



**GlasgowLife™**

---

# **Procurement Manual 2018**

## **Contents**

1. Introduction .....	3
2. How to Use This Manual .....	6
3. Procurement Code of Ethics .....	7
4. Before You Start the Procurement Journey (All Routes) .....	10
5. The Procurement Journey (Route 1) .....	11
6. The Procurement Journey (Route 2 and 3) .....	18
7. Framework Agreements .....	26

## 1 Introduction

Culture and Sport Glasgow trading as Glasgow Life a public sector body, must ensure its funds are properly spent. As such, procurement of any works, goods or services required by Glasgow Life must be conducted under strict procurement rules.

Glasgow Life has an approved Procurement Manual which must be read in conjunction with the Scottish Government Procurement Journey (“the Procurement Journey”) <https://www.procurementjourney.scot/procurement-journey>. The Procurement Manual and the Procurement Journey detail various processes, procedures and requirements for procurement, as laid down by the European Union (EU) procurement legislation, Scottish and UK law, published government guidance and best practice. In the event of a discrepancy between the Procurement Manual and the Procurement Journey, the Procurement Manual shall take precedence.

Glasgow Life must comply with the law surrounding procurement to ensure that it:

- Complies with the law.
- Acts in an open and transparent way.
- Achieves Value for Money.
- Efficiently manages and allocates risk.
- Safeguards itself against allegations of corruption or bias.
- Provides documentary evidence for management and audit purposes.
- Ensures fairness and equality of treatment of all suppliers and avoids bias.

The rules are mandatory and failure to comply can result in:

- Suspension/cancellation of tender procedure by the courts if an aggrieved party makes a successful challenge.
- A liability to pay damages.
- Loss of sources of public funding.
- Loss of reputation.

Employees involved in any procurement process must follow the Company’s procedures and rules. Employees who fail to do so may be subject to formal investigation and disciplinary action.

More information can be found in Glasgow Life’s code of conduct. [http://glintranet/human-resources/hr/Documents/Code of Conduct \(Feb 2017\).pdf](http://glintranet/human-resources/hr/Documents/Code of Conduct (Feb 2017).pdf)

The procurement officer must also consider the Scottish Procurement Policy Handbook <https://www.gov.scot/Topics/Government/Procurement/policy/SPPHandbook> (applicable to the wider public sector, including the Scottish Government and other guidance issued by Scottish Procurement, including Scottish Procurement Policy Notes (which provide updates on legal and procurement policy developments). Account must also be taken of the relevant legal framework and statutory guidance published under the Procurement Reform (Scotland) Act 2014. <https://www.gov.scot/Topics/Government/Procurement/policy/ProcurementReform/ProcReformAct>

The rules set out in the Scottish Procurement Policy Handbook and the Procurement Manual are designed to ensure that procurement activity is:

- Focused on the delivery of Best Value.
- Conducted to high professional standards and to the relevant legal requirements.
- Overseen by appropriately trained and authorised staff to minimise the risk of legal challenge to the organisation.

Any queries in relation to procurement should be sought from Glasgow Life Procurement via the Procurement inbox ([glpurchasing@glasgowlife.org.uk](mailto:glpurchasing@glasgowlife.org.uk))

Procurement must only be undertaken by approved staff members who are listed on the Register of Procurement Officers. Glasgow Life allows project officers to carry out low value non-complex quotes between £5,000 and £20,000 following the procedures and guidance on the procurement web pages.

Glasgow Life has also established a number of subsidiary organisations, Glasgow Conventions Bureau and its Community Interest Company to which the regulations apply.

## 1.1 Note on the Procurement Manual

Glasgow Life's Procurement Manual was updated in 2016 in response to the new procurement regulations and reviewed in August 2018.

## 1.2 Glossary

Best Value - the most advantageous combination of cost, quality and sustainability to meet customer requirements.

Contract Owner - The individual within the procurement team who is responsible for the contract after it has been awarded. This will include all activities required in line with the Contract and Supplier Management Process. Often this will be the same individual that was responsible for the procurement exercise but this may change at the discretion of the senior operational managers.

Corporate Contracts - Contracts involving two or more council departments and ALEO's.

Exit Strategy - Usually developed as the means by which to withdraw from a working relationship with a supplier. It can incorporate the process of returning assets, transferring back key employees and the conditions under which a relationship can terminate, for example, the failure to meet service level agreements, changes in circumstances, and ethical breaches. The strategy usually details timescales for key actions and the party responsible for such actions.

Informed Client - Individual company employees representing the department that require the goods or services being procured. In most cases these will be the individuals who fill out the project procurement documents, also referred to as the Project Officer. These individuals will provide background information, support ongoing contract management and technical expertise support both the development and evaluation of the tender. The grouping of informed clients who participate in the tender are often referred to as the commodity team.

Procurement - the act of finding, acquiring, buying goods, services or works from an external source, often via a tendering or competitive bidding process.

Procurement Exercise - Individual instance of procurement either via quote (Route 1) or tender (Route 2 and 3).

Procurement Officer - The individual within the procurement team that is responsible for the procurement exercise.

Spend Opportunity and Analysis Reports - Quarterly analysis of non-contract spend. Individual reports are produced for participating departments and ALEO's which highlight non-contract spend. ALEO's are then asked to provide feedback on the goods, services or works purchased from the top five non-contract suppliers. This feedback is collated and informs subsequent procurement activity.

Non Competitive Action (sometimes called “sole source” or “single-source” procurement) happens when the buyer selects the company to buy from due to exceptional circumstances without any form of competition.

## 2 How to Use This Manual

This manual is intended to supplement the processes and procedures laid out in the Scottish Government Procurement Journey (a toolkit providing practical guidance on procurement procedures). As such the structure of this manual replicates the stages of the Procurement Journey and highlights, where required, processes and procedures that are specific to Glasgow Life.

This manual provides instruction on the processes and procedures that apply to any procurement activity undertaken on behalf of Glasgow Life. Adherence to the principles set out in this manual is mandatory for all core Glasgow Life staff and to temporary contracted staff.

The detail in the Procurement Journey is shaped to be proportionate and appropriate to the procurement being undertaken. This is established by a decision matrix which categorises the procurement exercise under one of three routes. The decision matrix must be completed for all route 2 and 3 procurement exercises. The manual has been structured to recognise the three procurement routes.

This manual should also be used in conjunction with Glasgow Life Procurement Web pages. There are additional documents within the toolkit that procurement and project officers can also utilise throughout the procurement process.

The Procurement Web pages contain more guidance on many of the processes and procedures listed in this manual, <http://glintranet/supportservices/business-support/procurement/Pages/Documents-and-Links--Procurement.aspx>

### **3 Procurement Code of Ethics**

#### **3.1 Equality of Treatment**

Potential suppliers must be given an equal opportunity to compete for Glasgow Life's business. This means that the procurement officer must:

- Not discriminate between potential suppliers.
- Subject all potential suppliers to the same requirements and ensure fair competition and equal treatment throughout the procurement process.
- Provide all potential suppliers with adequate, accurate and timely information at all the relevant stages of the procurement process.

#### **3.2 Ethics and Standards**

The guiding principles of ethical behaviour in purchasing are:

##### Bribery

Staff must not receive any gift or other consideration as an incentive or reward for doing, or not doing, anything in an official capacity that shows favour or disfavour to any person/supplier.

Staff involved with procurement are particularly vulnerable to accusations of fraud and corruption as they are in constant contact with the commercial world where it may be normal practice to offer gifts and hospitality.

The Bribery Act 2010 sets out the regime in this area.

Procurement officers must complete the GOLD course on the Bribery Act every two years. Any hospitality offered to procuring staff must always be recorded on the gift and hospitality register.

##### Procurement Support for the Modern Slavery Act 2015

Glasgow Life are committed to ensuring that there is no modern slavery or human trafficking in our supply chains or in any part of our business. Our commitment to acting ethically and with integrity in all our procurement business relationships embeds our obligations to ensure slavery and human trafficking is not taking place. The risk of Modern Slavery in Glasgow Life's direct and local activities is considered low. However, Glasgow Life recognise the potential risks linked to the supply chain of goods and services we buy across the world. A large portion of these goods are bought through collaborative contracts, and we will work with the relevant bodies to ensure anti-corruption activities are addressed during the procurement processes as well as in our own.

##### Code of Conduct

It is essential that all employees comply with our Code of Conduct.

