

# ANNUAL PROCUREMENT

## REPORT 2020-21



At the heart of the natural economy

# **Contents**

## **Executive Summary**

**Section 1: Summary of Regulated Procurements Completed**

**Section 2: Review of Regulated Procurement Compliance**

**Section 3: Community Benefit Summary**

**Section 4: Supported Business**

**Section 5: Future Regulated Procurements**

**Section 6: Other Content for Consideration**

**Annex A: List of Regulated Procurements Completed in the  
Reporting Period 1 April 2020 – 31 March 2021**

**Annex B: List of Regulated Procurements planned to commence  
in next two Financial Years, 2021/22 & 2022/23**

**Glossary of Terms**

## Executive Summary

The Procurement Reform (Scotland) Act 2014 (PRA) requires all public organisations with an annual regulated<sup>1</sup> spend of £5 million or more to prepare and implement an annual procurement strategy. In parallel with this requirement, all organisations (including HE and FE institutions) must also publish an Annual Procurement Report (APR) which summarises procurement activities carried out during the same period as the procurement strategy.

This APR covers the period 1 April 2020 to 31 March 2021 and summarises the activities that have been carried out in delivering SRUC'S organisational [Procurement Strategy](#). Stakeholder engagement is key to the development of the procurement strategy and will continue as the foundation for assessing SRUC's regulatory compliance, our strategic objectives, the constant pursuit of value for money (defined as the best balance of cost, quality and sustainability) in all that we do, and delivery against our broader aims and objectives. This process of review and reporting informs adjustments to the Procurement Strategy which are deemed necessary to secure future performance improvements and to respond to the economic, political and financial influences to which SRUC may need to adjust.

In March 2020 the first National Lockdown was implemented to address the immediate and significant threat that the COVID-19 pandemic posed to both life and the UK's NHS. While a summary of the procurement response to the pandemic is described in Section 6, it is pleasing to report that all of SRUC's staff rose to the challenge of the new and enforced working conditions.

Whether they continued to work on site or began, at very short notice, to work from home, our staff received the equipment they required to keep them safe and SRUC operating effectively to meet the needs of its students, research activities, commercial clients and wider stakeholders. Underpinning this was the strength of the relationships that the Procurement Team have developed with key suppliers, in some cases over several years. SRUC formally recognises and thanks all suppliers not only for their support over the last 12 months, but as we move forward in partnership with them, to face the shared uncertainty and economic turbulence that will undoubtedly be the norm for many months, if not years to come

SRUC has identified that over the period covered by this report 28 regulated procurements were completed<sup>2</sup>:

Regulatory Level	Contract Definition	2020 - 21		2019 - 20	
		Number Completed	Value (£)	Number Completed	Value (£)
EU	Goods and services worth more than £189,330; works worth more than £4,733,252 <sup>3</sup>	10	5,446,390	9	6,931,000
Lower Value	Goods and services worth more than £50,000, works worth more than £2 million	18	1,642,500	21	1,792,700
<b>Total</b>		<b>28</b>	<b>7,088,890</b>	<b>30</b>	<b>8,723,700</b>

<sup>1</sup> 'Regulated' procurements are those with an estimated value equal to or greater than £50k (≥ £12,500 per annum over a four-year contract period excluding VAT) for goods & services (or £2,000,000 excluding VAT for a public works contract).

<sup>2</sup> Deemed completed when the award notice is published or where the procurement process otherwise comes to an end – this assumption covers contracts and framework agreements.

<sup>3</sup> Public contracts ([EU thresholds](#)) are revised every 2 years – next due on 01 /01/2022. With the UK's exit from the EU on 01/01/2021 these thresholds will continue to apply to existing and future requirements that include whole or partial EU Grant funding.

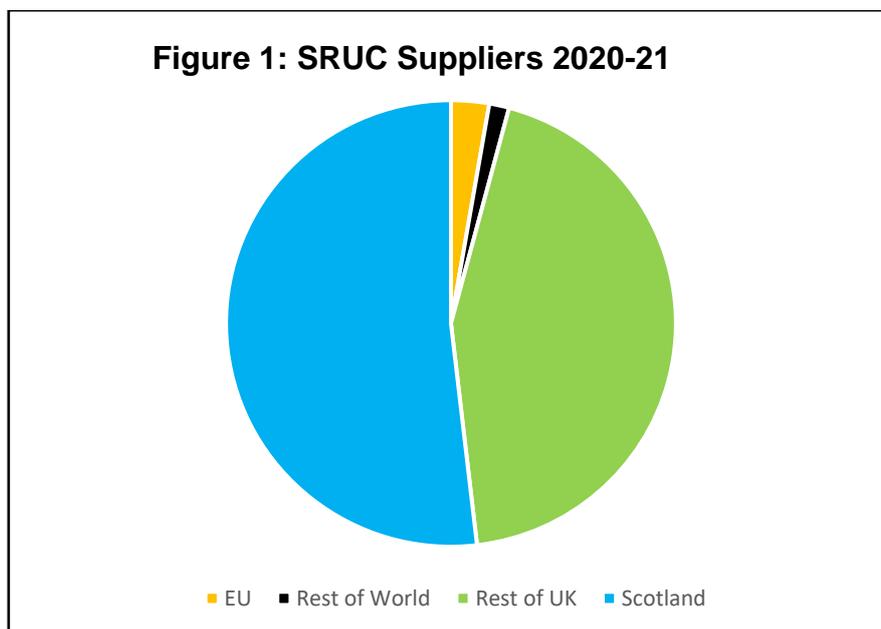
While procurement activity varies from year to year, it should be noted that as a result of COVID, only two contracts were extended beyond their natural termination date, with a further three tenders being rescheduled and completed within the reporting period. All other scheduled tenders were carried out as expected.

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

Subject to the finalisation of SRUC's statutory accounts for 2020/21, total non-salary expenditure was £29,485,000, of which £18,237,000 could be influenced by procurement action - £13,689,000 of expenditure within Categories B, C and C1, and £4,548,000 of non-regulated expenditure. The College's non-salary spend is not only vital to its own sustainability but should also be viewed as a key contributor to the healthy, thriving and inclusive economy envisioned by [Scotland's National Outcomes](#), and a means to support the [Scottish Government's Climate and Circular Economy](#) ambitions.

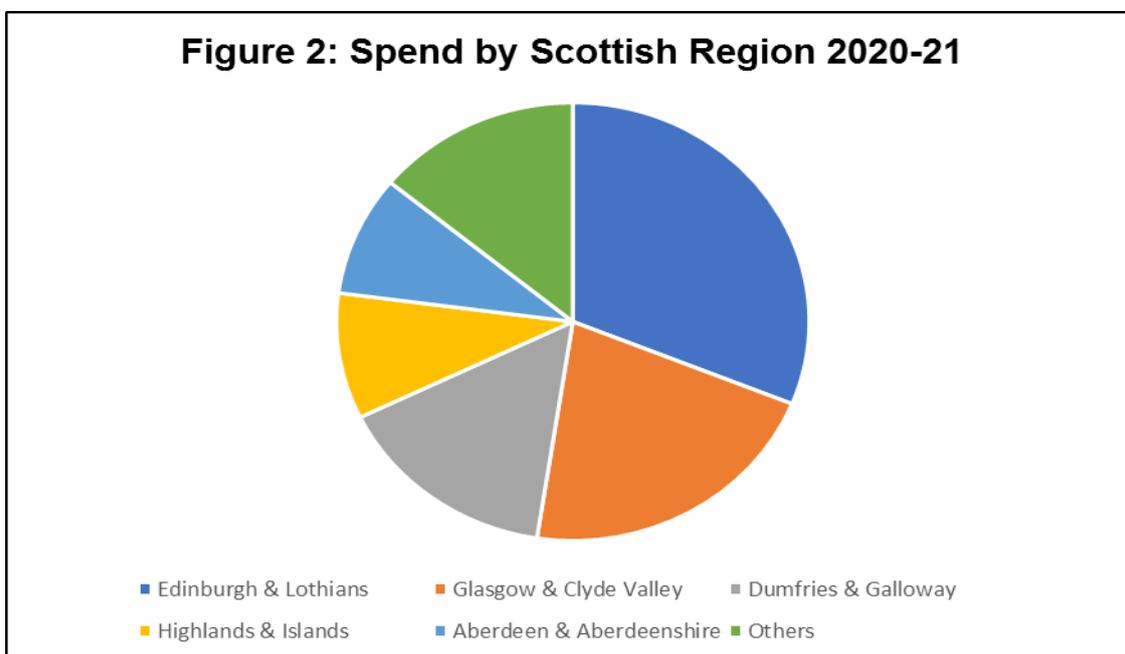
SRUC has over 8,000 active supplier accounts on its Purchase Ledger and these range from sole traders through to established international organisations. During the reporting period the College did business with circa. 2,400 of those suppliers and received 22,300 invoices with an average value of £1,400. While average invoice value is consistent with previous years, we have noted a fall of 30% in the number of suppliers that submitted invoices between 2020-21 and 2019-20. Initial analysis suggests that this contraction is directly related to the impact of COVID lockdowns on business activity.

