



A Suppliers Guide

Foreword

At Brent Council we value the contribution that our suppliers make to the delivery of goods and services to the community.

To ensure that Brent residents receive the best value in these services we welcome competition and conduct open and transparent procurement exercises to ensure best value is achieved in each of our procurements.

We recognise that Public Sector procurement has a reputation of being time consuming and resource intensive. Supplier frustrations have previously been expressed regarding time delays and poor communication.

At times a lack of understanding of how to become a supplier to the Council and why and how decisions are made is seen as a barrier to suppliers bidding for Council contracts.

We are keen to break down these barriers and improve the supplier experience through improved processes and the use of technology.

This guide aims to demystify the procurement process and explain the importance of following the rules and regulations to ensure that the council makes the best use of its resources and that the procurement process is fair and transparent.

By making the procurement process more efficient we hope to increase the competition for contracts and ensure all suppliers have an equal opportunity to bid for contracts?

We want to build long term successful and profitable relationships with our suppliers that provide the residents of Brent with outstanding services.

Corporate Procurement Unit

Brent Council

What is 'procurement'?

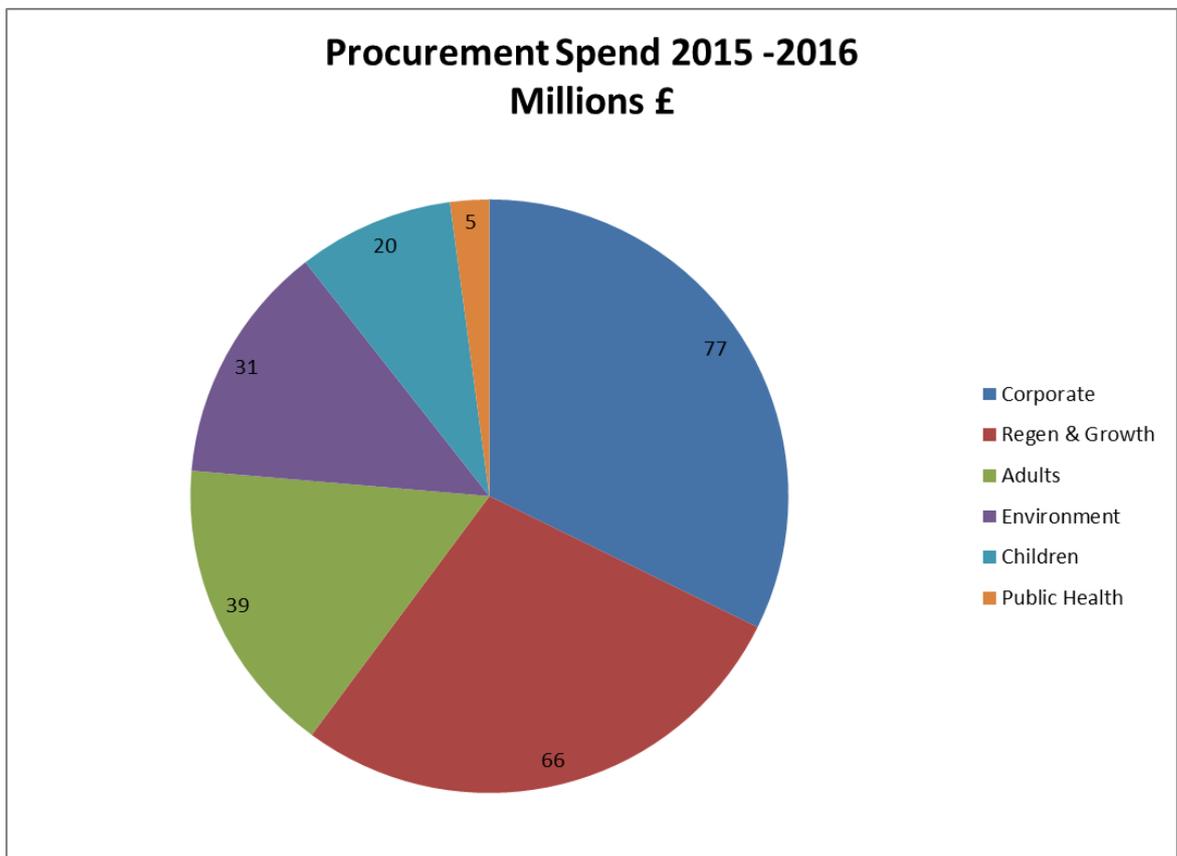
In simple terms Procurement is the buying of products, services and works.

