organisations

For non-regulated procurements, where it is not economically disadvantageous to do so Glasgow Life will endeavour to invite supplier(s) from among the City of Glasgow's third sector organisations (or, if this is not possible, from those in the Greater Glasgow area). For all procurements, regardless of estimated value, suppliers will be encouraged to offer applicable sub-contracting opportunities to Glasgow's third sector organisations as a Community Benefit.

Supported Businesses

It is the Scottish Government's stated policy that every public body should reserve at least one contract for an organisation listed in the Supported Business Directory.

Glasgow Life will consider whether each contracting opportunity could be reserved to a Supported Business. Glasgow Life suppliers will also be encouraged to offer applicable sub-contracting opportunities to Glasgow's Supported Businesses as a Community Benefit.

6. Customer Service

Confidentiality

Confidentiality is not only a basis of trust in business relationships, but also impacts on the protection of Glasgow Life's own interests. It is the responsibility of any member of staff conducting procurement on behalf of Glasgow Life to ensure that third party information of a commercially confidential nature is properly safeguarded. This may require that the supplier or agent of Glasgow Life signs a confidentiality agreement.

All information given by customers and suppliers in relation to this policy will be treated as strictly confidential and will not be discussed with third parties without their permission. We will comply with the Data Protection Act 1998 in this regard.

However Glasgow Life is required to comply with the Freedom of Information (Scotland) Act 2002 and the Environmental Information (Scotland) Regulations 2004. Information submitted to Glasgow Life may therefore need to be disclosed and/or published by Glasgow Life in compliance with the applicable Act. Glasgow Life may also share any information contained in a tender with any relevant government regulators.

Complaints

Where a complaint relates to the conduct of procurement, this will be handled in accordance with Glasgow Life's Customer Feedback Policy.

A Single Point of Enquiry (SPoE) has been established at the Scottish Government Procurement Directorate to which suppliers can address concerns about public funded procurement practices (www.gov.scot/Topics/Government/Procurement/Selling/supplier-enquiries). As set out on this website, the supplier is expected to liaise with the contracting authority in the first instance to seek resolution or clarification.

7. Policy Review

We will review this strategy every three years. More regular reviews will be considered where, for example, there is a need to respond to new legislation/policy guidance. Reviews will consider legislative, performance standard and good practice changes.

We will publish this policy on our website and it will also be available on request.

8. Relationship to Other Documents

This policy should be read in conjunction with:

- Glasgow Life Scheme of Delegation
- Glasgow Life Business Gifts Hospitality Policy
- Glasgow Life Declaration of Interest
- Glasgow City Council Whistle blowing Policy
- Glasgow Life Customer Feedback Policy
- Scottish Sustainable Procurement Action Plan
(<http://www.gov.scot/Publications/2009/10/sspap>)
- Statutory Guidance on the Selection of Tenderers and Award of Contracts
(<http://www.gov.scot/Publications/2015/10/2086>)
- Statutory Guidance under the Procurement Reform (Scotland) Act 2014
(<http://www.gov.scot/Publications/2016/03/8410>)
- Supported Businesses Directory
(<http://www.gov.scot/Topics/Government/Procurement/buyer-information/SuppBus/Directory>)

Appendix 1: Financial Thresholds & Delegated Authority

Important

Even for the lowest value quote, records must be kept and value for money demonstrated. To ensure competition and comply with procedures, a minimum number of suppliers must be invited to quote for goods, services or works. The tables below show the number of suppliers that must be invited and the minimum number of responses required to achieve competition and a fair market price, in order to proceed.

If the number of responses received is less than the minimum, or the responses are unsuitable, approval to proceed is required from the Procurement Team. Documentary evidence must be provided in support of the request for approval.

- The following 4 tables should be consulted in order. Read each table from top to bottom, stopping at the first applicable row.
- Each table is based solely on the total financial value (excluding VAT), but the likelihood and severity of relevant risk must also be considered.
- 'Procedure' means the opportunity to contract must be open to all suitable suppliers, in accordance with the relevant rules of the applicable regulatory regime. The appropriate procedure will be determined by the Procurement Team (e.g. Open Tender, Restricted Tender, Competitive Dialogue, Competitive Negotiated Procedure, and Innovation Partnership).