The geographic distribution of our suppliers remains consistent with previous years (see Figure 1), with Scottish suppliers continuing to be at the forefront of our supply chain.



52% of SRUC's Scottish suppliers are based within the Central Belt but SRUC's regional presence means that our annual spend is distributed across the whole of Scotland (see Figure 2). We recognise that by spending with local businesses our requirements for goods and services can enhance lives and bring social benefits beyond the actual amount spent. For this reason, engaging with and buying from local suppliers, wherever possible, remains a key element of our procurement strategy.

Goods and services purchased from the EU represent 3% of the College's spend. While the UK's exit from the EU has resulted in changes to administration and accounting processes, we have not identified any significant issue with the sourcing and import of goods and services from the EU. However, we continue to monitor the risk to EU purchases on a regular basis, and will continue to do so as the UK's new relationship with the EU matures.



Whenever possible SRUC, has sought to use national, sectoral, local or regional C1 collaborative contracts and frameworks. In addition to leveraging the value of aggregate spend to deliver savings, the burden of risk, contract and supplier management are centralised. In addition, the efficiency of this unified approach also reduces the number of resource-intensive tenders that need to be completed. The College's total procurement influenced spend through collaborative agreements fell from 39% in 2019/20 to 35% in 2021/21. However, the total procurement influenced spend during 2020/21 rose from 73% to 75%. The fall in collaborative spend can be attributed to a reduction in general activity due to COVID, most notably in relation to staff travel (air, rail, hotel, vehicle hire) and utilities (see Section 6). The 2% increase in procurement influenced spend can be attributed to building refurbishment and estate development projects which were rescheduled within the reporting period and avoided the worst of the pandemic restrictions.

This report comprises six sections, the first five cover mandatory reporting with the sixth being discretionary:

- Section 1: Summary of Regulated Procurements Completed
- Section 2: Review of Regulated Procurement Compliance
- Section 3: Community Benefit Summary
- Section 4: Supported Businesses Summary
- Section 5: Future Regulated Procurements Summary
- Section 6: Other Content for Consideration

**Report Approved: 28<sup>th</sup> June 2021**  
**By: SRUC's Executive Leadership Team**

Signed:   
**Position: Principal and Chief Executive**

## Section 1: Summary of Regulated Procurements Completed

SRUC strongly believes in conducting all procurement activities in an open and transparent manner, and in line with our overarching organisational Strategic Plan.

The detailed summary of regulated procurement activities completed during the period of this report is set out in Annex A. That information, coupled with the publication of our [Contracts Register](#) and our systematic use of [Public Contracts Scotland](#) (PCS) and Quick Quotes, provides complete visibility of SRUC's regulated procurement activity.

In Annex A, information is set out to show lower value regulated procurements and EU regulated procurements that have been completed. These are separated into contract categories and use of collaborative contracts is shown separately from those let by SRUC. For each regulated procurement that was completed, the information provided shows:

- the date of award;
- the contract start date;
- the category and contract subject matter;
- the name of the supplier;
- the status of the supplier e.g. SME, Supported Business, etc.;
- estimated total value of the contract over the contract period;
- collaborative or institution owned;
- the end date provided for in the contract or a description of the circumstances in which the contract will end.

## Section 2: Review of Regulated Procurement Compliance

Where appropriate, SRUC has made use of collaborative contracts to deliver improved contract terms, supported contract and supplier management, sustainable procurement outcomes and value for money (being the best balance of cost, quality and sustainability). Primarily these contracts have been put in place for the benefit of the Scottish HE and FE sectors by [Advanced Procurement for Universities and Colleges](#) (APUC - the procurement centre of expertise for Scotland's Universities and Colleges).

In making its regulated procurements every care has been taken to ensure that SRUC awards its business to suppliers who are capable, reliable and who can demonstrate that they meet high ethical standards and values in the conduct of their business. Further, in the period covered by this report the College has conducted all regulated procurements in compliance with EU Treaty Principles of equal treatment, non-discrimination, transparency, proportionality and mutual recognition.

Procurement activities at SRUC are subject to regular, independent review against the [Scottish Government Procurement & Commercial Improvement Programme](#) (PCIP). The PCIP is a useful tool through which the University/College sector is periodically assessed and which can provide valuable benchmarks by which necessary improvements might be identified, consulted over, planned and implemented. To deliver continuous improvement across all aspects of the procurement process SRUC utilises recommendations from PCIP assessments as part of a rolling Procurement Improvement Plan (PIP). Since its implementation in 2016, the PIP has become a key tool to ensure successful delivery against our Procurement Strategy objectives.

SRUC's most recent PCIP assessment was conducted by APUC in May 2019 where we attained Performance Band 2 (an increase in compliance from 2016's Performance Band 4 evaluation). APUC's next round of assessments is due to start in September 2022, with SRUC's review expected to be carried out in late 2022 or early 2023.

SRUC has procurement processes and sign off arrangements that are consistent with the guidelines set out in the [Scottish Procurement Journey](#), and in compliance with its Procurement Strategy, has met the objectives and obligations set out in the following schedules.

Procurement Strategy Statement	Annual Report Commentary on strategy delivery/compliance
<p>To sustain and further develop partnerships within the sector, with other publicly funded bodies, with professional bodies and appropriately with supply markets that will yield intelligence, innovation and deliver value to users of procurement services.</p>	<p>Active and early engagement with both internal and external stakeholders is a key component of SRUC's Procurement Journey. The time invested in speaking to stakeholders on a formal and informal basis improves mutual understanding of needs and requirements which in turn strengthens the value of our procurement activities. Supplier engagement meetings are used to test and refine SRUC's requirements and are also a means to explain and promote the benefits of public procurement processes, provide an overview of tender documents (including the <a href="#">ESPD</a> and from January 2021 the <a href="#">SPD(Scotland)</a>), explain how to submit a tender, and highlight key initiatives such as the Scottish Government's <a href="#">Supplier Journey</a> and the recently introduced <a href="#">Fair Work First in Scottish Public Procurement</a>.</p> <p>Despite COVID enforced restrictions, use of digital meeting technology allowed procurement to host 48 formal meetings with current and/or potential suppliers during 2020/21, (an increase of 20% over 2019/20). The use of digital technology has therefore greatly enhanced our ability to meet with suppliers. This was particularly true at the beginning of the first lockdown in March 2020, and allowed us to reduce uncertainty and provide reassurance that SRUC was open for business, and that the College was committed to supporting its suppliers. Going forward we will continue to use digital technology and leverage its capabilities to support employee work-life balance, and SRUC's drive to reduce its carbon footprint.</p> <p>Our procurement team continues to directly support APUC in the development and evaluation of its contracting plans. The Head of Procurement (HP) attends and contributes to APUC led Procurement Strategy Groups (PSG). Following the May 2019 Scottish Government declaration of a <a href="#">Climate Emergency</a>, our HP became a member of APUC's Climate Emergency Procurement Working Group (CEPWG), Chairs the CEPWG sub-group responsible for Travel, and is a member of the sub-group responsible for Food. Members of our procurement team, and staff from across the College, actively participate in APUC framework User Intelligence Groups and associated tender evaluations. Our procurement team also actively engage with other bodies in pursuit of collaborative opportunities through attendance at HE and FE specific events, and wider Scottish Public Sector events.</p>