The Council has to follow certain rules set down by the U.K Government and European Union. These rules are to ensure that procurements are carried out in a fair and transparent way while also ensuring that value for money is gained for public funded services.

Opportunities

Brent council currently spends in the region of £240 million with third party suppliers on a broad range of goods and services from waste collection through to Social Care.

In recent years we have seen an increase in the number of traditional council delivered services that have been outsourced, to third parties e.g. waste collection. This outsourcing is part of the drive to improve efficiencies and there is every possibility that the number of outsourced services will increase in the future.



Methods of Procurement

Council officers will procure using different methods depending on the value and type of the goods/services or works being procured.

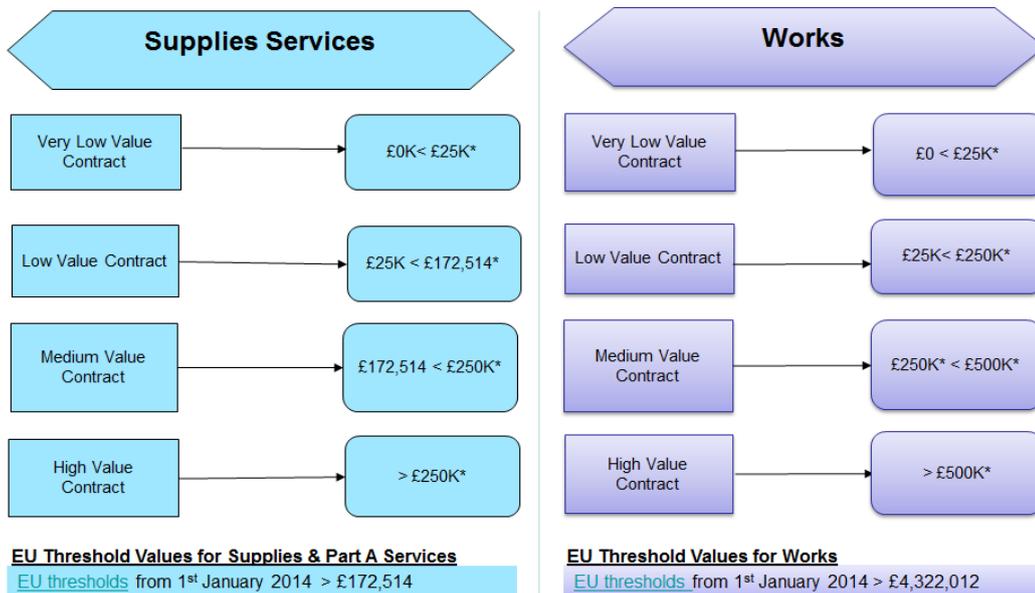
All Medium and High Value procurements require a full tender while Lower value procurements require best value to be sort through a quotation process.

(Please see definition below)

Contract Value

*It is a mandatory requirement to estimate a contract value at the start of a procurement. The value of the contract must be calculated over the entire length of the contract including any period of extension(s) anticipated

see [Contract Standing Order 90_91](#) for more details



Quotes (Low value Contracts)

The Buyer will seek quotations from, wherever possible, a minimum of three suppliers.

Quotes do not need to be publicly advertised, and buyers are able to seek quotations directly from suppliers. Brent Council encourages all suppliers to register on the London Tenders Portal (electronic quotation and tendering system).
<https://www.londontenders.org>

This will enable Buyers to access the appropriate suppliers contact details and obtain quotes, wherever possible, through the portal.

During a quotation process Suppliers are able to contact council officers to discuss the quote without restriction. This is different to a tender, which has strict rules regarding direct contact.

Please keep in mind that the Council deals with literally hundreds of suppliers across thousands of products and services, and are not able to reply to unsolicited approaches. Please limit direct contact with buyers to specific questions regarding quotations or a response to a request to quote.

Tendering - <https://www.londontenders.org>

A tender is a more formal procurement than a quotation and is governed by strict rules. Tenders that exceed the European Union threshold for Local Authority tendering must be published in the Official Journal of the European Union (OJEU).

For the most recent OJEU Thresholds please follow this link

<http://www.ojec.com/Thresholds.aspx> .