Table 1: Goods/Services (except for Schedule 3 CPV Codes, see Tables 2 and 3)

Threshold	Authority	Regulatory Regime	Procurement Team Support	Initial Procurement Assessment Form	Standard Route to Market	Minimum No. of Bid Invites	Minimum No. of Bids Required
up to £100 (petty cash)	Operational Management	Non-regulated	N/A	N/A	Informal	1	1
under £1,000	Operational Management	Non-regulated	Optional	Recommended	Informal	3	1
under £5,000	Senior Management	Non-regulated	Recommended	Recommended	Informal	3	2
under £20,000	Chief Executive	Non-regulated	Required	Required	Quick Quote	3	2
under £50,000	Chief Executive	Non-regulated	Required	Required	Quick Quote	5	3
under £164,176	Board of Management	Regulated (Scotland)	Required	Required	Public Contracts Scotland	Procedure	Procedure
£164,176 or more	Board of Management	Regulated (EU)	Required	Required	Public Contracts Scotland	Procedure	Procedure

Table 2: Services with a Health & Social Care CPV Code (Schedule 3)

Threshold	Authority	Regulatory Regime	Procurement Team Support	Initial Procurement Assessment Form	Standard Route to Market	Minimum No. of Bid Invites	Minimum No. of Bids Required
under £1,000	Operational Management	Non-regulated	Recommended	Recommended	Informal	1	1
under £5,000	Senior Management	Non-regulated	Recommended	Recommended	Informal	1	1
£5,000	Chief Executive	Non-regulated	Required	Required	Option for Direct Award with value analysis	1	1
under £50,000	Chief Executive	Non-regulated	Required	Required	Option for Direct Award with value analysis	Determined by Glasgow Life Procurement Team, informed by stakeholder input and market analysis	
under £164,176	Board of Management	Regulated (Scotland), Light Touch Regime (Health & Social Care)	Required	Required	Option for Direct Award with value analysis	Determined by Glasgow Life Procurement Team, informed by stakeholder input and market analysis	
under £589,148	Board of Management	Regulated (Scotland), Light Touch Regime (Health & Social Care)	Required	Required	Determined by Glasgow Life Procurement Team	Determined by Glasgow Life Procurement Team, informed by stakeholder input and market analysis	
£589,148 or more	Board of Management	Regulated (EU)	Required	Required	Public Contracts Scotland	Procedure	Procedure

Table 3: Services (other than Health & Social Care) with a Schedule 3 CPV Code

Threshold	Authority	Regulatory Regime	Procurement Team Support	Initial Procurement Assessment Form	Standard Route to Market	Minimum No. of Bid Invites	Minimum No. of Bids Required
under £1,000	Operational Management	Non-regulated	Optional	Recommended	Informal	3	1
under £5,000	Senior Management	Non-regulated	Recommended	Recommended	Informal	3	2
under £20,000	Chief Executive	Non-regulated	Required	Required	Quick Quote	3	2
under £50,000	Chief Executive	Non-regulated	Required	Required	Quick Quote	5	3
under £164,176	Board of Management	Regulated (Scotland), Light Touch Regime	Required	Required	Public Contracts Scotland	Procedure	Procedure
under £589,148	Board of Management	Regulated (Scotland), Light Touch Regime	Required	Required	Public Contracts Scotland	Procedure	Procedure
£589,148 or more	Board of Management	Regulated (EU)	Required	Required	Public Contracts Scotland	Procedure	Procedure

Table 4: Works

Threshold	Authority	Regulatory Regime	Procurement Team Support	Initial Procurement Assessment Form	Standard Route to Market	Minimum No. of Bid Invites	Minimum No. of Bids Required
under £1,000	Operational Management	Non-regulated	Optional	Recommended	Informal	1	1
under £5,000	Senior Management	Non-regulated	Recommended	Recommended	Informal	3	2
£5,000	Chief Executive	Non-regulated	Required	Required	Quick Quote	3	2
under £50,000	Chief Executive	Non-regulated	Required	Required	Quick Quote	3	2
under £2,000,000	Board of Management	Non-regulated	Required	Required	Public Contracts Scotland	4	3
£2,000,000	Board of Management	Regulated (Scotland)	Required	Required	Public Contracts Scotland	Procedure	Procedure
£4,104,394 or more	Board of Management	Regulated (EU)	Required	Required	Public Contracts Scotland	Procedure	Procedure

NB - The financial thresholds are updated on the first day of each alternate year.

- Current from: **01/01/16**
- Revision due: **01/01/18**