Procurement Strategy Statement	Annual Report Commentary on strategy delivery/compliance
<p>To work with internal academic budget holders, professional support service colleagues and suppliers to deliver innovation and best value to the learning, research and service support communities through the development of an effective and co-ordinated purchasing effort within the Institution.</p>	<p>For each regulated procurement, a bespoke strategy is developed and agreed, through consultation, with key stakeholders, end users and suppliers. For non-regulated procurements, a similar approach is adopted, commensurate to the contract value and business impact of the goods and services in question.</p> <p>SRUC's procurement activities directly follow the guidelines set out in the Scottish Procurement Journey. This ensures that our approach is consistent, transparent and in line with <a href="#">The Public Contracts (Scotland) Regulations 2015</a> and recognised best practice. In addition, Procurement proactively works to support SRUC's <a href="#">Strategic Plan</a>. This includes:</p> <ul style="list-style-type: none"> <li>• promoting the procurement process as a business enabler, not only for SRUC but also for our supply chains;</li> <li>• fostering partner relationships with suppliers to enhance research activities and the student experience;</li> <li>• seeking innovative procurement solutions that will build flexibility and sustainability into our business activities;</li> <li>• delivery of a strategically focused infrastructure programme to improve quality of staff and student accommodation and facilities, and to assist regional delivery through our North, Central, and South West of Scotland Faculties;</li> <li>• encouraging participation by local businesses through direct engagement, advertising opportunities on PCS, use of PCS Quick Quotes, and where appropriate lotting of SRUC's requirements;</li> <li>• using the procurement journey as a means to achieve best value for money and to support initiatives across SRUC designed to reduce overhead costs and the environmental impact of business activities.</li> </ul> <p>In addition, Procurement works closely with colleagues within SRUC's Finance Group including:</p> <ul style="list-style-type: none"> <li>• the review of non-regulated purchasing to eliminate unnecessary or duplicate spend, increase the value benefits of aggregated purchasing, reduce the cost of procurement and ensure compliance with procurement regulations;</li> <li>• reconciliation of budgets based on contracted pricing and associated timescales;</li> <li>• review and approval all new supplier requests to prevent off-contract spend, ensure compliance with procurement regulations, and minimise the potential for fraud;</li> <li>• maintenance of an accurate and up-to-date vendor list and purchase ledger.</li> </ul>

Procurement Strategy Statement	Annual Report Commentary on strategy delivery/compliance
<p>To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities.</p>	<p>Delivery of best value for money is at the core of SRUC's procurement activities. We achieve this by critically assessing the balance between whole life cost, quality and sustainability before a procurement action is taken, and subsequently over the life of a contract. We therefore consult with users and wider stakeholder groups to ensure that our procurement strategies and tender specifications are appropriately detailed, are fit for purpose, are clearly understood, and can be delivered successfully by suppliers. Where possible, requirements are aggregated to maximise the benefit of procurement action, whilst also seeking to minimise duplication and unnecessary procurement costs.</p> <p>To support this approach, Procurement carries out a regular review of general ledger expenditure and uses this data to categorise spend in to regulated and other procurement opportunities. The added value of procurement activities are quantified using a sector agreed <a href="#">Benefits Methodology</a> which provides transparency and comparability between institutions. For the reporting period, across all procurement activity and benefit types, and subject to confirmation of framework spend savings, £2.03 million of savings and efficiencies were recorded by SRUC. This represents a 10% increase over that recorded in 2019/20.</p> <p>SRUC continues to utilise sector framework agreements whenever possible. Such agreements have a proven record of delivering best value for money across, a diverse portfolio of goods and services, by market leading suppliers committed to providing a quality service. With 35% of influenced spend being placed through frameworks during the reporting period, we recognise that there is scope to further promote their use across the whole of SRUC. On a quarterly basis, SRUC's use of frameworks is discussed with our APUC account manager and we will work to increase our use of appropriate frameworks during 2021/22.</p> <p>The College continues to work closely with other HE/FE institutions and other public sector organisations. The procurement team maintains close links with their counter parts at the James Hutton Institute (JHI), and during the reporting period provided assistance and examples of contract terms and conditions that SRUC had adopted for construction related tenders. In addition, we continue to lead on the procurement of livestock feed and at the time of preparing this report, we are working with the University of Edinburgh to develop the strategy that will be adopted for the tenders to be issued later in 2021.</p>

Procurement Strategy Statement	Annual Report Commentary on strategy delivery/compliance
<p>To seek out professional development opportunities to enrich and enhance experience and capability of procurement practitioners and to work with the supply chains to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of customers and students.</p>	<p>Procurement at SRUC sits within the Finance Group and during the reporting period, was managed by a team of three Full Time Equivalent (FTE) staff. Two members of the team hold relevant professional qualifications. All members of the team maintain full training records and provision for training (technical, competency and career development) is made within the Finance Group Budget. We participate in a broad range of training courses including those organised for the sector by APUC. In addition, team members utilise e-learning resources provided by APUC, <a href="#">CIPS</a> and <a href="#">HEPA</a> to further enhance their capabilities.</p> <p>Staff also attended open events provided by suppliers to the HE and wider Scottish Public Sector. These events have proved to be highly beneficial as they not only offer updates on new or innovative goods/services but also provide the opportunity for our team to network and develop relationships that could lead to future collaborative opportunities.</p> <p>Regular, formal supplier meetings are held over the life of contracts. It is an important part of SRUC's Procurement Journey, that ownership of contracts is shared between procurement, internal stakeholders and the supplier. These meetings therefore provide an opportunity for each party to discuss performance, provide feedback, agree contract variations, and plan for future activities. A management plan is employed as a key tool to ensure that mutual benefit is realised over the life of a contract.</p> <p>SRUC's website has recently been updated and was relaunched in March 2021. The <a href="#">Procurement webpage</a> has been enhanced and restructured, is easy to navigate, and includes pertinent information and links which are useful to both existing and potential suppliers.</p>

Procurement Strategy Statement	Annual Report Commentary on strategy delivery/compliance
<p>To develop sound and useful procurement management information to measure and improve procurement and supplier performance in support of corporate planning conducted through fair and transparent process.</p>	<p>As noted, SRUC’s procurement procedures have been mapped directly to the Scottish Government’s Procurement Journey. This provides robust internal governance procedures and with our adoption of paperless processing, a transparent and efficient means of managing regulated procurements. As a further layer of control, prior to commencing all regulated procurements and those below the regulatory thresholds, internal stakeholders are required to complete a business case for procurement. This ensures that before the procurement process begins, it can be clearly demonstrated that proposed spend has been approved and budgeted, and that consideration has been made of alternative solutions, added value, business benefits, payback period, and sustainability.</p> <p>At the conclusion of a procurement process, and before a contract is awarded, a Contract Award Recommendation Report (CARR) is prepared and approved in line with SRUC’s Authorisation Policy. The CARR summarises the procurement and provides transparency on key points including whether objectives have been met, value for money delivered, added value achieved, and lessons learned.</p> <p>All regulated procurements are advertised on PCS and from January 2021, <a href="#">UK Find a Tender</a>, and for EU funded projects, <a href="#">OJEU</a>. For those procurements below the regulatory thresholds, where appropriate, we use PCS Quick Quotes. Our use of PCS and PCS Quick Quotes expands the opportunity for SMEs to participate in tenders and during the reporting period 46% of regulated contracts were awarded to SMEs. SRUC recognises the importance of SMEs within its supply chain and where apt, opportunities will be broken down into manageable lots (including geographical distribution) to further encourage SME participation.</p> <p>Expenditure segmentation analysis is carried out to inform future procurement activities and provide management information. Data for analysis is drawn from SRUC’s General Ledger along with annual spend data located on APUC’s Hub, and Hunter database. General Ledger data is analysed on a regular basis and our methodology allows analysis down to nominal code level which can be cross referenced to individual purchase transactions for each supplier. The availability of digital copies of all invoices provides a further dimension to procurement’s understanding which in turn allows expenditure to be consolidated and real cost efficiencies generated.</p>