Brent Council advertise all tenders on the London Tenders Portal
<https://www.londontenders.org> ,

Suppliers are encouraged to register on this portal to receive notification of tenders that are in their area of interest. Electronic notifications of opportunities are sent to registered suppliers automatically when advertised on the portal.

All responses and communications regarding tenders advertised via the portal must be made via the communication functions of the portal. This ensures that electronic communications are monitored and auditable ensuring a fair and transparent process throughout the procurement.

Direct communications outside of the portal are discouraged during the procurement process. Any communications that take place outside of the portal should be recorded and added to the portal.

Suppliers are encouraged to ask questions via the portal, to ensure they are clear about the requirements of the procurement.

In line with transparency and fairness all answers to questions are shared with all suppliers engaged in the procurement process, with any sensitive data redacted.

Please Note

Councillors are bound by strict conflict of interest rules that govern their involvement in any commercial dealings. This should be considered before approaching councillors regarding any procurement. Any inappropriate approach may invalidate a suppliers bid.

It is the Council Officers who are responsible for purchasing and tendering operations of the council.

Evaluation and Award

The Council does not base their choice of supplier on cost alone; all procurements have an evaluation criteria specific to the requirements of the goods/services or works being procured. The evaluation criterion reflects the requirements of the specification and is weighted in accordance with achieving the best outcome for the council and its residents.

When drafting requirements and specifications, officers consider Social, Equality and Environmental factors that are relevant to that procurement.

Evaluation Criteria is issued and available to the supplier for all Tenders that are posted on the London Tender Portal <https://www.londontenders.org> .

Local Suppliers

The Council is committed to developing the local economy and supporting local suppliers. Wherever possible, local suppliers are invited to quote for low value contracts and are encouraged to bid for tenders.

All Suppliers are encouraged to register on the London Tenders Portal <https://www.londontenders.org> to ensure that they receive notifications of upcoming procurements and that their contact details are available to officers seeking

quotations.

The council cannot discriminate in favour of local suppliers, contracts are awarded based on the evaluation criteria set out in the invitation to quote/tender. However we do encourage local organisation to bid for contracts with the council.

Tips on Tendering

- When you receive an invitation to tender read the documents carefully to check you are capable of delivering the contract before completing the tender documentation.
- If you have questions about the documents ask the officer managing the contract and allow them enough time to reply. (Questions relating to tenders and quotations advertised on the London Tenders Portal should be directed through the Portal communication function)
- Once you know a tender return date, plan in advance when you will start completing the paperwork. Don't leave it until the last minute. A well planned submission reduces the chance of mistakes being made and helps ensure your bid is the best it can be.

- Consider collaborating with similar businesses if the contract is larger than you would normally tender for, it may increase your chances of success.
- Answer all the questions clearly and provide all the requested information. Use the evaluation criteria provided to check you have covered all relevant points in your submission. If you can not provide some of the requested information, check whether the tender will be accepted before you invest time and resource in completing the paperwork.
- Do not include un-necessary literature and brochures that are not requested.
- Focus on the unique selling points of your organisation and make sure they are clearly evidenced in your tender. Don't assume we already know as tenders are evaluated based on the submissions.
- Cost the tender as accurately as possible and state any assumptions made to your pricing model.
- For some contracts, an Open Day or Question and Answer session may be held for potential bidders to go along, ask questions and see the site where they may be working. It is useful to attend these events to learn more about the contract requirements to inform your bid.
- Ensure you meet the deadlines – extensions will not be granted and it is important to give a good impression of your organisation.
- Once the tender return date has passed try and be patient in waiting to hear if your tender has been successful, this sometimes takes a little time.
- When the council announces the tenders have been evaluated and the contract is ready to award it is important to ask for feedback on your submission, whether you are successful or not. This will help you understand what you did well and what you can improve on next time.

Tender evaluation and contract award

The tender evaluation process is as follows:

1. Tenders are opened at an agreed time and date, after the submission deadline.

2. Tenders are evaluated against the pre-determined, published evaluation criteria. The evaluation looks at how the supplier proposes to deliver the goods, works or services (quality) and the cost (price). The balance of quality and price will depend on the nature of the contract. The evaluation team are looking to find the best combination of both, known as the 'most economically advantageous tender'. In addition to a written submission, suppliers may also be asked to hold a site visit or deliver a presentation. If this is the case, suppliers will be told at the start of the tendering process.