The following is a non-exhaustive list of examples of irregular situations that must be avoided. Staff must not:

- Send drawings, specifications, prototypes or samples from one supplier to another.
- Divulge prices received from one supplier to another.
- Invent lower bids to force prices down.
- Exaggerate quantities above known requirements.
- State time as 'of essence to the contract' unnecessarily.
- Promise that a contract has a longer term than is warranted or practicable.
- Permit some suppliers to re-quote while others are denied this facility.

- Give false information under any circumstances.
- Use a dominant position to take unfair advantage of a small supplier.
- Allow personal bias or prejudice to influence purchasing decisions.
- Take 'prompt payment' or other discount when they are not contracted.
- Solicit or accept from suppliers any 'personal favours'.
- Accept bribes of any kind.
- Develop personal relationships with supplier staff, which could affect decisions.
- Fail to declare any existing relationships prior to the tender exercise.
- Permit staff to believe they can hold undeclared financial interests in suppliers.
- Make alterations to tender documents after they have been received.

### Conflicts of Interest

The Glasgow Life procurement officer must ensure any conflicts of interest captured during the procurement process are recorded with the Head of Corporate Services. Further guidance on conflicts of interest can be found on the intranet. Procurement officers must sign an annual Declaration of Interest form.

### Preventing Serious and Organised Crime in Procurement

In addition to standard clauses within the European Single Procurement Document Glasgow Life procurement and its governance manager may want to consider the inclusion of the statement below into its Official Journal of the European Union notice and Invitation to Tender document for procurements in areas considered to be at risk from Serious and Organised Crime:

“Glasgow Life has identified that the scope of this procurement falls within a business sector which may be attractive to infiltration by organised crime groups. Glasgow Life reserves the right to include enhanced probity checks/requirements at both the selection and award stages of the procurement. This may include, but not be limited to, verification that a supplier, or any person with powers of representation, decision or control therein, has not infringed the mandatory grounds for exclusion set out in Regulation 57 (1) of the Public Contract Regulations 2015.”

Glasgow Life would carry out the evaluation of tenders in the usual manner, but the procurement officer would also aim to verify that the prospective winning supplier has provided truthful responses to the Qualification questions in respect of the mandatory exclusion grounds, in particular in relation to serious and organised crime involvement working closely with Police Scotland.

### Non Competitive Action

It is Scottish Government policy that goods, services and works must be bought by genuine and effective competition. Non Competitive Action should only be granted in exceptional circumstances. It should be limited to situations where competition is not deemed appropriate (see examples below).

A Delegated procurement Officer must be consulted about any proposal to directly award a contract without competition. For all Non Competitive Action procurements approval must be obtained in advance by the Director of Finance and Corporate Services and Director of City Marketing and External Relations.

Great care is needed in authorising Non Competitive Action, as EU procurement rules must be fully complied with at all times and this must be taken into account when Non Competitive Action is being considered. Additionally, it remains essential to achieve best value for money and to demonstrate the fair and equal treatment of suppliers, **so the procurement process selected must always be fully defensible.**

Examples of situations where Non Competitive Action may be justified include:

For work of exceptional urgency caused by unforeseeable circumstances where competitive tendering would cause unacceptable delay (e.g. after critical equipment breakdown, storm, fire, etc.). Insufficient organisational planning (e.g. requirement to spend funds within a particular financial year) cannot be considered as acceptable justification.

The proposed supplier has, by recent experience (normally, within the last 12 months, but this will depend on relevant market conditions), proved to offer best value for money as the result of a fully compliant, competitive procurement exercise. Further competition would be highly likely to produce the same outcome. However, EU procurement rules must be taken into account, dependent on the value of the additional requirement.

The proposed supplier is the only one known to provide the goods and/or services required (adequate research must have been carried out to demonstrate that this is the case) and there are no satisfactory alternatives.

Where Intellectual Property Rights are an issue, e.g. bespoke designs and some research programmes. However, it is essential that procedures are in place to ensure value for money.

In all cases the guiding principles are that Non Competitive Action approval is by someone other than the Delegated Procurement Officer who will undertake the procurement to ensure adequate separation of duties. The Non Competitive Action justification and approval must be formally recorded. A contract must be completed.

#### Procurement and the General Data Protection Regulation 2018

Procurement officers understand the new data protection rules and rights being introduced and how these affect existing and new contracts in relation to personal data and the transfer or storage of information. Procurement officers can seek further guidance from the dedicated Information officer or Glasgow Life provides more information and guidance at <http://glintranet/managing-info/data-management/Pages/default.aspx>

## **4 Before You Start the Procurement Journey**

### **4.1 Start-Up Documents**

Prior to undertaking any procurement activity the procurement officer must ensure that a Procurement Request Form has been completed by all informed clients. For Route 2 and Route 3 exercises the Procurement Request Form must be sent to the governance manager to assist them with their allocation of Legal work.

### **4.2 Procurement Scotland and Scotland Excel Collaborative Frameworks**

The procurement officer must first consider any available Procurement Scotland (Scottish Government) and Scotland Excel (centre of expertise for local authority procurement) frameworks as part of the buying and sourcing strategy. If the procurement officer determines that a framework put in place by either of these organisations does not represent best value then it must not be used however this must be confirmed in writing to the procurement manager.

### **4.3 Other External Collaborative Frameworks**

The procurement officer must also consider collaborative frameworks or contracts put in place by other external public procurement organisations.

### **4.4 Record Management**

The procurement officer must comply with Glasgow Life's Information Management Strategy which lays out how information must be managed, stored and shared. In adherence to this strategy all information must be stored within Glasgow Life's Secure Electronic Document Systems.

Subsequent retention and deletion of procurement information relating to tender activity must be in accordance with the document retention guidance (which has been developed in line with Glasgow Life's Records Management Plan) as well as in accordance with any EU funding requirements where relevant.

### **4.5 Contracts Management Solution / Procurement Contract Report**

Once a Procurement Request Form has been received the procurement officer must create a contract reference for Route 2 and Route 3 exercises using the [Contracts Management Solution](#). That reference must then be input into the Procurement Contract Report along with the title, value and intended award date of the procurement exercise. For Route 1 exercises the quote reference must be taken from the quick quote list. It is then the procurement managers' responsibility to keep the information on the Procurement Contract Report up to date.

The Procurement Contract Report is the main source of information for both workload planning and for statutory procurement reporting requirements. It is imperative that the information for every procurement exercise and resulting contract is kept up-to-date and accurate.

### **4.6 E-Tendering**

All Glasgow Life procurement exercises must be conducted via the appropriate Public Contracts Scotland portal.

Route 1 exercises by procurement officers should be conducted via Public Contracts Scotland Quick Quotes portal.

Route 2 and Route 3 exercises should be conducted via Public Contracts Scotland – Tenders portal.

All contract notices for Route 2 and Route 3 exercises must be conducted via PCS-Advertising.

## 5 The Procurement Journey (Route 1)

### 5.1 Before You Start Route 1

#### 5.1.1 Requirements

When quotations are used they must still meet the requirements for competition, management of risk and use of an open and fair process. The project or procurement officer must also be aware that continued use of quotations for the same type of products might mean that the aggregate value of these pass the Threshold values referred to in this Procurement Manual thereby putting the procurement officer into a situation of non-compliance.

#### 5.1.2 Existing Contracts

Prior to initiating a procurement exercise the project or procurement officer must ensure that there are no existing contracts in place for the goods or services requested.

### 5.2 Prepare a Brief

#### 5.2.1 Spend Analysis

The project or procurement officer may analyse, where relevant, historic spend in relation to the procurement exercise. Specific reports on orders and invoicing can be provided if required using Glasgow Life's financial reporting tools (Business Objects and Business Warehouse). The project or procurement officer must also utilise management information provided by incumbent suppliers. Following the analysis of historical spend and market data, procurement officers should consider current and projected market prices together with the organisations approved available budget information on which to base a more robust strategic sourcing effort.

Any spend analysis must be shared with and validated by the informed clients as part of identifying the potential value of the procurement exercise.

#### 5.2.2 Sustainable Procurement

The project or procurement officer must ensure that specific consideration is given to opportunities for supported business, SME's and third sector (charities, cooperatives, social enterprises).

#### Community Benefits

Community Benefits must be considered to reflect changes to procurement legislation and to support delivery of a number of Glasgow Life's strategic aims, objectives and key priorities. Under the revised policy, the following Community Benefits must be considered for inclusion in all relevant Route 1 procurement exercises:

Contract Type	Value	Suggested Community Benefits Methods			
		Voluntary	Mandatory		Evaluated (10% of tender weighting)
			A – Specified Requirements	B – Non-Evaluated	
Services / Goods	< £50k	✓ (if feasible)	N/A	N/A	N/A
Works	< £500k	✓ (if feasible)	N/A	N/A	N/A

The project or procurement officer must work to agree appropriate voluntary Community Benefits.