Procurement Strategy Statement	Annual Report Commentary on strategy delivery/compliance
<p>To embed sound ethical, social and environmental policies within the Institution's procurement function and to comply with relevant Scottish, UK and EC legislation in performance of the sustainable procurement duty.</p>	<p>SRUC is committed to and strives for equality of opportunity for all its students and staff (existing and prospective), and we recognise and celebrates the diversity of all stakeholders. This commitment is supported by SRUC's continued award of the <a href="#">Athena Swan Charter</a> and accreditation as a Living Wage Employer.</p> <p>SRUC's Procurement Journey requires consideration of environmental, social and economic issues and benefits on a contract-by-contract basis during the planning and strategy development stages of tenders. SRUC continues to include APUC's <a href="#">Supply Chain Code of Conduct</a> in all regulated procurements with suppliers being required to confirm they, and their supply chains, will adhere to the Code of Conduct. With input from SRUC's Equality Diversity and Inclusion (EDI) Lead Co-ordinator, incorporated within every regulated procurement is a question exploring the tenderer's approach to embedding EDI. Higher scoring is awarded to tenders that provide tangible evidence to support their comments, including but not limited to, a copy of their Equal Opportunities Policy and a link to their published <a href="#">Gender Pay Gap Report</a> (if appropriate).</p> <p>SRUC is committed to only awarding contracts to suppliers that can clearly demonstrate that they are capable, reliable and, where relevant, have embedded high ethical standards and values in the conduct of their business. The use of the ESPD and, since January 2021, the SPD for all regulated procurements have been particularly valuable in achieving these goals. SRUC also carries out credit checks of suppliers prior to contract award and at regular intervals during the life of a contract. In addition, where appropriate, SRUC requires suppliers to confirm the disclosure or back-ground checks that they carry out prior to the appointment of their staff and during the employee's appointment. A Supplier Declaration of Conflict of Interest is also included with tender documents. Completion of this declaration adds a further level of transparency and helps mitigate the risk of fraud and/or reputational damage for both SRUC and its suppliers.</p> <p>SRUC seeks to contract only with suppliers that comply with all appropriate and relevant legislation. Where applicable, and on a contract-by-contract basis, SRUC will assess the legislation pertinent to each procurement and take steps to ensure bidders comply with it e.g. Health and Safety, Equality, and Late Payment legislation.</p> <p>Since June 2019 SRUC has been a fully accredited <a href="#">Scottish Living Wage Employer</a>. Where relevant and proportionate, SRUC encourages the adoption of the Living Wage and application of fair work practices by both current and potential suppliers.</p> <p>In line with the provisions of the Modern Slavery Act 2015 (the MS Act), SRUC has published its <a href="#">Modern Slavery Act Statement</a>. The statement is reviewed and published on an annual basis. Our procurement policies and tender processes are regularly updated to ensure, where relevant, consideration of and compliance with the MS Act is required for our main suppliers and their supply chain partners.</p>

### Section 3: Community Benefit Summary

SRUC is committed to maximising Community Benefits from its procurement activities. For every procurement over £4m, SRUC will consider how it can improve economic, social or environmental wellbeing through inclusion of community benefit clauses, to assist with achieving sustainability in contract activity, including targeted recruitment and training, small business and social enterprise development and community engagement. Where possible, relevant and proportionate, and where they are considered not to have a negative impact on the delivery of value for money, such clauses may be included in regulated procurements valued at below £4m.

SRUC's approach to identifying community benefit opportunities is carried out on a case-by-case basis, with engagement and consultation with stakeholder groups being seen as key. Where relevant and proportionate to the subject matter of the procurement, the requirement is then built into the procurement specification and into the eventual conditions of contract performance.

As part of the tendering process, suppliers are invited to describe their approach to delivering the community benefits noted in the tender specification. It is important to stress that any community benefits noted are not seen as absolute, and that suppliers are encouraged to identify additional benefits or opportunities that will deliver social value through the performance of a contract.

As noted in the [Scottish Government's Annual Report on Procurement Activity in Scotland 2019](#), relevant community benefits include, but are not restricted to:

- training and qualifications;
- offering advice and assistance on the best practice methodology,
- work placements and job creation opportunities,
- apprenticeships,
- business support for SMEs, third sector and supported businesses,
- volunteering,
- supply-chain development activity,
- curriculum support,
- reduction in environmental impact.

During the reporting period SRUC did not award any contracts over the regulated procurement contract threshold of £4 million. For further information on contracts awarded during the reporting period, please see Annex A.

Community Benefits generated by new and existing contracts within the reporting period include:

Category Subject	Supplier Name	Community Benefit Type
Natural Gas (Ref. 17159)	Total Gas & Power	<ul style="list-style-type: none"> <li>• An apprenticeship training programme, with an apprentice providing direct support to the overarching framework;</li> <li>• Sub-contract metering services to Scottish SMEs to promote opportunities to source local metering engineers and local subcontractors to benefit local communities;</li> <li>• Providing framework customers with upskilling opportunities through customer workshops, industry training and educational material;</li> <li>• Actively promoting the <a href="#">Better Energy School Awards</a>, in partnership with Total Exploration and Production;</li> <li>• Advertisement any sub-contact opportunities on Public Contracts Scotland web site.</li> </ul>
Student Travel Management Service (Ref. 18353)	Study Link Tours	<ul style="list-style-type: none"> <li>• For every trip booked, a <a href="#">Maya Nut Tree</a> is planted in Peru supporting reforestation, providing benefits to local communities and support of forest biodiversity;</li> <li>• For every trip booked, an additional tonne of CO2 is offset through the <a href="#">Portel-Para Reducing Deforestation Project</a> in the Brazilian Amazon.</li> </ul>
Tax Advisory Services (Ref. 18530)	PWC LLP	<ul style="list-style-type: none"> <li>• Support provided to 485 social enterprises, including 294 members of <a href="#">PWC's Social Entrepreneurs Club</a> which aims to help entrepreneurs make connections, develop their skills and increase their social impact;</li> <li>• Support of the <a href="#">Rimba Raya Biodiversity Project</a> in Indonesia that preserves carbon dense tropical rainforest scheduled to be felled and replaced by palm oil plantations.</li> </ul>
External Audit Services (Ref. 18307)	RSM UK	<ul style="list-style-type: none"> <li>• Donation of used laptops to the Mkomachi Secondary School, Malawi;</li> <li>• School leavers recruitment programme to train and retain young people within RSM UK.</li> </ul>
Lead Construction Project Manager, Inverness Hub (Ref. 16214)	Currie & Brown UK Ltd	<ul style="list-style-type: none"> <li>• In order to complete their RICS Assessment of Professional Competence an assistant project manager was seconded to this project for the duration of the contract.</li> </ul>
Alan Watt Building Demolition (Ref. 16407)	Daltons Demolition Ltd	<ul style="list-style-type: none"> <li>• 1,000 tonnes of waste recycled into hard core aggregates with 300 tonnes being used to resurface farm tracks on SRUC's Easter Howgate Farm.</li> </ul>
Catering Services (Ref. 12645)	BaxterStorey Limited	<ul style="list-style-type: none"> <li>• Payment of the Living Wage to all supplier operatives engaged on the contract (see also Section 6).</li> </ul>
Soft FM Services (Ref. 15673)	Pristine Clean Services Ltd	<ul style="list-style-type: none"> <li>• Payment of the Living Wage to all supplier operatives engaged on the contract (see also Section 6);</li> <li>• A minimum of ten 1-week work experience placements for young people with work to be carried out on SRUC's contract;</li> <li>• Two new apprenticeships to be created at each of SRUC's Regional Faculties;</li> <li>• 44 days of paid time for the supplier's staff to engage in charitable volunteering.</li> </ul>
Safety Work Wear and PPE (Ref. 4866)	Guthrie Group Ltd	<ul style="list-style-type: none"> <li>• Provision of a 5% rebate to SRUC's Students' Association on all orders placed by the Association.</li> </ul>

Category Subject	Supplier Name	Community Benefit Type
Waste Management (Ref. 9055)	Lot 1 - Biffa Waste Services Ltd Lot 2 - CCL North Ltd Lot 3 - Veolia ES (UK) Ltd	<ul style="list-style-type: none"> <li>• Waste operative training via workshops, tool box talks and audits to ensure contractual environmental targets are achieved;</li> <li>• Educational visits to recycling plants for SRUC staff and students;</li> <li>• Support to SRUC students including training placements and dissertation advice.</li> </ul>

## **Section 4: Supported Business**

For all regulated procurements SRUC considers whether the service provision could be fulfilled by a Supported Business, whilst remaining compliant with EU and Scottish Procurement Legislation, and ensuring value for money for the College. We review the Supported Business register currently available and published by the [Partnership for Procurement](#), and cross reference the operating areas of listed businesses against the procurement requirement.