3. Clarifications are made where necessary. Suppliers should respond quickly and professionally to these. (via the London tender Portal)

4. A written intention to award letter is sent out to all tenderers involved in the process, informing them if they have been successful. This will detail:

- Award criteria
- Score of tenderer against evaluation criteria (as appropriate)
- Score of successful tenderer (as appropriate)
- Name of successful tenderer
- How to request feedback

5. For contracts subject to the EU Directives, the Alcatel 'standstill' process starts, allowing 10 calendar days for unsuccessful tenderers to request feedback on their bid or request further information, before the council enters into the contract.

6. The contract is awarded to the successful tenderer on the basis of which supplier best meets the evaluation criteria. Contract award information is published via the e-tendering system (and in OJEU where the contract is subject to the EU Directives).

7. Tenderers who did not request accelerated feedback on their bid under the Alcatel 'standstill' still have the opportunity to request this information after contract award. All tenderers may request feedback on their bid, even if the Alcatel 'standstill' period did not apply.

The Contract Documents

Following contract award, the council will draw up a contract which both the successful supplier and council will sign. We would ask suppliers to sign and return issued contracts to the council as soon as possible.

The contract should, as a minimum, include:

- Specification / project brief - This sets out what will be delivered under the contract and outlines policies, procedures and guidelines that need to be followed. Performance standards will be included as part of the specification alongside the expected outcomes.

- Terms and conditions – This sets out how the council is letting the contract, the rules that suppliers must follow and how the relationship between council and supplier will work during the life of the contract.
- Form of Tender – By signing this, suppliers are agreeing to the council's terms and conditions of contract.
- Pricing document / schedule of rates – This sets out the prices that will be paid by the council for goods, works or services delivered as part of the contract.
- Declaration of Non-collusive tendering – By selecting this declaration suppliers are agreeing to submit a bona fide tender that is competitive and has not been fixed or adjusted in association with any other person or organisation.

Any document that forms part of a tender submission may be included in the contract as the council sees appropriate, for example method statements.

Purchase Orders, invoices and Payments

Orders placed by the council will have a Purchase order number with them that will be quoted to the supplier at the time of ordering. The order number should be referenced by the supplier on delivery notes and invoices.

Invoices are to be sent to the address stated on the order. Once received, the invoice will be matched to the order number and delivery note. If the details match, the invoice will be authorised and payment will be made. Where invoices do not match the order details or delivery note, they will be passed to the officer who raised the order for them to address appropriately, this may delay payment being made.

Suppliers should not accept Orders that are not accompanied by a 12 digit Purchase Order Number. Failure to provide a valid Purchase Order number on an invoice will cause delays in payment of an invoice and may be subject to payment challenge.

Contract management

Suppliers will be monitored to ensure they comply with the performance criteria in the contract. Goods, works and services are to be delivered in accordance with the requirements set down in the contract, to the specified standards. Regular meetings will be held with suppliers where performance and other relevant issues can be discussed to ensure the contract runs smoothly and issues can be dealt with promptly in the best interests of the customer. Poor performance will be raised promptly, so suppliers can address the issues and put them right. Where suppliers do not address poor performance this may result in contract being terminated. It is therefore important suppliers clearly understand the contract requirements, feel capable of delivering them and read the terms and conditions before tendering for council contracts.

Complaints and whistleblowing

Should a supplier have a complaint about unfair treatment or discrimination that can not be resolved through the normal channels of communication they should contact the Corporate Procurement Unit. The council will strive to address the issues raised and respond promptly.

It is the duty of our suppliers and their staff to bring the council's attention to any malpractice, fraud or breaches of legislation they may be aware of on the part of the supplier or any of their sub-contractors. In such cases please contact the Corporate Procurement Unit using the contact information below

corporate.procurement@brent.gov.uk

Glossary of Procurement Terminology

Acceptance letter

Letter that creates an immediate binding contractual relationship between the Council and the successful tenderer prior to entering into a formal contract.

Aggregation

Adding together the value of separate contracts for the same supply, service.

Appraisal

A detailed assessment of the general capacity of a contractor, supplier or service provider to meet certain general criteria or standards.

Approved list

A list approved by the Council of potential contractors, suppliers or service providers, who have met pre-set criteria. See also „preferred supplier list“.

Audit trail

System or paper generated evidence showing how and by whom certain processes and functions were carried out.