### Fair Work Practices

The project or procurement officer must include fair work practice as evaluation criteria within the procurement exercise where relevant and proportionate. As a minimum this must be set at a weighting of 5% but it can be increased where appropriate.

#### **5.2.3 Purchase to Pay**

The project or procurement officer must consider the appropriate ordering and invoicing Purchase to Pay route to reduce transactional cost to Glasgow Life. This involves identifying solutions that minimise invoice volume and, wherever possible, facilitate electronic invoicing. The project or procurement officer must also engage with the procurement manager where relevant to ensure that the route selected is appropriate.

### **5.3 Identify Suppliers**

#### **5.3.1 Ensuring Competition**

To ensure competition and comply with the procedures agreed with Legal and Internal Audit, officers must invite a specific number of suppliers to quote for the works, goods or services. 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. If the number of responses received is less than the minimum allowed, then approval is required from the procurement manager to proceed. The officer must also provide documentary evidence to support the request for approval.

#### Goods and Services

<b>Value of Quote</b>	<b>Number of suppliers to be invited</b>	<b>Minimum no of responses required to proceed</b>
£5,000 - £20,000	3	2
£20,000 - £50,000	5	3

#### Works

<b>Value of Quote</b>	<b>Number of supplier to be invited</b>	<b>Minimum no of responses required to proceed</b>
£5,000 - £300,000	3	2
£300,000 - £500,000	4	3

#### **5.3.2 Local Suppliers and Third Sector**

The procurement officer must ensure that consideration is given to local suppliers within the Glasgow Council post code, Small and Medium Enterprises and Third Sector organisations (charities, social enterprises, cooperatives). The procurement officer must use the reporting functionality within Public Contracts Scotland Quick Quotes to identify Small and Medium Enterprises suppliers that fit these criteria. For quotations between £5,000 and £20,000 1 out of the 3 suppliers should be from within the Glasgow Council post code. For quotations between £20,000 and £50,000 2 out of 5 suppliers should be from within the Glasgow Council post code.

## **5.4 Prepare Quotation Documents**

### **5.4.1 Quotation Request Form (Price Only)**

The project or procurement officer must use the appropriate quotation request form for procurement exercises that are to be evaluated on a price only basis.

The procurement officer must obtain approval on the quotation request form from the informed clients prior to it being published.

### **5.4.2 Invitation to Quote (Price and Quality)**

The project or procurement officer must develop the Invitation to Quote using the standard template. This template contains all of the information that must be considered and highlights the areas which must be updated for each procurement exercise.

The project or procurement officer must obtain approval on the Invitation to Quote from the informed clients prior to it being published.

### **5.4.3 Freedom of Information within a Procurement Exercise**

The rules relating to Freedom of Information as part of the tendering process are set out in the company web pages – Managing Information.

The project or procurement officer must include standard wording in tender to alert tenderers to Glasgow Life's Freedom of Information Act responsibilities and invite them to identify any information they would prefer that Glasgow Life did not release. Appropriate clauses have been drafted by Legal Services and must be incorporated in the ensuing contract.

Any exemptions to Freedom of Information requested by the preferred bidder must be referred to Legal Services

### **5.4.4 Insurances**

The project or procurement officer must work in conjunction with the informed clients and the insurance section to ensure the insurance levels reflect the scope of requirements for procurement exercises. The final draft of the scope of requirements must be provided to the insurance section in advance of the opportunity being advertised so that they are afforded time to fully understand the insurance requirements.

### **5.4.5 Terms and Conditions**

The standard terms and conditions for the supply of Goods, the supply of Services or the supply of Goods and Services (as appropriate) should be published with the Invitation to Quote unless specific legal input into the terms is required (e.g. if it is a consultancy or design agreement, or if there are greater health and safety considerations than usual then the standard terms should be amended). If the project or procurement officer is unsure whether amended terms are required, advice should be sought from Legal Services at the earliest opportunity. The project or procurement officer must use the Procurement Request Form document to capture the initial information required by Legal Services if it is determined that non-standard terms and conditions are required.

The project or procurement officer must then work in conjunction with the informed clients and Legal Services to ensure the terms and conditions reflect the scope of requirements and contract deliverables.

#### **5.4.6 Health and Safety**

The project or procurement officer must ensure that Health and Safety requirements have been considered by the informed clients in relation to the procurement exercise. If Health and Safety requirements are deemed appropriate to the contract then these must be included as part of the evaluation as a pass/fail criteria.

### **5.5 Receive and Evaluate Responses**

#### **5.5.1 Opening of Quotations**

Project or procurement officers can open submissions for their own quotes.

Glasgow Life has a clear policy regarding late quote submissions. Should any electronic quotes be late the project or procurement officer must consult with the PCS-Advertising support team to establish if there have been any technical problems. If there has been a technical issue, procurement officer must seek approval from the procurement manager to determine whether the late quote can be accepted. This decision must be taken before any quotes are opened. Out with a technical issue NO late quotes will be accepted or considered.

#### **5.5.2 Technical Evaluation**

The procurement officer must provide the evaluation panel with a copy of the evaluation guidance paper including the names of the bidders prior to providing any of the bidder's responses to establish if there are any conflicts of interest.

#### **5.5.3 Price Evaluation**

If the procurement officer requires consultation with the informed clients in relation to the price evaluation this must not be done until after the technical evaluation has been concluded.

#### **5.5.4 Score Calculator**

The project or procurement officer must score the procurement exercise using the appropriate scoring calculator template.

#### **5.5.5 Abnormally Low Quotes**

If the project or procurement officer believes that a bidder's commercial submission is abnormally low and cannot be accepted then they must consult with Legal Services.

#### **5.5.6 Quote Clarifications**

If the project or procurement officer has any concerns about quote clarifications then they must consult with the procurement manager and Legal Services.

#### **5.5.7 Post Quote Negotiations**

The project or procurement officer must only conduct negotiations after the evaluation has been concluded and the preferred bidder has been identified. The project or procurement officer must only enter into negotiations with the preferred bidder if it is deemed best value to do so.

Any improvements delivered via the negotiation must be communicated and agreed by the bidder via e-mail and reflected in the contract. However the project or procurement officer must not update the bidder's evaluation scores to reflect these changes.

### **5.5.8 Benefits Tracking**

Delivering savings and best value is one of the key strands of the Procurement strategy.

The project or procurement officer must ensure that any savings delivered via a procurement exercise are consistent with the established process. Savings must be recorded and approved by the informed clients and, where appropriate, the relevant finance sections.

### **5.5.9 Award Approval**

#### Informed Client Approval

The project or procurement officer must provide the informed clients with an e-mail detailing the quote evaluation results as part of the approval request. The informed client's approval must be retained within the relevant folder.

#### Company Approval

Contract award approval levels are defined within Glasgow Life's Scheme of Delegated Functions. The process for the project or procurement officer to request approval will differ depending on the value of the procurement exercise and what is being purchased.

The project or procurement officer must ensure that they adhere to this process as it is detailed within Glasgow Life's delegated approval for contract awards guidance.

## **5.6 Notify Suppliers of Outcome**

### **5.6.1 Successful and Unsuccessful Letters**

The project or procurement officer is responsible for issuing all letters for Route 1 exercises.

If the procurement exercise has only required standard terms and conditions and the successful supplier has made no amendments then the project or procurement officer should only issue a supplier notification letter to all bidders.

If the procurement exercise required bespoke terms and conditions or the successful supplier has had amendments accepted then the project or procurement officer must issue an award letter to the successful supplier. The project or procurement officer must ensure that the award letter sent out is signed by the appropriate person in line with Glasgow Life's delegated approval for contract awards.

Unsuccessful supplier letters must include scoring details and enough significant feedback on areas where future responses can be improved.

### **5.6.2 Debriefing**

Should the procurement officer receive a request for a debrief meeting from a bidder it is recommended that this be undertaken with the assistance of the evaluation panel members. Any lessons learned taken from debriefings must be captured within the lessons learned log.

### **5.6.3 Purchase to Pay**

The project or procurement officer must begin to work with the successful suppliers and the procurement manager as soon as letters are issued to ensure the chosen P2P process will be in place for the start date of the contract.