SRUC did not reserve any contracts for supported businesses in this period. However, in the same period, purchase orders of £2.3k were placed with an Edinburgh and Lothian social enterprise in respect of laundry services.

## **Section 5 – Future Regulated Procurements**

SRUC is keen to encourage competition by maximising supplier participation in its procurement process to achieve better value for money in its procurements, and to increase opportunities for SMEs to support all aspects of its activities. One method of achieving this is to give notice to suppliers of tendering opportunities that are expected to commence over the next two financial years after the period covered by this report.

In preparing this forward projection of anticipated regulated procurements, it is difficult to be precise about providing exact details of our requirements. Over a forecast period of two years it is likely that, especially in light of the COVID-19 pandemic, circumstances and priorities will change, so the list of projected individual regulated procurement exercises outlined in Annex B should be viewed with this caveat in mind.

The information provided in Annex B covers:

- the subject matter of the anticipated regulated procurement;
- whether it is a new, extended or re-let procurement;
- the expected contract notice publication date;
- expected award date;
- expected start and end date;
- the estimated value of the contract;
- contract category A, B, C or C1;

## Section 6 – Other Content for Consideration

### Procurement's response to COVID-19

#### 6.1 Introduction

At the time of preparing this report, the anniversary of the UK's first national lockdown has just passed. Over the last 12 months, COVID has forced many changes to how SRUC conducts its business activities and how it interacts with all of its stakeholders. Procurement has played an important role in keeping the business operating efficiently and effectively, supporting our students and staff, while maintaining mutually beneficial relationships with our supply base.

The impact of COVID is continuing to evolve and it is likely that the changes that were made to meet the initial impact of the pandemic will in many instances become permanent. Such changes will be beneficial not only to SRUC's commercial sustainability but will also reduce the wider impact that our activities have on the environment. The following notes provide a brief summary of some of the action that we have taken over the last 12 months and separately, an overview of how the impact of the pandemic effected two key drivers of SRUC's carbon footprint: staff travel and utility costs.

#### 6.2 COVID Response

Subject Matter	Action Taken
Risk	<ul style="list-style-type: none"><li>• Procurement risk register expanded to include consideration of the impact of the pandemic on SRUC's supply contracts;</li><li>• Suppliers of commodities identified as being at higher risk of COVID restrictions (e.g. livestock feed, laboratory test kits, PPE) contacted and supplier mitigating strategy discussed and agreed;</li><li>• Internal stakeholders contacted to discuss short to medium term requirements, ordering, stock levels and any further support required;</li><li>• Procurement represented at weekly COVID Strategic Recovery Planning Group.</li></ul>
Supporting Suppliers	<ul style="list-style-type: none"><li>• In line with the Scottish Government's guidance note <a href="#">SPPN5/2020</a>, two contracts were formally extended beyond their natural end date: Travel Management Services for 6 months, and Safety Work Wear and PPE (Ref. 4866) for 12 months. A new contract for Travel Management (Ref. 18352) was awarded in October 2020 and a tender exercise for PPE will be carried out in the second quarter of 2021/22;</li><li>• The timing of three tenders (External Audit, Tax Advisory Services, and Vehicle Hire) were adjusted to assist suppliers coping with difficult working arrangements and staff placed on furlough. Contracts for External Audit (Ref. 18307) and Tax Advisory Services (Ref. 18530) have now been awarded, and it is expected that a contract award for Vehicle Hire will be confirmed in the first quarter of 2021/22;</li><li>• SRUC continued to pay the full labour charge in respect of two contracts: Catering Services (Ref. 12645) and Cleaning Services (Ref. 15090). This ensured that supplier operatives that had been placed on furloughed would receive 100% of their living wage salary.</li></ul>

Subject Matter	Action Taken
Supporting Staff & Students	<ul style="list-style-type: none"> <li>• To support remote staff working and student teaching, 508 laptops were purchased within the first four months of the pandemic. Purchases were made under Scottish Procurement's National Framework SP-15-011-1;</li> <li>• Student support was further enhanced by the purchase and installation of seven servers and 30 Lapsafes across SRUC's six teaching Campuses. Purchases were made under Scottish Procurement's National Framework SP-15-011-1;</li> <li>• Staff working from home were supported by the opening of an Amazon Business Account in March 2020 under <a href="#">YPO</a> framework 2019/S063-146571. Utilising SRUC's existing Purchase Order procedures, the Business Account provided staff with a means to purchase low value essential items (e.g. computer peripherals, office consumables, desks, chairs, ergonomic equipment) and have them delivered to their home address;</li> <li>• Despite concerns around the supply and quality of PPE being widely reported in the national press, we are pleased to report that SRUC did not experience significant issues with the procurement of PPE. This was particularly important for staff that were unable to work from home during the pandemic, most notably those working in Veterinary Testing Laboratories, Animal Research, and on our Farms. We were strongly supported by our contracted supplier, Guthrie Group who have developed transparent and reliable supply chains with local and international manufacturers. In addition, our on-going collaborative relationship with the Moredun Research Institute (MRI) was leveraged to secure additional PPE. This was particularly important as SRUC and MRI partnered to support the NHS by providing extra capacity for vital testing of COVID-19 samples.</li> </ul>

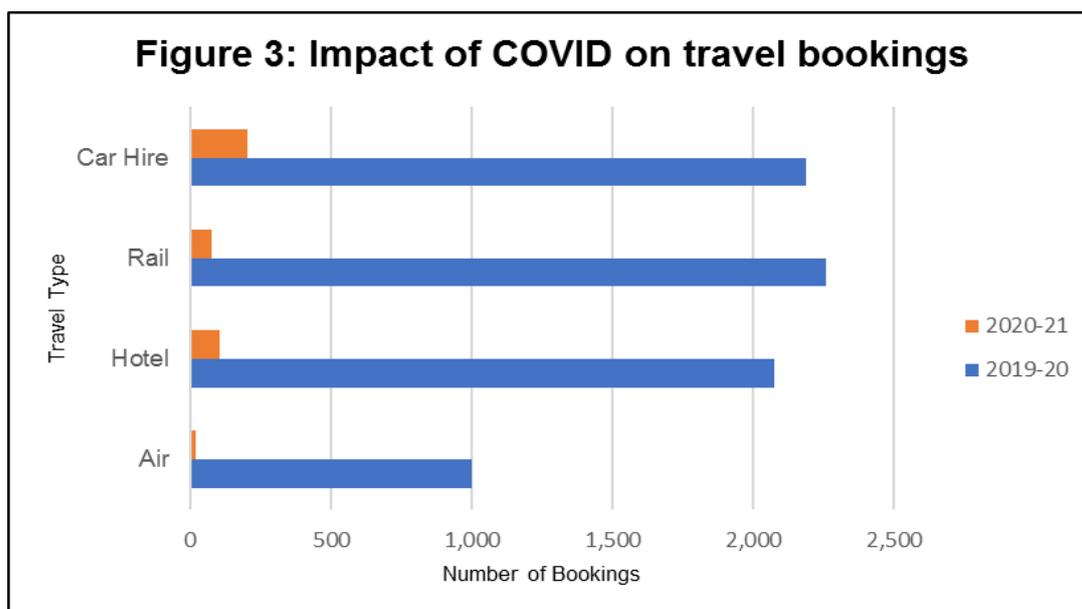
### 6.3 Impact on spend and looking to the future

With the imposition of the first UK wide lockdown in March 2020 and the return of restrictions in January 2021, a key areas of spend impacted by the pandemic was that related to staff travel and utilities. The comparison of staff travel bookings between 2019-20 and 2020-21(Figure 3) is a particularly stark reminder of how quickly what was seen as normal and necessary business activity contracted.