Authorised officer

An officer of the Council who has been nominated by the Council to manage a contract or contracts with a contractor, supplier or service provider.

BME Business

Black and Minority Ethnic Business – A business where 51% or more is owned by members of ethnic minority groups OR if there are few owners where at least 50% of the proprietors are from black or minority ethnic groups.

Benchmarking

Comparison of performance against other providers of similar services, particularly those recognised as adopting best practice.

Best and final offer (BAFO)

The detailed and fully priced offer submitted by the Respondent for the contract, following the issue of the Council’s Invitation to submit best and final offer (BAFO) 3 documentation. Where the Council accepts the offer it becomes legally binding on both parties.

Best practice The most effective and desirable method of carrying out a function or process derived from experience rather than theory.

Best value

Arrangements to secure continuous improvement in the exercise of an Authority’s functions, having regard to a combination of economy, efficiency and effectiveness as required by the Local Government Act 1999; the relationship between worth and cost.

Bills of quantity

Lists of quantities, provided by clients, against which tenderers insert their rates. The lump sum for each contract is then calculated by multiplying the quantities by the rates.

Brokerage

The use of an intermediary to obtain goods/services. Brokers can provide impartial procurement/purchasing expertise and should obtain the best deal for a client.

Business questionnaire

See „pre-qualification questionnaire“.

Cartels

A group of suppliers acting illegally in concert to artificially influence the price and quantity of supply.

Call off contract

A contract made following a formal tendering process with one or more contractors, suppliers or service providers for a defined range of works, goods or services covering terms and conditions (including price) which users „call off“ to meet their requirements. See also „framework agreement“.

Collaboration

An arrangement under which council departments/schools operate together internally or with other councils/schools externally to procure goods, works and services. Combined buying-power can improve services and prices and share the administrative overhead.

Collusion

A fraudulent arrangement between two or more parties whereby prices or service requirements are manipulated to get round competitive tendering.

Commissioning

The process of acquiring services to meet the needs of the local population. Commissioning is done through the Local Authority, the Primary Care Trust, other public agencies, or by the private or voluntary sectors

Competitive dialogue

A variation of the negotiated process, now available under the new EU directives, which permits discussion of different options before choosing a particular solution. It must only be used in complex contracts where technical solutions are difficult to define or where development of the best solution is wanted.

Competitive tendering

Awarding contracts by the process of seeking competing bids from more than one firm.

Consortium

An unincorporated group of organisations or individuals, often formed to tender for a contract with a view to forming a company or working in some other way in the event of winning.

Consultant

An organisation or individual employed by the Council for specific tasks, usually for a fixed period where specialist knowledge or objective review is required.

Contract

A binding agreement made between two or more parties, which is intended to be enforceable at law.

Contract award notice

Notice of an award of a contract published in the Official Journal of the European Union (OJEU), in fulfilment of the requirements of EU public procurement directives.

Contract documents

Documents incorporated in the enforceable agreement between the Council and the contractor, including contract conditions, specification, pricing document, form of tender and the successful tenderer's responses (including method statements), and all other relevant documents expressed to be contract documents (such as relevant correspondence, etc.).

Contract notice

Notice published in the Official Journal of the European Union (OJEU) by contracting authorities, seeking expressions of interest or inviting organisation to tender.

Contract Standing Orders

The standing orders apply to all contracts entered into by the Council for the procurement of goods, works and services.

Contract value

The total monetary value of a contract over its full duration (not annual value).

Contractor

An organisation or individual who has made a contract to undertake works, supply goods or provide services.

Corporate contract

Contract for a range of goods and services where a cross Departmental need exists. The corporate contract will have a defined set of conditions and the use is mandated within the Contract Standing Orders.

Cost plus

The method of payment for contracts for which tenderers quote a lump sum or % addition to their costs (which would be reimbursed).

Common Procurement Vocabulary (CPV)

The numerical system of identifying goods and services in the tendering process. Also used as part of the e-procurement process to identify services offered by the tendering organisation.

Daily rates

The method of payment for contracts for which tenderers quote rates per chargeable day.

Dayworks

The method of payment for contracts for which tenderers quote rates per attendance hour.

DBFM (design, build, finance and manage)

A contract (as used for the PFI) in which the service provider is responsible for all 4 aspects of the provision and management of a service.

DBFO (design, build, finance and operate)

A contract (as used for the PFI) in which the service provider is responsible for all 4 aspects of the provision and operation of an asset.