## **5.7 Retention of Documentation**

### **5.7.1 Contracts Arising from Quotations**

It should be clearly understood that the contract that is created following a quotation process is no less important than a contract created following a full tendering procedure, therefore a contract should be finalised and signed for each award. Unless the contract is to be based solely upon Glasgow Life's Standard Terms and Conditions for the supply of Goods, the supply of Services or the supply of Goods and Services, the procurement officer must contact Legal Services for guidance when the contract is to be drawn up.

## **5.8 Contract Management**

### **5.8.1 Contracts Awarded Page**

The project or procurement officer must ensure that the Quotes Register is updated with details of all appropriate awarded quotes in line with the start date of the contract. The details updated must include:

- Successful supplier details.
- Details of the goods, services or works available.
- Guidance for staff on how to order.
- Guidance for staff on how mini-competitions and direct awards will be undertaken, where appropriate.
- Returns/complaints/escalation process.
- Contact details for the contract owner.
- Contract and supplier management process.

Commercial information must not be included on the contract award page.

The project or procurement officer must also ensure that these details are kept up to date throughout the lifespan of the contract.

### **5.8.2 Monitoring Contract Usage**

The project or procurement officer must monitor usage throughout the life of the contract, where appropriate, to ensure that the value is not overspent.

### **5.8.3 Contract Extensions**

The project or procurement officer must ensure that they are aware of any extension options within the contracts that they are responsible for and that sufficient time is afforded to allow for a full procurement exercise to be completed in the event that any extension option is not taken. The project or procurement officer must complete the extension checklist to identify if it is best value to extend the contract and, if so, to obtain approval from the informed clients to extend. The project or procurement officer must also use this process as an opportunity to identify any potential contract improvements.

Should the decision be taken to extend the contract the procurement officer must seek approval from the procurement manager.

The supplier must be notified of any extension within the timescales laid out in the contract terms and conditions.

### **5.8.4 Freedom of Information**

Glasgow Life is a Scottish Public Authority under the Freedom of Information (Scotland) Act 2002. The Freedom of Information Act is intended to ensure a culture of openness and the public have a right to access information held by Glasgow Life. This right of access is, however, subject to certain strictly defined legal exemptions. In practice, this impacts the procurement officer in two ways –

#### Freedom of Information Requests

If a request for particular information is received and Glasgow Life holds that information, it must be released unless:

- It would cost too much for Glasgow Life to retrieve/provide the information (over £600, equating to 40 hours staff time).
- There is an applicable exemption in the Freedom of Information Act.

Glasgow Life has a delegated officer to manage Freedom of Information requests received from the Public. This is to ensure timescales are adhered to and that responses are comprehensive and relevant to the request. Requests will be sent to the relevant procurement officers who must put together a response that contains all information required and return it to the Freedom of Information officer within the timescale requested.

If the procurement officer receives a Freedom of Information request directly from an outside party, then this must be sent to the Freedom of Information officer so that it can be recorded.

## **6 The Procurement Journey (Route 2 and 3)**

### **6.1 Develop Strategy**

#### **6.1.1 Lessons Learned - Historical Post Project Reviews**

The procurement officer must consult any relevant project reviews for previous procurement exercises within the same category. These reviews must reference both the tender process as well as the performance of the resultant contract.

#### **6.1.2 Confidentiality and Data Sharing Agreements**

The procurement officer must ensure that any external consultants who are supporting the procurement exercise sign a confidentiality agreement. The procurement officer should also highlight to the informed clients on the criticality of Glasgow Life's confidentiality policy as it applies to the procurement process.

Any requirements relating to data sharing should be captured. The procurement officer must give consideration to any data sharing requirements within the procurement exercise and whether these requirements need to be evaluated.

#### **6.1.3 Spend Analysis**

The procurement officer must analyse all spend relevant to the procurement exercise. The procurement officer must also utilise management information provided by incumbent suppliers.

Any spend analysis must be shared with and validated by the informed clients as part of identifying the potential value of the procurement exercise.

#### **6.1.4 Risk Assessment**

The procurement officer must first review any relevant plans to identify risks associated with the procurement exercise. These risks must be reviewed and, if relevant, added to a risk register for the procurement exercise. Following this, the procurement officer must work with the informed clients and use Glasgow Life's risk assessment methodology to identify any risks specific to the procurement exercise and also add these to the risk register for the procurement exercise

Risk registers must be reviewed throughout the procurement exercise as well as throughout the lifespan of the resultant contract.

#### **6.1.5 Lessons Learned**

The procurement officer must consider lessons learned at each stage of the strategic process and capture and lessons that are learned within the project lessons learned log.

#### **6.1.6 Contract Management Assessment**

Glasgow Life takes a segmented approach to contract management in order to highlight the contracts and frameworks that would most benefit from contract management activity. To initiate this process the procurement officer must complete an assessment at the outset of the procurement exercise. This will identify whether the contract will require a high or low/medium level of contract management. The result must be included within the Invitation to Tender document.

Any contract identified as requiring a high level of contract management must be highlighted to the Procurement Manager so that can include but are not limited to:

- Spend reports and analysis
- Supply market analysis

- Benchmarking
- Developing KPI's
- Identifying cost and performance drivers

### **6.1.7 Market Research and Analysis**

The procurement officer must undertake market analysis for every Route 3 procurement exercise. This analysis must make use of the relevant and proportionate analysis tools provided in the Procurement Journey. These can include:

- Supplier Profile analysis
- Porter's 5 Forces
- SWOT
- PESTLEE
- Supplier Market Share
- Supplier Cost Drivers

To support this analysis the procurement officer can also make use of the specific market analysis sources available to Glasgow Life:

- Spikes Cavell Observatory
- Keynote
- Mint UK

The procurement officer must undertake a lower level of market analysis for Route 2, which may include some of the above tools.

### **6.1.8 Collaborative Opportunities**

As part of the market research and analysis the procurement officer must look for opportunities to collaborate with other public sector organisations and council departments and ALEO's. The output from the Spikes Cavell Observatory must identify any other organisations that have a significant spend in the area relating to the procurement exercise.

Where other organisations or the Glasgow Family do have a significant spend the procurement officer must contact these organisations to determine their current contractual status and whether this allows for collaboration. Should the timelines not allow for collaboration the procurement officer must record this potential opportunity within the summary of the strategy.

### **6.1.9 Sustainable Procurement**

Sustainability and environmental issues are important to Glasgow Life. There is the potential for significant environmental and/or social impact to occur in procurement chains and this can sometimes be reduced through carefully constructed purchasing strategies. In addition it is a legislative requirement that sustainability risks and opportunities are considered as a mandatory element of the procurement process.

To consider and identify risks and opportunities in relation to sustainability the procurement officer must use the following Scottish Government tools where relevant and appropriate:

- Sustainability test

The results from these tools must be captured within the commodity sourcing strategy and any risks or opportunities that can be addressed must be incorporated into the subsequent tender. The procurement officer must ensure that specific consideration is given to opportunities for supported business and third sector (Small and Medium Enterprises, charities, social enterprises, cooperatives).

## Community Benefits

Glasgow Life supports a [Community Benefits Policy](#) to reflect changes to procurement legislation and to support delivery of a number of the Councils and Glasgow Life's strategic aims, objectives and key priorities. Under the revised policy, the following Community Benefits must be considered for inclusion in all relevant procurement activity:

Contract Type	Value	Suggested Community Benefits Methods			
		Voluntary	Mandatory A – Specified Requirements	B – Non-Evaluated	Evaluated (10% of tender weighting)
Services / Goods	< £50k	✓ (if feasible)	N/A	N/A	N/A
	£50k - £100k	✓	✓	✓	
	> £100k		✓		✓
Works	< £500k	✓ (if feasible)	N/A	N/A	N/A
	< £500k - £1mil	✓	✓	✓	
	> £1mil		✓		✓

The procurement officer must work with informed clients and relevant Strategic Leads (where required) to identify and agree appropriate Community Benefits expectations for the procurement exercise.

## Fair Work Practices

The procurement officer must include fair work practices as an evaluation criterion within the procurement exercise where relevant and proportionate. As a minimum this must be set at 5% but it can be increased where appropriate.

### **6.1.10 Financial Vetting**

The procurement officer must complete a financial assessment form to identify whether a financial evaluation is required. If required, the procurement officer must then provide the financial vetting officer with a list of prospective suppliers and the scope of requirements so that the correct financial vetting methodology (e.g. financial ratios, turnover) can be identified. This must then be incorporated into the tender documentation and contract notice.

### **6.1.11 Mobilisation**

The procurement officer must consider the mobilisation requirements (e.g. catalogues, new forms, training, lead-in time) for the implementation of any contract or framework resulting from the procurement exercise.