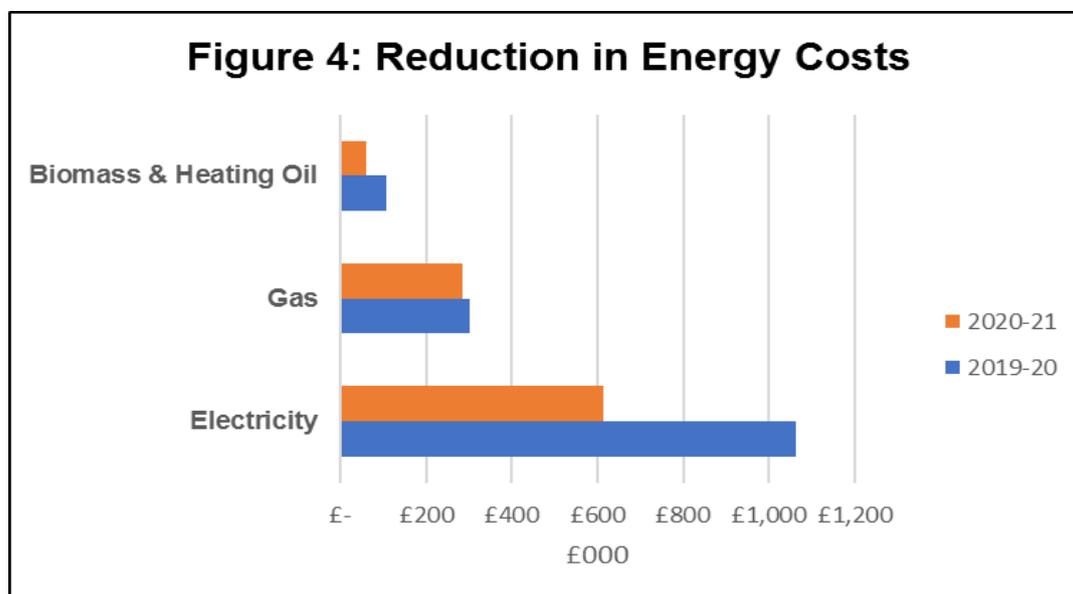
While this reduction was forced by lockdown, it has provided SRUC with an opportunity to reconsider how travel will be addressed in the future. That business activities were able to continue in an effective manner is a clear demonstration that the digital technologies that were adopted can continue to be utilised beyond the pandemic. It is therefore unlikely that travel will return to the levels of 2019-20. In addition to the associated cost savings, reduced travel will provide carbon reductions and the added advantage of improved work-life balance for staff.

Although at a reduced level, travel will of course still be a necessary component of SRUC's business and we are now considering ways in which its impact can be minimised. For example, the procurement strategy for the hire of cars and other motor vehicles has placed emphasis on suppliers providing electric and hybrid vehicles, and hire periods measured in

hours rather than days. To support this strategy, SRUC's Campus and Estates are developing a strategy for the introduction of the support infrastructure required for electric vehicles.



As the majority staff and students were forced to move away from SRUC's Campuses, there was a marked reduction in energy consumption and associated costs as buildings were, in effect mothballed, with lights turned off, and heating levels reduced to care and maintenance levels (Figure 4). Details of the annual carbon savings of this reduction and that related to travel will be reported in [SRUC's Public Bodies Climate Change Duties Report](#) later in the year.



As the Governments vaccination programme gains traction and prevalence of the virus reduces, it is hoped that staff and students will return to Campuses in the very near future. However, it is likely that a blended approach will be adopted for staff with many continuing to spend some of their time working from home. Coupled with carbon saving initiatives, investment in new technology, and increased awareness and training, the energy savings driven by COVID can become the new base line from which SRUC further reduces its carbon footprint.

## Annex A: List of Regulated Procurements Completed in the Reporting Period 1 April 2020 – 31 March 2021

### Compliant

Category Subject	Supplier Name	Date of Award	Owner: Cat A/B/C or C1	Start Date	End Date	Value over contract period	SME status	Supported Business
Water & Waste Water (Ref. 15096)	Business Stream Ltd	01/04/2020	A	01/04/2020	31/03/2023	£990,000	No	No
Natural Gas (Ref. 17159)	Total Gas & Power	01/04/2020	A	01/04/2020	31/03/2022	£300,000	No	No
Animal Show and Sale Inspections (Ref. 16594)	Hall Mark Meat Hygiene Ltd	23/04/2020	C	01/05/2020	30/04/2023	£90,000	Yes	No
Soft FM Services (Ref. 15673)	Pristine Clean Services Limited	12/05/2020	C	05/08/2020	04/08/2024	£846,000	No	No
Digital Strategy (Ref. 16893)	PWC	18/06/2020	C	20/07/2020	19/01/2021	£80,000	No	No
Laptops (Ref. 17972)	HP Inc	19/06/2020	B	19/06/2020	01/08/2020	£140,000	No	No
Laptops (Ref. 17974)	HP Inc	03/07/2020	B	03/07/2021	15/08/2020	£195,500	No	No
Campus Lap Safes (Ref. 17975 to 17980)	HP Inc	13/07/2020	B	13/07/2020	31/08/2020	£242,000	No	No
MAP DNA Extraction and MAP PCR Test Kits (Ref. 12279)	IDvet Sarl	20/07/2020	C	10/09/2020	09/09/2021	£10,000	No	No
Lead Construction Project Manager, Inverness Hub (Ref. 16214)	Currie & Brown UK Ltd	07/09/2020	C	07/09/2020	06/02/2023	£48,000	No	No
Business Travel Management Service (Ref. 18352)	Click Travel Ltd	05/10/2020	B	01/11/2020	31/07/2024	£1,500,000	Yes	No
Maedi Visna Test Kits (Ref. 18236)	IDvet SARL	13/10/2020	C	03/12/2020	02/12/2022	£130,000	No	No
Fume Cupboards and Hoods, Dumfries Vet Lab (Ref. 18314)	Laboratory Specialist Services (UK) Limited	16/11/2020	C	16/11/2020	16/12/2020	£51,000	Yes	No

Category Subject	Supplier Name	Date of Award	Owner: Cat A/B/C or C1?	Start Date	End Date	Value over contract period	SME status	Supported Business
Oatridge Campus Lighting (Ref. 19052)	Pulse Electrical	18/11/2020	C	18/11/2020	17/03/2021	£80,000	Yes	No
Building Refurbishment, Barony Campus (Ref. 18641)	William Waugh & Sons (Builders) Ltd	15/12/2020	C	05/01/2021	01/09/2021	£314,000	Yes	No
Building Refurbishment Furniture, Barony Campus (Ref. 18642)	L&P Projects Limited	16/12/2020	C	16/12/2020	01/09/2021	£44,000	Yes	No
Refurbishment of Tulloch Cottage (Ref 18648)	Interact Interiors Ltd	23/12/2020	C	05/01/2021	04/04/2021	£48,000	Yes	No
Design Team Services, Rural Veterinary Hub, Inverness (Ref. 18547)	Threesixty Architecture	07/01/2021	C	07/01/2021	30/11/2022	£306,000	Yes	No
Cost Management Consultant, Rural Veterinary Hub, Inverness (Ref. 18897)	Thomson Gray	18/01/2021	C	19/01/2021	30/11/2022	£45,000	Yes	No
Equine Arena and Stables, Craibstone (Ref. 19402)	Gary Largue Plant Hire	22/01/2021	C	22/01/2021	21/06/2021	£67,000	Yes	No
Organisational Review (Ref.18024)	Accenture (UK) Ltd	15/02/2021	B	15/02/2021	13/06/2021	£275,890	No	No
External Audit Services (Ref. 18307)	RSM	11/02/2021	B	12/02/2021	11/02/2024	£236,000	No	No
St Boswells Refurbishment (Ref. 19370)	BSL Interiors Ltd	01/03/2021	C	01/03/2021	30/06/2021	£555,000	Yes	No
Space Planning Consultant (Ref. 13914)	Space Strategies	05/03/2021	C	14/02/2021	13/02/2022	£40,000	Yes	No
Server Upgrade (Ref. 19916)	Insight Direct (UK) Ltd	05/03/2021	B	05/03/2021	04/05/2021	£94,000	No	No
Lighting Replacement Ferguson Building Craibstone Campus (Ref. 19556)	Pulse Electrical	08/03/2021	C	09/03/2021	08/09/2021	£143,000	Yes	No