Debriefing

Giving positive, constructive feedback to competing suppliers on their performance at certain stages of the procurement process. It gives you the opportunity to improve your performance in the future. It can also help the buyer/commissioner, as it highlights problems that may have arisen during the procurement process. This gives them the opportunity to improve their procedures.

Default

A breach of a contract condition, e.g. a delay in the promised delivery.

Deliverables

A collective name for the tangible goods and/or services that the supplier or contractor is required to supply under an agreement.

Dynamic Purchasing Systems

An electronic process for making commonly used purchases of which meet the requirements of the contracting authority and which is limited in duration, open throughout its validity to any economic operator that satisfies the selection criteria and has submitted an indicative tender that complies with the specification.

E-procurement

The use of electronic methods in every stage of the purchasing process from identification of requirement through to payment, and potentially to contact management.

Equalities Impacts Needs Assessment (EINA)

A tool for ensuring that equality issues can be considered when drawing up policies, procedures or delivering services by assessing what the implications are on a wide range of people with different and varied needs.

Estimate

A genuine and realistic price calculated by an officer that represents an estimate for defined works, goods or services, as required by EU rules or standing orders for the purposes of determining the procurement process and ensuring adequate budget provision. This should not be confused with an estimate from a contractor, supplier or service provider for a defined piece of work.

EU rules

The Public Services or Supplies or Works Contracts Regulations relevant to the implementation of the EU (European Union) directive on award of public services contracts.

Evaluation Detailed assessment and comparison of contractor, supplier or service provider offers, against financial and quality criteria.

Firm price

A price which is not subject to variation.

Fixed price

See "firm price"

Framework agreement

An arrangement under which a contracting authority establishes with a provider of goods, works or services, the terms under which contracts subsequently can be entered into, or „called-off“ (within the limits of the agreement) when particular needs arise. See also „call-off contract“.

Inputs

The resources that contribute to a programme or activity including income, staff, volunteers and equipment.

Instructions to tenderers

Instructions in the tender document designed to ensure that all Tenderers are given all the relevant information relevant to the tender to assist with their submission.

Invitation to negotiate

An invitation to a shortlist of typically 3 to 4 bidders to submit a response to a bid document prepared by the public sector Authority. This document comprises detailed descriptions of the project facilities and services required, expressed in the form of outputs to be delivered or achieved, as opposed to inputs. Bidders determine how such outputs are to be delivered efficiently and effectively. Also known as an „ITN“.

Invitation to tender

An invitation to contractors, suppliers or service providers to bid for the provision of works, goods or services. Also known as an „ITT“.

Invoice

A request to pay submitted by a supplier of works, goods and/or services.

Invoice item

A line item on an invoice.

Invoice payment terms

Specified terms of payment agreed between the supplier and purchaser.

Joint venture

Any contract or other arrangement between Sutton Council and another body under which both bind themselves to contribute separate services, work or funding for a shared overall purpose.

Liquidated and ascertained damages

A genuine pre-estimate of the loss that the Authority will suffer if the contractor defaults when performing the contract. This may form the basis of deductions from payments, which will be calculated according to the specific circumstance relating to each type of contract.

Market Research

See “market testing”

Market testing

The process of comparing the efficiency of in-house services against tenders from outside organisations.

Member

Elected member of the Council.

Method statements

Proposals are sought by the Council, for dealing with aspects of the work for which clients have set no specifications, or where more detailed operational information is required.

Most economically advantageous tender (MEAT)

The tender that will bring the greatest benefit to the Council having taken a number of factors into consideration, including quality and cost.

Needs assessment

A process by which health and social care professionals assess and then make conclusions on risks and needs. The assessment sets out what is necessary for an individual to maintain their life at a certain standard.

Negotiated procedure

One of the procedures for procurement under the EU Directives, available only in limited circumstances, under which client authorities negotiate with at least three eligible applicants who meet their criteria.

Offer

A supplier’s offer to provide goods and/or services for a consideration in response to a buyer’s/commissioners enquiry.

Official order

A pre-printed form, which incorporates the Council's terms and conditions of purchase, used to place an order with a supplier. See also „purchase order“.

Open procedure

One of the procedures for procurement under the EU Directives, under which all eligible applicants are invited to tender in a one-stage procurement process.