The procurement officer must ensure sufficient time has been allotted for the mobilisation of any contract resulting from the procurement exercise.

### **6.1.12 Exit Strategy**

The procurement officer must consider an appropriate exit strategy for new contracts where relevant. The procurement officer must also ensure that they adhere to any exit strategies for the current contract and ensure sufficient time is afforded to allow for this to be implemented.

### **6.1.13 Transfer of Undertakings Protection of Employment Considerations**

The procurement officer must consider Transfer of Undertakings Protection of Employment implications for service contracts where appropriate. Details on Transfer of Undertakings Protection of Employment must be contained within the terms and conditions of the current service provision. Where Transfer of Undertakings Protection of Employment may apply the procurement officer must highlight this to appropriate section within Legal Services.

### **6.1.14 Purchase to Pay**

The procurement officer must consider the appropriate ordering and invoicing Purchase to Pay route to reduce transactional cost to Glasgow Life. This involves identifying solutions that minimise invoice volume and, wherever possible, facilitate electronic invoicing.

To support this consideration the procurement officer must utilise the eProcurement route matrix. The procurement officer must also engage with Customer and Business Services to ensure that the route selected is appropriate.

### **6.1.15 Strategy Approval**

The procurement officer must obtain approval from the procurement manager.

## **6.2 Develop Documents**

### **6.2.1 Invitation to Tender**

The procurement officer must develop the Invitation to Tender document using the template within Glasgow Life procurement toolkit. This template contains all of the information that must be considered and highlights the areas which must be updated for each procurement exercise.

The procurement officer must ensure that the Invitation to Tender document is shaped to reflect the approved sourcing option.

### **6.2.2 Terms and Conditions**

The procurement officer must use the Procurement Request Form to capture the initial information required by Legal Services. This must be sent to via the GL Contracts email to Legal Services to establish the timeframe for the provision of the terms and conditions.

The procurement officer must then work in conjunction with the informed clients and Legal Services to ensure the terms and conditions reflect the scope of requirements and contract deliverables.

### **6.2.3 Freedom of Information Within a Procurement Exercise**

The procurement officer must include standard wording in tender to alert tenderers to Glasgow Life's Freedom of Information Act responsibilities and invite them to identify any information they would prefer that Glasgow Life did not release. Appropriate clauses have been drafted by Legal Services and must be incorporated in the ensuing contract.

Any exemptions to Freedom of Information requested by the preferred bidder must be referred to Legal Services at the point of award to allow Legal Services to finalise the contract for signing.

### **6.2.4 Insurances**

The procurement officer must work in conjunction with the informed clients and the insurance section to ensure the insurance levels reflect the scope of requirements. A draft of the scope of requirements must be provided to the insurance section as early as possible in advance of publishing the contract notice so that they are afforded time to fully understand the insurance requirements.

### **6.2.5 Health and Safety**

The procurement officer must work in conjunction with the informed clients and the delegated health and safety officer to identify if there will be any health and safety requirements in relation to the procurement exercise. The finalised scope of requirements must be provided to the health and safety officer as early as possible in advance of the publishing of the contract notice so that they are afforded time to identify any health and safety requirements.

If required, the procurement officer must then ensure that appropriate health and safety requirements are included within the contract notice and the tender documentation.

### **6.2.6 European Single Procurement Document**

The procurement officer must use the European Single Procurement Document for both regulated and EU regulated procurement.

### **6.2.7 Contract Notice**

The procurement officer must review Glasgow Life's European Single Procurement Document contract notice statements and select the statements that are appropriate to the procurement exercise. The selected statements must then be uploaded to the buyer's attachment area within PCS-Tender and referenced by including a link within the contract notice.

The procurement officer must also ensure that the scope of requirements, pre-selection and award evaluation criteria and approach are communicated within the contract notice.

## **6.3 Supplier Selection**

The Procurement Journey makes reference to 'Supplier Selection' which for the purposes of this manual should be read as the pre-selection stage. All headings under this section should be considered irrespective of whether the pre-selection is being undertaken as part of an open or restricted procedure.

### **6.3.1 Exclusion Grounds**

The procurement officer must consult with Legal Services should any bidder advise that they have a previous conviction to establish if the 'self-cleansing' measures subsequently taken are acceptable to Glasgow Life.

### **6.3.2 Financial Vetting**

The procurement officer must complete the financial vetting form and include the financial accounts from the preferred bidders and send it to the delegated financial officer for vetting. The procurement officer should check at this stage that the details of the bidders (company name and number) on PCS-Tender match the details of the bidders on the tender returns and the financial accounts. The European Single Procurement Document questions and responses should be checked in relation to Financial Vetting

### **6.3.3 Technical and Professional Ability (Open Procedure)**

The procurement officer is allowed within an open procedure to go straight to the evaluation of the award criteria. However if the procurement exercise includes technical and professional ability criteria at the pre-selection stage this must be completed first to ensure that bidders meet the required experience threshold. If any bidders fail to meet the required experience threshold then they must not be taken forward to the award criteria evaluation stage. This evaluation approach must be communicated in the contract notice.

Prior to award the procurement officer must complete the remainder of the pre-selection evaluation for the preferred bidders.

#### **6.4 Issue Invitation to Tender**

The procurement officer must obtain approval on the Invitation to Tender from both their line manager and the informed clients prior to it being published. The Invitation to Tender must be uploaded to PCS-Tender for line manager approval.

#### **6.5 Open and Evaluate Tender**

##### **6.5.1 Opening of Tenders**

The procurement officer must ensure that they do not open their own tenders and that this task is undertaken by the procurement manager.

Glasgow Life has a clear policy regarding late tender submissions. Should any tenders be late the procurement officer must consult with the PCS-Tender helpdesk to establish if there have been any technical problems. If there has been a technical issue, the procurement officer must seek approval from Legal Services to determine whether the late tender can be accepted. This decision must be taken before any tenders are opened. Out with a technical issue NO late tenders will be accepted or considered.

##### **6.5.2 Tender Amendments**

The procurement officer must work with Legal Services, the informed client and, where relevant, insurance services to ensure that any tenderer amendments for the preferred bidders have been concluded prior to award.

##### **6.5.3 Technical Evaluation**

The procurement officer must provide the evaluation panel with a copy of the evaluation guidance paper including the names of the bidders prior to providing any of the bidder's responses to establish if there are any conflicts of interest. Any conflicts of interest that are identified at this stage must be recorded with the procurement manager and the relevant individual cannot participate in the evaluation.

##### **6.5.4 Price Evaluation**

If the procurement officer requires consultation with the informed clients in relation to the price evaluation this must not be done until after the technical evaluation has been concluded and the informed clients have provided the procurement officer with the technical scores.

##### **6.5.5 Score Calculator**

The procurement officer must score the procurement exercise using the relevant standardised scoring calculator.

The calculator must be retained and updated by the procurement officer throughout the evaluation and must only be shared with informed clients as a copy. Informed clients must provide their evaluation scores using the commodity team scores sheet.

The procurement officer must not amend the structure or calculations within the calculators.

##### **6.5.6 Irregular or Unacceptable Bids**

If the tender evaluation results in irregular or unacceptable bids and cannot be awarded then the procurement officer must consult with Legal Services and Financial Services prior to concluding the process and undertaking any subsequent procurement exercise.

### **6.5.7 Request for Documentation**

The Procurement officer must ensure that they have allowed sufficient time at the end of the evaluation process to issue a request for documentation via PCS-T from the preferred bidders. This information is necessary to complete the mandatory and discretionary exclusion and selection requirements of the pre-selection evaluation. Should the preferred bidders fail to meet these requirements and be excluded from the evaluation then a request for documentation will need to be issued to the new preferred bidders.

## **6.6 Post Tender Clarification**

### **6.6.1 Abnormally Low Tenders**

If the procurement officer believes that a bidder's commercial submission is abnormally low and cannot be accepted then they must consult with Legal Services.

### **6.6.2 Tender Clarifications**

If the procurement officer has any concerns about tender clarifications then they must consult with Legal Services.

### **6.6.3 Post Tender Negotiations**

The procurement officer must only conduct post tender negotiations after the evaluation has been concluded and the preferred bidder has been identified. The procurement officer must only enter into negotiations with the preferred bidder if it is deemed best value to do so.

Any improvements delivered via the negotiation must be communicated and agreed by the bidder in PCS-Tender via the messaging system and reflected in the contract. However the procurement officer must not update the bidder's evaluation scores to reflect these changes.