Category Subject	Supplier Name	Date of Award	Owner: Cat A/B/C or C1?	Start Date	End Date	Value over contract period	SME status	Supported Business
Tarring Works, Craibstone Campus (Ref. 19925)	Leiths (Scotland) Ltd	10/03/2021	C	10/03/2021	04/05/2021	£51,000	No	No
Histological Slide Scanner (Ref. 20015)	Leica Microsystems (UK) Ltd	25/03/2021	C	25/03/2021	24/06/2021	£166,500	No	No

## Non-Compliant

The following regulated contracts were awarded without competitive action:

Category Subject	Supplier name	Date of Award	Owner: Cat A/B/C or C1?	Start Date	End Date	Value over contract period	Compliance issue	Proposed Solution
Unit E (Ref. 17757)	Capita	11/06/2020	C	03/08/2020	02/08/2025	£513,000	Unit E have provided SRUC's Student Management System (SMS) since 2012. A full review of SRUC's SMS was requirement was considered, but due to the impact of COVID and the depth of SRUC's investment in Unit E, which is classed as a business-critical system, a direct award was made to Capita. Added value was obtained as the revised contract now provides improved functionality and timetabling.	To ensure best value for money, future requirements for SMS will be subject to quotes being sought in line with SRUC's procurement policy.
Craibstone Master Planning (Ref. 20323)	AECOM Ltd	01/04/2020	C	01/04/2020	31/12/2020	£65,000	Direct award of contract under Crown Commercial Service Framework RM3741 made without reference to SRUC Procurement Policy, and without oversight by Procurement.	Retrospective Contract Award Form introduced by Procurement which formalises the identification of the cause of non-compliance and allows for appropriate corrective action to be put in place.

Category Subject	Supplier name	Date of Award	Owner: Cat A/B/C or C1?	Start Date	End Date	Value over contract period	Compliance issue	Proposed Solution
Project Management & Design Services (Ref. 20507)	AECOM Ltd	01/10/2020	C	01/10/2020	31/12/2022	£63,000	Direct award of contract under Crown Commercial Service Framework RM3741 made without reference to SRUC Procurement Policy, and without oversight by Procurement.	Retrospective Contract Award Form introduced by Procurement which formalises the identification of the cause of non-compliance and allows for appropriate corrective action to be put in place.

## Annex B: List of Regulated Procurements planned to commence in next two Financial Years, 2021/22 & 2022/23

Category Subject	Owner: Cat A/B/C or C1?	Extension, Re-Let or new procurement	Expected contract notice publication date	Expected Date of Award	Expected Start Date	Expected End Date	Estimated Value over contract period
Security Services and Equipment	B	Extension	N/A – provided for within existing contract	01/05/2021	04/06/2021	03/06/2022	£100,000
Electrical Services (PAT Testing)	B	Extension	N/A – provided for within existing contract	01/06/2021	01/07/2021	30/06/2023	£220,000
MAP DNA Extraction and MAP PCR Test Kits	C	Extension	N/A – provided for within existing contract	01/08/2021	10/09/2021	09/09/2022	£10,000
Office, Computer and Library Supplies	B	Extension	N/A – provided for within existing contract	01/07/2021	01/08/2021	31/07/2022	£100,000
Legal Services	C	Extension	N/A – provided for within existing contract	01/12/2021	01/04/2022	31/03/2025	£250,000
Mobile Telephones and associated services	B	Extension	N/A – provided for within existing contract	01/01/2022	31/01/2022	30/01/2023	£84,000
Website Redesign & Implementation	C	Extension	N/A – provided for within existing contract	01/03/2022	17/03/2022	16/03/2022	£90,000
Portable Fire Equipment Services	B	Extension	N/A – provided for within existing contract	01/03/2022	01/04/2022	31/03/2024	£40,000
Wide Area Network (WAN) Services	B	Extension	N/A – provided for within existing contract	01/03/2022	01/04/2022	31/03/2023	£80,000
Research Project External Auditor	C	Extension	N/A – provided for within existing contract	14/05/2022	14/05/2022	13/05/2024	£30,000

Category Subject	Owner: Cat A/B/C or C1?	Extension, Re-Let or new procurement	Expected contract notice publication date	Expected Date of Award	Expected Start Date	Expected End Date	Estimated Value over contract period
BVD Ab ELISA Test Kits	C	Re-Let	22/02/2021	31/08/2021	01/09/2021	31/08/2023	£90,000
Pig Livestock Feed	C1	Re-Let	01/06/2021	15/07/2021	25/07/2021	24/07/2023	£600,000
Safety Work Wear and PPE	C	Re-Let	01/07/2021	15/08/2021	01/09/2021	31/08/2024	£800,000
Internal Audit	B	Re-Let	N/A – framework mini-competition	01/02/2022	01/03/2022	28/02/2025	£140,000
Hire of Cars and other motor vehicles	B	Re-Let	N/A – framework mini-competition	01/05/2021	01/06/2021	31/05/2023	£160,000
Cattle & Sheep Livestock Feed	C1	Re-Let	01/06/2021	01/09/2021	01/10/2021	30/09/2023	£2,000,000
Johnes ELISA Test Kits	C	Re-Let	01/08/2021	01/09/2021	01/10/2021	30/09/2023	£460,000
Electricity	B	Re-Let	N/A – continuation of Scottish Procurement framework	01/04/2021	01/04/2021	31/03/2023	£2,000,000
Natural Gas	B	Re-Let	N/A – continuation of Scottish Procurement framework	01/04/2022	01/04/2022	31/03/2024	£720,000
Biomass Fuel	C	Re-Let	01/10/2021	01/12/2021	01/12/2021	30/11/2023	£90,000
SAN & Virtualisation Technology	C	Re-Let	01/12/2021	15/01/2022	07/02/2022	06/02/2022	£62,000
Agricultural Fertiliser & Lime	C1	Re-Let	01/01/2022	01/03/2022	01/04/2022	31/03/2024	£500,000
Cleaning Materials and Disposable Paper Products	B	Re-Let	01/02/2022	01/03/2022	01/04/2022	31/03/2024	£60,000
MAP DNA Extraction and MAP PCR Test Kits	C	Re-Let	01/07/2022	01/09/2022	10/09/2022	09/09/2025	£30,000
Maedi Visna Test Kits	C	Re-Let	01/09/2022	01/11/2022	01/12/2022	30/11/2024	£130,000
Mobile Telephones and associated services	C	Re-Let	01/10/2022	01/01/2023	31/01/2023	30/01/2026	£250,000
Student Transport	C	Re-Let	01/05/2022	01/07/2022	17/07/2022	16/07/2024	£300,000
Lead Construction Project Manager, Dairy Nexus	C	New	26/04/2021	28/06/2021	01/07/2021	30/06/2022	£100,000
Pay & Grading Model	C	New	01/05/2021	05/07/2021	19/07/2021	18/07/2024	£55,000
Main Construction Contractor: Inverness Rural Veterinary Hub	C	New	01/09/2021	15/10/2021	01/11/2021	30/06/2023	£4,800,000

## Annex C - Glossary of Terms

### A, B, C and C1 Contracts

Category A	<p><b>Collaborative Contracts available to all public bodies</b></p> <ul style="list-style-type: none"> <li>• <b>Scottish Procurement</b></li> </ul>
Category B	<p><b>Collaborative Contracts available to public bodies within a specific sector</b></p> <ul style="list-style-type: none"> <li>• <b>Scottish Procurement</b></li> <li>• <b>APUC and other UK HE Consortia</b></li> <li>• <b>Scotland Excel</b></li> <li>• <b>NHS National Procurement</b></li> <li>• <b>Crown Commercial Service</b></li> </ul>
Category C	<b>Local Contracts for use by individual public bodies</b>
Category C1	<b>Local or regional collaborations between public bodies</b>

**APUC's Code of Conduct** - APUC and its client community of colleges and universities is committed to carrying out procurement activities in an environmentally, socially, ethically and economically responsible manner and to entering into agreements and contracts with suppliers that share and adhere to its vision. To demonstrate this commitment, current and potential suppliers are asked to acknowledge their compliance with the principles of the APUC Supply Chain Code of Conduct with respect to their organisation and their supply chain.