Outcomes

The benefits or changes that have come about as a result of the work or activity of a contract or the organisation. These include short term, long term, intended, unintended, positive and negative effects.

Outputs

Units or direct products of a project or organisation's activities. For example, they could be classes taught, training courses delivered or people attending workshops.

Parent company guarantee

A parent company guarantee binds the guarantor (the „parent company“) to fulfil and complete a subsidiary company's obligations and liabilities in the event of failure by that subsidiary to fulfil and complete its obligations and liabilities under a contract.

Partnering contracts

Contracts in which prices and specifications are not decided until after contracts are let, usually to enable contractors to contribute to design solutions and other aspects of the work (as proposed by the Government's Construction Task Force, the Egan Committee).

PIN

Prior- Information Notice. A short notice indicating that a call for tenders is planned during the coming three months. The publication of a PIN means that the deadline for submitting the tender from the publication of the call may be shortened.

Performance bonds

Bonds or guarantees given to clients by specialist insurers, on behalf of contractors and at their expense, binding the insurers to compensate clients (up to the amount of the bond obtained) in the event of a default.

Preferred supplier list

A list of organisations preferred by the Council to undertake certain works, supplies or services, following a competitive tendering exercise. See also „approved list“.

Pre qualification questionnaire or 'PQQ'

A questionnaire completed by organisation or providers that wish to be considered for a procurement activity or placed on an approved list. The purpose is to assess their general suitability in terms of financial and economic standing, technical capability and experience, quality assurance, health and safety procedures, environmental issues and equalities considerations. See „business questionnaire“.

Pricing schedules

List of the requirements that might be required to be performed/supplied under the contract which the tenderer inserts a rate against each item.

Private Finance Initiative (PFI)

A route for procurement where, instead of owning the assets needed for their services, public authorities arrange for private sector bodies (often in the form of consortia) to provide and own them. These bodies then make the assets available under operating leases to enable public authorities to deliver the services required. **Procurement**

The process of acquiring goods, works and services, covering acquisition from third parties and from in-house providers. The process spans the whole life cycle from identification of needs, through to the end of a services contract or the end of the useful life of an asset.

Procurement Card (also Purchasing Card /P Card)

A payment card issued by an authority to staff that may be used to purchase goods and/or services up to an agreed value from certain suppliers. Although similar in operation, it is not a credit card that can be used anywhere and there is no credit facility. For suppliers typically payment in full will be made direct to their bank accounts usually within three working days.

Project definition statement (PDS)

Early stage of project which identifies the scope and objectives.

Purchase order

See „official order“.

Quality

The level of fitness for purpose which is specified for or achieved by any service, work or product.

Quality Assurance (QA)

A discipline to assess quality standards, covering all activities and functions concerned with the attainment of quality.

Qualified tender

A tender which is qualified because it does not fully meet the intended contractual requirements. Such tender are not normally acceptable.

Quotation

A written or verbal price given by a contractor, supplier or service provider, after being requested either orally or in writing. A quotation may be the written confirmation of an earlier, oral offer.

Restricted procedure

One of the procedures for procurement under the EU Directives, under which only eligible applicants who meet the client authority's criteria are invited to tender in a two-stage procurement process.

Risk

The probability of an unwanted event occurring and its subsequent impact.

Risk register

A document used to record the risks facing a project or programme, usually produced as a table. It should, as a minimum, record a description of each risk, an assessment of its likelihood and impact and the management actions to be taken to minimise the risk, though it can be more sophisticated.

Risk transfer

The risks, such as construction delay risks, which are required to be transferred to contractors in order for PFI schemes to be approved.

Schedule of rates

Lists of jobs, like those in bills of quantities except that they contain no quantities. Rates may be inserted by tenderers, or by clients. In the latter case, tenderers specify their overall percentages on or off these rates.

Select list

A list of suitable prospective contractors, suppliers or service providers that has been drawn up through a shortlisting exercise for a particular contract or procurement activity.

Service manager

An officer of the Council who has a responsibility to manage a particular service.

Services

Services provided to the Council by an external service provider (an individual or an organisation). Those that have a value exceeding the current threshold defined by the EU rules will be subject to the European tendering requirements. Contract standing orders may have different values covering works, services or supplies.

Service Level Agreement (SLA)

That part of a contract which specifies the services to be delivered. It has been practice for purchasers to enter into contracts based on Service Level Agreements which are in themselves contracts but do not set out full contractual terms, simply detailing the services to be delivered and minimal information such as contact details, addresses, etc. regarding the contractor. Sometimes used between Departments within public authorities.