## **6.7 Contract Award**

### **6.7.1 Benefits Tracking**

The procurement officer must ensure that any savings delivered via a procurement exercise are consistent with the established process. Savings must be recorded with the procurement manager.

### **6.7.2 Award Approval**

#### Informed Client Approval

The procurement officer must provide the informed clients with a copy of the contract approval report and any benefits where appropriate, as part of the approval request. The informed client's approval must be retained with the award documentation.

#### Approval

Procurement approval levels are defined within Glasgow Life's Scheme of Delegation. The process for the procurement officer to request approval will differ depending on the value of the procurement exercise and what is being purchased.

### **6.7.3 Legal Contract**

Prior to awarding the contract the procurement officer must submit award details including pricing schedule to Legal Services in order for the terms and conditions to be updated. The updated terms and conditions should then be sent to the supplier to be signed in conjunction with the award letter.

#### **6.7.4 Successful and Unsuccessful Letters**

The procurement officer must ensure that any letters sent out are signed by the appropriate person and issued by the appropriate section in line with the delegated approval for contract awards guidance.

In the case of Sub-OJEU contracts, the procurement officer must issue the successful letters, including the tender award pack, as well as issuing the unsuccessful letters.

#### **6.7.5 Debriefing**

Should the procurement officer receive a request for a debriefing from a bidder it is recommended that this be undertaken with the assistance of the evaluation panel members. Any lessons learned taken for debriefings must be captured within the lessons learned log.

### **6.8 Contract Implementation**

#### **6.8.1 Purchase to Pay**

The procurement officer must begin to work with the successful suppliers and Customer and Business Services as soon as letters are issued to ensure the chosen Purchase to Pay process will be in place for the start date of the contract.

#### **6.8.2 Contracts Awarded Page**

The procurement officer must ensure that the contracts awarded page on Glasgow Life intranet is updated with details of all awarded corporate contracts and any other appropriate awarded contracts in line with the start date of the contract. The details updated must include:

- Successful supplier details
- Details of the goods, services or works available
- Guidance for staff on how to order
- Guidance for staff on how mini-competitions and direct awards will be undertaken, where appropriate
- Returns/complaints/escalation process
- Contact details for the contract owner
- Contract and supplier management process

The procurement officer must also ensure that these details are kept up to date throughout the lifespan of the contract.

#### **6.8.3 Contract Award Communications**

The procurement officer must issue both supplier and staff contract award communications in advance of the contract start date.

The procurement officer must also create guidance documentation to support the call off procedures relating to frameworks where appropriate (e.g. mini-competitions and direct awards).

#### **6.8.4 Closing off Previous Suppliers**

The procurement officer must consider the actions required to close off the purchase to pay route for the previous suppliers and ensure a smooth transition to the new suppliers. These considerations can include:

- When staff must stop ordering from the previous supplier.
- How long it will take outstanding orders to be fulfilled and invoices to be paid.
- If and when the previous suppliers and, where appropriate, their catalogues can be removed from systems (e.g. SAP, Pecos, Servitor).

## **6.9 Contract and Supplier Management**

### **6.9.1 Contract and Supplier Management Process**

The designated contract owner must follow the contract and supplier management process and undertake all actions relevant to the management level identified via the Contract Management Assessment Tool.

#### Low and Medium

Management of the contract must include an annual survey carried out with the service user and supplier in addition to an end of contract survey. Should the contract last less than a year an end of contract survey will be sufficient.

The contract owner is also responsible for managing any contractual issues and implementing contract improvements during the life of the contract.

#### High

Management of the contract must include an initial meeting with the supplier after the first quarter of the contract. This is followed with meetings every 3 or 6 months depending on the parameters set in the Invitation to Tender. The frequency may change to annual in later years depending on the nature of the contract.

### **6.9.2 Monitoring Contract Usage**

The procurement officer must monitor usage throughout the life of the contract to ensure any member of staff purchasing is compliant with the contract scope as well as ensuring that the contract is delivering best value.

### **6.9.3 Contract Variations**

The procurement officer must ensure that any contract variations are undertaken in line with the change control process as stipulated within the terms and conditions of the contract. Any proposed changes must be captured within the change control form as well as being recorded within the contract log.

The procurement officer must ensure that any changes are communicated to staff using the contract.

### **6.9.4 Contract Extensions**

The procurement officer must ensure that they are aware of any extension options within the contracts that they are responsible for and that sufficient time is afforded to allow for a full procurement exercise to be completed in the event that any extension option is not taken. The procurement officer must complete the extension checklist to identify if it is best value to extend the contract and, if so, to obtain approval from the informed clients to extend. The procurement officer must also use this process as an opportunity to identify any potential contract improvements.

Should the decision be taken to extend the contract the procurement officer must seek approval from the procurement manager.

The supplier must be notified of any extension within the timescales laid out in the contract terms and conditions.

#### **6.9.5 Price Increases**

Any price increases proposed by suppliers must be reviewed rigorously by the procurement officer responsible for the contract and the informed client and must only be considered for acceptance if compelling evidence has been provided and a price increase is allowed for in the terms and conditions. If the procurement officer decides the price increase is valid this must then be passed to the procurement manager for approval.

#### **6.9.6 Freedom of Information**

Glasgow Life is a Scottish Public Authority under the Freedom of Information (Scotland) Act 2002. The Freedom of Information Act is intended to ensure a culture of openness and the public have a right to access information held by Glasgow Life. This right of access is, however, subject to certain strictly defined legal exemptions. In practice, this impacts the procurement officer in two ways –

##### Freedom of Information Requests

If a request for particular information is received and Glasgow Life holds that information, it must be released unless:

- It would cost too much for Glasgow Life to retrieve/provide the information (over £600, equating to 40 hours staff time).
- There is an applicable exemption in the Freedom of Information Act.

Glasgow Life has a delegated officer to manage Freedom of Information requests. This is to ensure timescales are adhered to and that responses are comprehensive and relevant to the request. Requests will be sent to the relevant procurement officers who must put together a response that contains all information required and return it to the Freedom of Information officer within the timescale requested.

If the procurement officer receives a Freedom of Information request directly from an outside party, then this must be sent to the Freedom of Information officer so that it can be recorded.

#### **6.9.7 Post Project Review**

The procurement officer must complete a post project review of the contract using the post project review template.

## **7 Framework Agreements**

### **7.1 Framework Mini-Competitions and Direct Awards**

#### **7.1.1 Develop Strategy**

##### **7.1.1.1 Confidentiality and Data Sharing Agreements**

The procurement officer must ensure that any external consultants who are supporting the procurement exercise sign a confidentiality agreement. The procurement officer should also highlight to the informed clients on the criticality of Glasgow Life's confidentiality policy as it applies to the procurement process.

The procurement officer must give consideration to any data sharing requirements within the procurement exercise and whether these requirements need to be evaluated.

##### **7.1.1.2 Lessons Learned**

The procurement officer must consider lessons learned at each stage of the strategic process and add any lessons learned to the Lessons Log.

##### **7.1.1.3 Contract Management Assessment**

Glasgow Life takes a segmented approach to contract management in order to highlight the contracts and frameworks that would most benefit from contract management activity.

##### **7.1.1.4 Sustainable Procurement**

Sustainability and environmental issues are important to Glasgow Life. There is the potential for significant environmental and/or social impact to occur in procurement chains and this can sometimes be reduced through carefully constructed purchasing strategies. In addition it is a legislative requirement that sustainability risks and opportunities are considered as a mandatory element of the procurement process.

The procurement officer must adhere to any sustainability requirements (including community benefits) that were set out as part of the original framework. However if the procurement officer or the client identifies additional sustainable benefits that could be delivered via the mini-competition or direct award they must work with the informed clients and relevant Strategic Leads (where required) to identify and agree these additional benefits. Any identified additional benefits must conform to the evaluation criteria of the original framework agreement.

##### **7.1.1.5 Mobilisation**

The procurement officer must consider the mobilisation requirements (e.g. catalogues, new forms, training, lead-in time) for the implementation of any contract resulting from the procurement exercise.

The procurement officer must ensure sufficient time has been allotted for the mobilisation of any contract resulting from the procurement exercise.

##### **7.1.1.6 Purchase to Pay**

The procurement officer should adhere to the ordering and invoicing Purchase to Pay route that was agreed when the framework was awarded. However, where relevant, the procurement officer may want to consider alternatives if there is a further opportunity to reduce transactional cost to Glasgow Life by minimising invoice volume or facilitating electronic invoicing.