**Sustainability Based Benefits** - sustainability benefits where costs are not normally relevant can be reported but will normally be described in narrative including but not limited to the following areas:

- Reduction in waste – packaging and / or further use of residue from processes etc.
- Reduction in consumption - use of raw materials (consumables, utilities etc.)
- Recycling and/or reuse of products
- Enhanced Reputation and/or marketing opportunities
- Community Benefits delivery
- Carbon Reduction

Social, equality and / or environmental improvements

**Category Subject** - a collection of commodities or services sourced from the same or similar supply base, which meet a similar consumer need, or which are inter-related or substitutable.

**Community Benefits** - requirements which deliver wider benefits in addition to the core purpose of a contract. These can relate to social- economic and or environmental. Benefits. Community Benefits clauses are requirements which deliver wider benefits in addition to the core purpose of a contract. These clauses can be used to build a range of economic, social or environmental conditions into the delivery of institutional contracts.

**Contracts Registers** - these typically provide details of the procurement exercise to capture key information about the **contract** (the goods and services, values, date started, expiry date, procurement category etc.).

**Cost Avoidance** - the act of eliminating costs or preventing their occurrence in the first place. It tends not to show up on, but materially impacts, the bottom-line cost and is normally referred to as a “soft” cost saving i.e. negating supplier requests to increase costs, procuring services/goods/ works under budget, obtaining prices lower than the market average/median.

**Contract management** - or contract administration is the management of contracts made with customers, suppliers, partners, or employees. Contract management activities can be divided into three areas: service delivery management; relationship management; and contract administration.

**EU regulated procurements** - are those whose values require that they are conducted in compliance with the Public Contracts (Scotland) Regulations 2015 and the Procurement Reform (Scotland) Act 2014.

**Find a Tender** - At 11pm on 31 December 2020, the Find a Tender service replaced Tenders Electronic Daily (TED) in the UK public procurement process. UK buyers who previously published OJEU notices on TED will now do that on Find a Tender.

**Flexible Framework** - Self-Assessment Tool (FFSAT) enables measurement against various aspects of sustainable procurement.

**Hub (Spikes Cavell)** - The Scottish Procurement Information Hub is provided by Spikes Cavell as a spend analysis tool allowing organisations to: -

- Identify non-pay spend on external goods and services
- Identify key suppliers and how many transactions are made with each
- Highlight common spend across suppliers and categories
- Identify spend with SMEs and/or local suppliers

This information means that individual organisations and Centres of Expertise can identify where collaborative opportunities might exist and where transactional efficiencies could be made.

For more information, visit the Scottish Government's [Hub](#) page.

**Hunter** - Hunter has been developed by the APUC eSolutions team. It is a database solution which uses standard Microsoft packages (Access and SQL Server) enabling organisations to effectively monitor and report on collaborative contracting activities.

As a solution, it is operational within the HE/FE sector in Scotland and is also being utilised by the HE consortia in England and Wales that also provide collaborative contracting services to the sector. Hunter has a multi-level structure which allows consortia to share collaborative agreements, make them visible to their member organisations, and in turn enabling them to record their own contracts.

**Institutional Dashboard** - the area within the APUC Buyers Portal being developed by the APUC eSolutions team providing easy access to institutions' key management reporting data being recorded centrally through **Hunter**. The dashboard currently hosts key regulatory procurement information on Contracts Registers, forward contracting plans, expenditure reporting and APR Data. The list of reports is planned to expand to cover savings and PCIP dashboard data.

**Lotting** - the Public Contracts (Scotland) Regulations 2015 encourage the use of lots (regulation 47), to promote competitiveness and to facilitate the involvement of SMEs in the public procurement market, by considering the appropriateness of dividing contracts into lots to smaller contracts

**OJEU thresholds** - OJEU is the Official Journal of the European Union, the gazette of record for the European Union. Around 2500 new notices are advertised every week - these include invitations to tender, prior information notices, qualification systems and contract award notices. The European public contracts directive (2014/24/EU) applies to public authorities and the following thresholds will apply to procurement carried out whose value equals or exceeds specific thresholds. The present thresholds are (net of VAT): - for Supply, Services and Design Contracts, £189,330 for Works Contracts £4,733,252. Public Contracts (EU) thresholds are revised every 2 years – this is next due on 01/01/2022.

**Output Specification** - requirements are set out in terms of what you want to achieve, leaving the tenderers to decide on how they will deliver those requirements. This can lead to innovation by the tenderers. The services detailed in the output specification should be capable of objective assessment so that the performance of the supplier can be accurately monitored.

**Prioritisation** - the Sustainable Public Procurement Prioritisation Tool which is a tool to aid all procuring organisations across the Scottish Public Sector designed to bring a standard structured approach to the assessment of spend categories.

**Procurement Journey** - the public procurement toolkit with guidance and templates on the procurement process to facilitate a standardised approach to the market and contract and supplier management.

**Procurement & Commercial Improvement Programme (PCIP)** - replaced the previous Procurement Capability Assessment (PCA) and focuses on the policies and procedures driving procurement performance and more importantly, the results they deliver.

**PCS (Public Contracts Scotland)** - the national advertising portal used to advertise all public sector goods, services or works contract opportunities.

**PCS-Tender** - the national eTendering system, and is centrally funded by the Scottish Government. The system is a secure and efficient means for buyers and suppliers to manage tender exercises online. The standard templates enable buyers to create consistent tender documentation.

**Segmentation** - the division and grouping of suppliers or contracts in relation to spend and its criticality to business.

**Small and Medium Sized Enterprises (SMEs)** - encompass –

- Micro enterprises: enterprises which employ fewer than 10 persons and whose annual turnover and/or annual balance sheet total does not exceed £1.57 million.
- Small enterprises: enterprises which employ fewer than 50 persons and whose annual turnover and/or annual balance sheet total does not exceed £7.86 million.
- Medium enterprises: enterprises which are neither micro nor small, which employ fewer than 250 persons and which have an annual turnover not exceeding £39.28 million, and/or an annual balance sheet total not exceeding £33.78 million.

**Social Enterprises** - revenue-generating businesses with primarily social objectives whose surpluses are reinvested for that purpose in the business or in the community, rather than being driven by the need to deliver profit to shareholders and owners.

**Supply Chain** - encompasses all activities, resources, products etc. involved in creating and moving a product or service from the supplier to the procurer.

**Supported business** - an economic operator whose main aim is the social and professional integration of disabled or disadvantaged persons, and where at least 30% of the employees of the economic operator are disabled or disadvantaged persons.

**Supported employment programme** - an employment programme operated by an economic operator, the main aim of which is the social and professional integration of disabled or disadvantaged persons, and where at least 30% of those engaged in the programme are disabled or disadvantaged persons.

**Sustain** - the APUC supply chain sustainability web portal, a central hub where sector suppliers can complete and store sustainability compliance data. The portal is the core supply chain sustainability tool supporting HE and FE institutions and their suppliers in delivering a transparent, environmentally positive, ethical and socially responsible supply chain

**Sustainable Procurement** - A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole

life basis and generates benefits, not only for the organisation but also to society, the economy and the environment.

**Third-Party Expenditure** - is calculated based upon the total value of invoices paid per annum, excluding VAT, to all suppliers for the purchase of goods and services. It is defined as including: goods – tangible products such as stationery, which are often also known as supplies. Services – provision of an intangible product such as refuse collection, elderly home care, whether carried out internally or externally. Works – including construction works and utilities – energy costs. It excludes employee costs, non-cash expenditure (e.g. depreciation), grants, trust payments and other non-controllable payments to other publicly funded bodies but should include spending on agency staff, capital expenditure and programme spend on commodities and services.