Shared services

Providing services as a combined or collaborative function which may share processes and technology. This may include bringing together support functions, often from geographically disparate areas, into a separate organisation

Social Enterprise

Organisations that deliver goods and services and make a profit (51% of its income must come from trading) but measure their success on the social impact and benefits they provide. Examples of social enterprises are Co-operatives, Mutual Building Societies

Sourcing

The process of establishing potential suppliers of specified works, goods or services.

SMEs

Small and medium-sized enterprises, a term used to refer to smaller private sector organisation with less than 250 employees.

Specification

A description of requirements and standards to which the goods, works or services should conform. Also known as a statement of needs, a statement of requirement, an operational requirement, or a brief. Its purpose is to present prospective suppliers with a clear, accurate and full description of the organisation's needs, to enable them to propose a solution to meet them.

Stage payments

An agreed percentage or part of the contract price, which is payable when specified stages of completion/delivery have been reached.

Stakeholder

An individual or organisation that has an active interest or a stake in a particular organisation or issue. For example, funders, members, contractors, purchasers, trustees, beneficiaries, volunteers and paid staff are all stakeholders in a voluntary organisation.

Standstill period

Following evaluation of all proposals and prior to completing the contract award, you must notify all suppliers of your intention to award the contract . The Council will issue letters of intent to award to both the successful and unsuccessful tenderers. This notification will incorporate the mandatory 10 day standstill period (also referred to as the Alcatel standstill).

Sub-contracting

The process where a contractor assigns part of the contract to another contractor(s).

Supplies

Goods, either purchased or hired. Those that have a value exceeding the current threshold defined by the EU rules will be subject to the European tendering requirements. Standing orders may have different values covering works, services or supplies.

Supplies, works & services

See individual definitions

Supplier diversity

Initiatives that aim to increase the number of ethnic minority-owned businesses that supply goods and services to both public and private sector organisations.

Supply chain

Consists of businesses providing goods, works and services to a buyer. For example, a stationers supply chain will include its product suppliers, delivery firm, printing company, IT provider and cleaning contractor. Tier one of a supply chain is the main contractor who supplies direct to the buyer/commissioner. A business that supplies to tier 1 is a tier 2 supplier and any business that supplies to tier 2 is a tier 3 and so on.

Surety

See "Performance bonds"

Sustainable procurement

Sustainable procurement is using procurement to support wider social, economic and environmental objectives. It goes beyond green procurement to take account of social and economic issues.

Tender

An official written offer to an invitation that contains a costed proposal to perform the required delivery of works, services or supplies, and is provided in response to a tendering exercise. Involves submission of the offer to the Pro Contract e-tendering portal by a specified time and date.

Tender documents

Documents provided to prospective tenderers when they are invited to tender and that form the basis on which tenders are submitted, including instructions to tenderers, contract conditions, specification, method statements, pricing document, form of tender and the responses from tenderers.

Tender evaluation panel

A group of people who analyse tenders received and make final recommendations on the award of contracts.

Third sector organisation (TSO)

VCOs pursue social and environmental objectives; do not distribute any surpluses to shareholders; reinvest any surpluses in the pursuit of their objectives; and are independent of government. VCOs can take a number of organisational forms, with or without charitable status.

TUPE regulations

The Transfer of Undertakings (Protection of Employment) Regulations 2006 (as amended from time to time) implementing the Acquired Rights Directive on the acquired rights of workers.

Two stage selective tendering

See “restricted procedure”

Value for money The provision of the right goods and services from the right source, of the right quality, at the right time, delivered to the right place and at the right price (judged on whole-life costs and not simply initial costs).

Voluntary and community organisation (VCO)

A general term used to refer to registered charities, non-charitable non-profit organisations, associations, self-help group and community groups.

Waiver

An authorised departure from the Contract Standing Orders. This may only be applied with limited application.

Whole life costs

The systematic consideration of all relevant costs and revenues associated with the acquisition and ownership of an asset.

Works

Building, construction and engineering related works. Those that have a value exceeding the current threshold defined by the EU rules will be subject to the European tendering requirements. Standing Orders may have different values covering works, services or supplies.

Contact information

corporate.procurement@brent.gov.uk

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<https://www.londontenders.org>

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