## **7.1.2 Develop Documents**

### **7.1.2.1 Specification**

The procurement officer should consider whether the specification provided is appropriate for the lot that has been identified. If the procurement officer has any concerns they must first discuss these concerns with the informed clients. Should this not address the concern the procurement officer must seek guidance.

### **7.1.2.2 Invitation to Bid**

The procurement officer must develop the Invitation to Quote document using the appropriate template within the procurement toolkit. This template contains all of the information that must be considered and highlights the areas which must be updated for each procurement exercise.

The procurement officer must ensure that any evaluation criteria used conforms with the evaluation criteria identified in the original framework.

### **7.1.2.3 Terms and Conditions**

The procurement officer must, where relevant, work in conjunction with the informed clients and Legal Services to determine if the standard terms and conditions agreed for the framework are appropriate or if they require further amendment to reflect the scope of requirements and contract deliverables. The final, approved, Invitation to Quote document must be provided to Legal Services no later than two weeks in advance of publishing the mini-competition so that they are afforded time to fully understand the terms and conditions required.

### **7.1.2.4 Insurances**

The procurement officer must, where relevant, work in conjunction with the informed clients and the insurance section to ensure the insurance levels agreed for the framework are appropriate or if they require further amendment. A draft of the scope of requirements must be provided to the insurance section as early as possible in advance of publishing the mini-competition so that they are afforded time to fully understand the insurance requirements.

### **7.1.2.5 Health and Safety**

The procurement officer must ensure that Health and Safety requirements have been considered by the informed clients in relation to the procurement exercise and evidenced within the Procurement Request Form document. If Health and Safety requirements are deemed appropriate to the scope of requirements then these must be included as part of the evaluation as a pass/fail criteria.

## **7.1.3 Issue Invitation to Quote**

The procurement officer must obtain approval on the Initiation to Quote document from the informed clients prior to it being published. The mini-competition must not be published until all appropriate approvals have been received.

## **7.1.4 Open and Evaluate Tender**

### **7.1.4.1 Opening of Bids**

For mini competitions and direct awards it is acceptable for the procurement officer to open the supplier's bid.

Glasgow Life has a clear policy regarding late tender submissions. Should any tenders be late the procurement officer must consult with the PCS or PCS-Tender helpdesk to establish if there have been any technical problems. If there has been a technical issue, the procurement officer must seek approval from Legal Services to determine whether the late tender can be accepted. This decision

must be taken before any tenders are opened. Out with a technical issue NO late bids will be accepted or considered.

#### **7.1.4.2 Bid Amendments**

The procurement officer must work with Legal Services, the informed client and, where relevant, insurance services to ensure that any bidder amendments for the preferred bidders have been concluded prior to award.

#### **7.1.4.3 Technical Evaluation**

The procurement officer must provide the evaluation panel with a copy of the evaluation guidance paper including the names of the bidders prior to providing any of the bidder's responses to establish if there are any conflicts of interest.

#### **7.1.4.4 Price Evaluation**

If the procurement officer requires consultation with the informed clients in relation to the price evaluation this must not be done until after the technical evaluation has been concluded and the informed clients have provided the procurement officer with the technical scores.

#### **7.1.4.5 Score Calculator**

The procurement officer must score the procurement exercise using the relevant standardised scoring calculator.

The calculator must be retained and updated by the procurement officer throughout the evaluation and must only be shared with informed clients as a copy. Informed clients must provide their evaluation scores using the commodity team scores sheet.

The procurement officer must not amend the structure or calculations within the calculators

#### **7.1.4.6 Irregular or Unacceptable Bids**

If the tender evaluation results in irregular or unacceptable bids and cannot be awarded then the procurement officer must consult with the procurement manager prior to concluding the process and undertaking any subsequent procurement exercise.

### **7.1.5 Post Tender Clarification**

#### **7.1.5.1 Abnormally Low Bids**

If the procurement officer believes that a bidder's commercial submission is abnormally low and cannot be accepted then they must consult with procurement manager.

#### **7.1.5.2 Bid Clarifications**

If the procurement officer has any concerns about bid clarifications then they must consult with procurement manager.

#### **7.1.5.3 Post Bid Negotiations**

The procurement officer must only conduct post bid negotiations after the evaluation has been concluded and the preferred bidder has been identified. The procurement officer must only enter into negotiations with the preferred bidder if it is deemed best value to do so.

Any improvements delivered via the negotiation must be communicated and agreed by the bidder in PCS-Tender via the messaging system if PCS-Tender has been used to undertake the procurement

exercise. If PCS-Tender has not been used the result of any negotiations must be communicated and agreed by the bidder via e-mail. However the procurement officer must not update the bidder's evaluation scores to reflect these changes.

### **7.1.6 Contract Award**

#### **7.1.6.1 Benefits Tracking**

Any benefits or saving should be recorded and communicated to the procurement manager.

The procurement officer must ensure that any savings delivered via a procurement exercise are consistent with the established process and recorded.

#### **7.1.6.2 Award Approval**

##### Informed Client Approval

The procurement officer must provide the informed clients with details of the successful bid and any benefits where appropriate, as part of the approval request. The informed client's approval must be retained with the award documentation.

##### Glasgow Life Approval

Procurement approval levels are defined within the Scheme of Delegation for Glasgow Life. The process for the procurement officer to request approval will differ depending on the value of the procurement exercise and what is being purchased.

#### **7.1.6.3 Legal Contract**

Prior to awarding the contract the procurement officer must submit award details including pricing schedule to Legal Services in order for the terms and conditions to be updated. The updated terms and conditions should then be sent to the supplier to be signed in conjunction with the award letter.

#### **7.1.6.4 Successful and Unsuccessful Letters**

The procurement officer must ensure that any letters sent out are signed by the appropriate person and issued in line with the contract awards guidance.

In the case of mini-competitions which are above the OJEU threshold value, the procurement officer must complete the information necessary for the issue of successful letters. The procurement officer must also prepare the unsuccessful letters.

In the case of mini-competitions which are below the OJEU threshold value, the procurement officer must issue the successful letters, including the mini-competition award pack, as well as issuing the unsuccessful letters.

#### **7.1.6.5 Debriefing**

Should the procurement officer receive a request for a debriefing from a bidder it is recommended that this be undertaken with the assistance of the evaluation panel members. Any lessons learned taken from debriefings must be captured within the lessons learned log.

### **7.1.7 Contract Implementation**

#### **7.1.7.1 Purchase to Pay**

The procurement officer must begin to work with the successful suppliers to ensure the chosen Purchase to Pay process will be in place for the start date of the contract. This may involve checking that the successful supplier has been added to the SAP financial system.

## **7.1.8 Contract and Supplier Management**

### **7.1.8.1 Post Project Review**

In the case of mini-competitions which are above the regulated procurement threshold value the procurement officer must consider/complete the lessons learned log.

## **7.2 Procurement Scotland, Scotland Excel and Other External Frameworks**

### **7.2.1 Participation**

If the procurement officer identifies an external framework that represents best value they must ensure that Glasgow Life (often referred to as “Charities or Third Sector Organisations”) has been included in the framework contract notice and can be used by Glasgow Life.

### **7.2.2 Framework Procedures**

The procurement officer must ensure that they adhere to the procedures laid out within the framework for selecting a supplier. This applies to mini-competition, direct award or preferred bidder notification. If the framework does not provide prescriptive guidance on how to select a supplier via a direct award or preferred bidder notification then the procurement officer must ensure that the decision making process undertaken is compliant with policy and documented.

### **7.2.3 Procurement Scotland, Scotland Excel (and Other External Frameworks)**

The procurement officer must complete a strategy for any mini-competition, direct award or preferred bidder notification from an external framework that is identified as a Route 3.

### **7.2.4 Develop Strategy**

#### **7.2.4.1 Confidentiality and Data Sharing Agreements**

The procurement officer must ensure that any external consultants who are supporting the procurement exercise sign a confidentiality agreement. The procurement officer should also highlight to the informed clients on the criticality of Glasgow Life’s confidentiality policy as it applies to the procurement process.

Any requirements relating to data sharing should be captured by the client in the Procurement Request Form. The procurement officer must give consideration to any data sharing requirements within the procurement exercise and whether these requirements need to be evaluated.

#### **7.2.4.2 Risk Assessment**

The procurement officer must work with the informed clients and use Glasgow Life’s risk assessment methodology to identify any risks specific to the procurement exercise.

#### **7.2.4.3 Lessons Learned**

The procurement officer must consider lessons learned at each stage of the strategic process and add any lessons learned that apply to the Lessons Learned Log.

#### **7.2.4.4 Contract Management Assessment**

Glasgow Life takes a segmented approach to contract management in order to highlight the contracts and frameworks that would most benefit from contract management activity.

#### **7.2.4.5 Sustainable Procurement**

Sustainability and environmental issues are important to Glasgow Life. There is the potential for significant environmental and/or social impact to occur in procurement chains and this can sometimes

be reduced through carefully constructed purchasing strategies. In addition it is a legislative requirement that sustainability risks and opportunities are considered as a mandatory element of the procurement process.

The procurement officer must adhere to any sustainability requirements (including community benefits) that were set out as part of the original framework. However if the procurement officer identifies additional sustainable benefits that could be delivered via the mini-competition, direct award or preferred bidder notification they must work with the commodity owner, informed clients and relevant Strategic Leads (where required) to identify and agree these additional benefits. Any identified additional benefits must conform to the evaluation criteria of the original framework agreement.

#### **7.2.4.6 Mobilisation**

The procurement officer must consider the mobilisation requirements (e.g. catalogues, new forms, training, lead-in time) for the implementation of any contract or framework resulting from the procurement exercise.

The procurement officer must ensure sufficient time has been allotted for the mobilisation of any contract resulting from the procurement exercise.

#### **7.2.4.7 Purchase to Pay**

The procurement officer must consider the appropriate ordering and invoicing Purchase to Pay route to reduce transactional cost to Glasgow Life. This involves identifying solutions that minimise invoice volume and, wherever possible, facilitate electronic invoicing.

### **7.2.5 Develop Documents**

#### **7.2.5.1 Specification**

The procurement officer should consider whether the specification provided is appropriate for the framework that has been identified. If the procurement officer has any concerns they must first discuss these concerns with the informed clients. Should this not address the concern the procurement officer must seek guidance from the procurement manager.

#### **7.2.5.2 Invitation to Quote**

When undertaking mini-competitions and direct awards the procurement officer must develop the Invitation to Quote document using the appropriate framework template.

The procurement officer must ensure that any evaluation criteria used conforms with the evaluation criteria identified in the original framework.

#### **7.2.5.3 Terms and Conditions**

The procurement officer must work in conjunction with the informed clients and Legal Services to determine if the standard terms and conditions agreed for the framework are appropriate or if they require further amendment to reflect the scope of requirements and contract deliverables.

If amendments to the standard terms and conditions are required, the final ITQ document must be provided to Legal Services no later than two weeks in advance of publishing the mini-competition or direct award so that they are afforded time to fully understand the terms and conditions required.

#### **7.2.5.4 Insurances**

The procurement officer must work in conjunction with the informed clients and the insurance section to ensure the insurance levels agreed for the framework are appropriate or if they require further

amendment. A draft of the scope of requirements must be provided to the insurance section as early as possible in advance of publishing the mini-competition, direct award or preferred bidder notification so that they are afforded time to fully understand the insurance requirements.

#### **7.2.5.5 Health and Safety**

The procurement officer must ensure that Health and Safety requirements have been considered by the informed clients in relation to the procurement exercise and evidenced within the Procurement Request Form document. If Health and Safety requirements are deemed appropriate to the scope of requirements then these must be included as part of the evaluation as a pass/fail criteria.

#### **7.2.6 Issue Invitation to Quote**

The procurement officer must obtain approval prior to it being published. Informed clients approval must come via e-mail and be saved within the project folder. The Invitation to Quote must be uploaded to PCS-Tender.

#### **7.2.7 Open and Evaluate Tender**

##### **7.2.7.1 Opening of Bids**

The procurement officer must ensure that they do not open their own mini-competitions and that this task is undertaken by the procurement manager. For direct awards it is acceptable for the procurement officer to open the supplier's bid.

Glasgow Life has a clear policy regarding late tender submissions. Should any tenders be late the procurement officer must consult with the PCS-Tender helpdesk to establish if there have been any technical problems. If there has been a technical issue, the procurement officer must seek approval from Legal Services to determine whether the late tender can be accepted. This decision must be taken before any tenders are opened. Out with a technical issue NO late bids will be accepted or considered.

##### **7.2.7.2 Bid Amendments**

The procurement officer must work with Legal Services, the informed client and, where relevant, insurance services to ensure that any bidder amendments for the preferred bidders relating to mini-competitions and direct awards have been concluded prior to award.

##### **7.2.7.3 Technical Evaluation**

The procurement officer must provide the evaluation panel with a copy of the evaluation guidance paper including the names of the bidders prior to providing any of the bidder's responses to the mini-competition or direct award to establish if there are any conflicts of interest.

##### **7.2.7.4 Price Evaluation**

If the procurement officer requires consultation with the informed clients in relation to the price evaluation for the mini-competition or direct award this must not be done until after the technical evaluation has been concluded and the informed clients have provided the procurement officer with the technical scores.

##### **7.2.7.5 Score Calculator**

The procurement officer must score the mini-competition using the relevant standardised scoring calculator.

The calculator must be retained and updated by the procurement officer throughout the evaluation and must only be shared with informed clients as a copy. Informed clients must provide their evaluation scores using the commodity team scores sheet.

The procurement officer must not amend the structure or calculations within the calculators.

#### **7.2.7.6 Irregular or Unacceptable Bids**

If the tender evaluation for the mini-competition results in irregular or unacceptable bids in and cannot be awarded then the procurement officer must consult with Legal Services and procurement manager prior to concluding the process and undertaking any subsequent procurement exercise.

#### **7.2.8 Post Tender Clarification**

##### **7.2.8.1 Abnormally Low Bids**

If the procurement officer believes that a bidder's commercial submission for the mini-competition or direct award is abnormally low and cannot be accepted then they must consult with Legal Services.

##### **7.2.8.2 Bid Clarifications**

If the procurement officer has any concerns about bid clarifications then they must consult with Legal Services.

##### **7.2.8.3 Post Bid Negotiations**

The procurement officer must only conduct post bid negotiations after the mini competition, direct award or preferred bidder notification evaluation has been concluded and the preferred bidder has been identified. The procurement officer must only enter into negotiations with the preferred bidder if it is deemed best value to do so.

Any improvements delivered via the negotiation must be communicated and agreed by the bidder in PCS-Tender via the messaging system if PCS-Tender has been used to undertake the procurement exercise. If PCS-Tender has not been used the result of any negotiations must be communicated and agreed by the bidder via e-mail. However the procurement officer must not update the bidder's evaluation scores to reflect these changes.

#### **7.2.9 Contract Award**

##### **7.2.9.1 Benefits Tracking**

The procurement officer must ensure that any savings delivered via a procurement exercise are consistent with the established process. Savings must be recorded with the procurement manager.

##### **7.2.9.2 Award Approval**

###### Informed Client Approval

The procurement officer must provide the informed clients with details of the successful bid. The informed client's approval must be retained with the award documentation.

###### Approval

Procurement approval levels are defined within Glasgow Life's Scheme of Delegations. The process for the procurement officer to request approval will differ depending on the value of the procurement exercise and what is being purchased.

##### **7.2.9.3 Legal Contract**

Prior to awarding the contract the procurement officer must submit award details including pricing schedule to Legal Services in order for the terms and conditions to be updated. The updated terms and conditions should then be sent to the supplier to be signed in conjunction with the award letter.

#### **7.2.9.4 Successful and Unsuccessful Letters**

The procurement officer must ensure that any letters sent out are signed by the appropriate person and issued by the appropriate section in line with the Scheme of Delegation for contract awards guidance.

For mini-competitions and direct awards which are above the OJEU threshold value, the procurement officer must provide legal services with all of the information necessary for the issue of successful letters. The procurement officer must also prepare the unsuccessful letters which must then be signed, but not dated.

For mini-competitions and direct awards which are below the OJEU threshold value, the procurement officer must issue the successful letters, including the mini-competition award pack, as well as issuing the unsuccessful letters.

In the case of a preferred bidder notifications these must be issued by the procurement officer.

#### **7.2.9.5 Debriefing**

Should the procurement officer receive a request for a debriefing from a bidder it is recommended that this be undertaken with the assistance of the evaluation panel members. Any lessons learned taken for debriefings must be captured within the lessons learned log.

#### **7.2.10 Contract Implementation**

##### **7.2.10.1 Purchase to Pay**

The procurement officer must ensure the chosen Purchase to Pay process will be in place for the start date of the contract. This may involve checking that the successful supplier has been added to the SAP financial system.

#### **7.2.11 Contract and Supplier Management**

##### **7.2.11.1 Post Project Review**

In the case of mini-competitions which are above the regulated procurement threshold value the procurement officer must complete the lessons learned log.