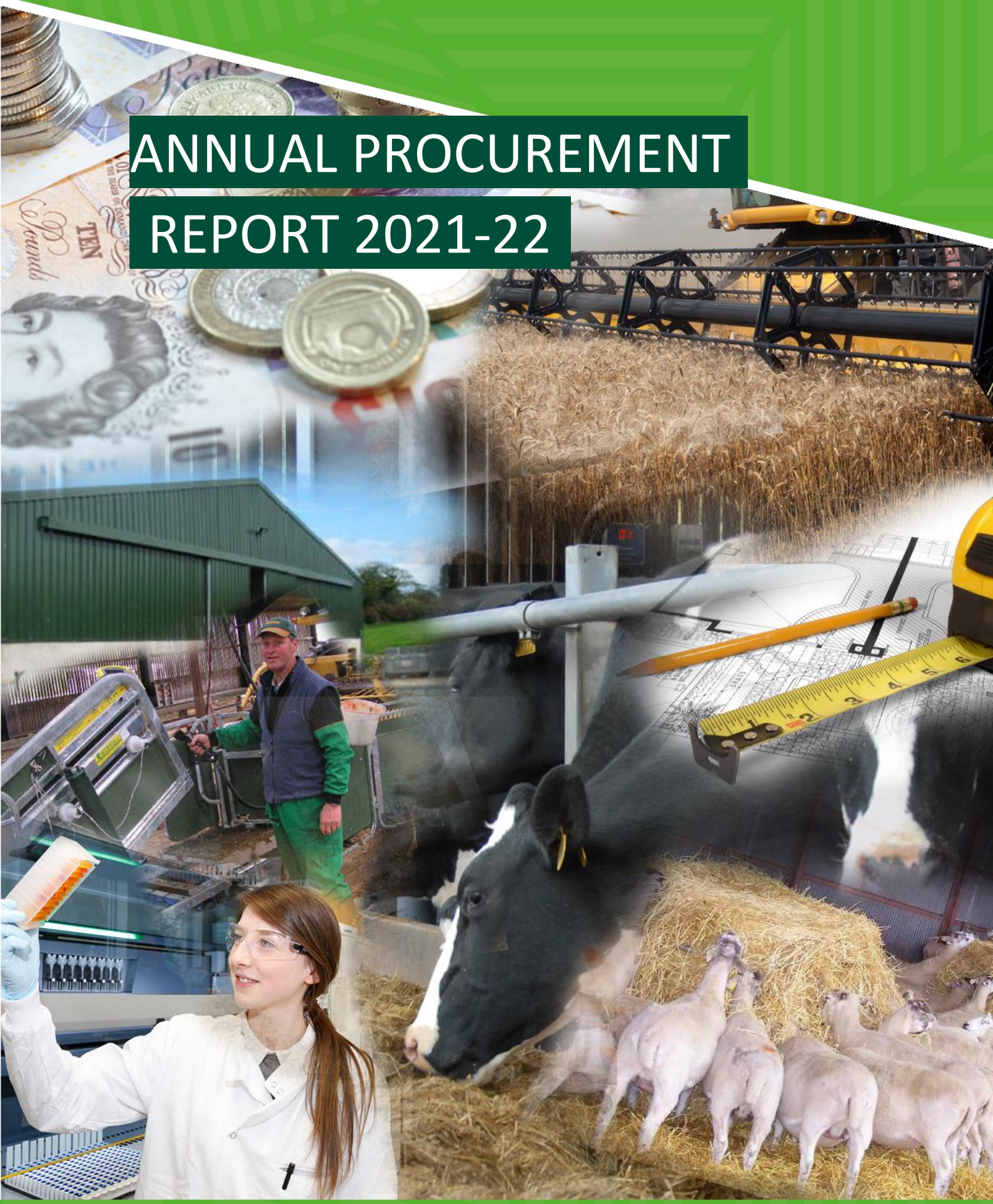
SRUC

ANNUAL PROCUREMENT REPORT 2021-22



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Executive Summary

The Procurement Reform (Scotland) Act 2014 (PRA) requires all public organisations with an annual regulated [1] 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 2021 to 31 March 2022 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 global and national economic, political, social, and financial pressures to which SRUC may need to adapt.

SRUC has identified that over the period covered by this report 33 regulated procurements were completed[2]:

		2021 - 22		2020 - 21	
Regulatory Level	**Contract Definition**	**Number Completed**	**Value (£)**	**Number Completed**	**Value (£)**
UK	Goods and services worth more than £189,330; works worth more than £4,733,252[3]	13	15,101,000	10	5,446,000
Lower Value	Goods and services worth more than £50,000, works worth more than £2 million	20	1,875,000	18	1,643,000
Total		**33**	**16,976,000**	**28**	**7,089,000**

Small and Medium sized Enterprises (SMEs) continue to provide a significant part of SRUC's supply chain with 70% of the above noted awards going to SMEs. We attribute this success to the reach of Public Contracts Scotland (PCS) and, where appropriate, targeted pre-tender engagement with potential suppliers carried out by SRUC's procurement team. When engaging with suppliers our procurement team not only highlight SRUC's requirements but actively promote the potential benefit to suppliers of registering on PCS.

More information on the above 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 2021/22, total non-salary expenditure was £33,474,000 (£29,485,000 in 2020/21), of which £22,981,000 (£18,237,000 in 2020/21) could be influenced by procurement action - £17,458,000 (£13,689,000 in 2020/21) of expenditure within Categories B, C and C1, and £5,523,000 (£4,548,000 in 2020/21) of non-regulated expenditure. These increases can be attributed to a return to pre-COVID levels of activity with 2021/22's expenditure in line with the figures reported in

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

[2] Deemed completed when the award notice is published or where the procurement process otherwise comes to an end – this assumption covers new contracts, contract extensions and framework agreements.

[3] Scottish, UK and EU public contracts thresholds are revised every 2 years – next due on 01 /01/2023. Despite the UK's exit from the EU on 01/01/2021, EU thresholds will continue to apply to existing and future requirements that include whole or partial EU Grant funding.

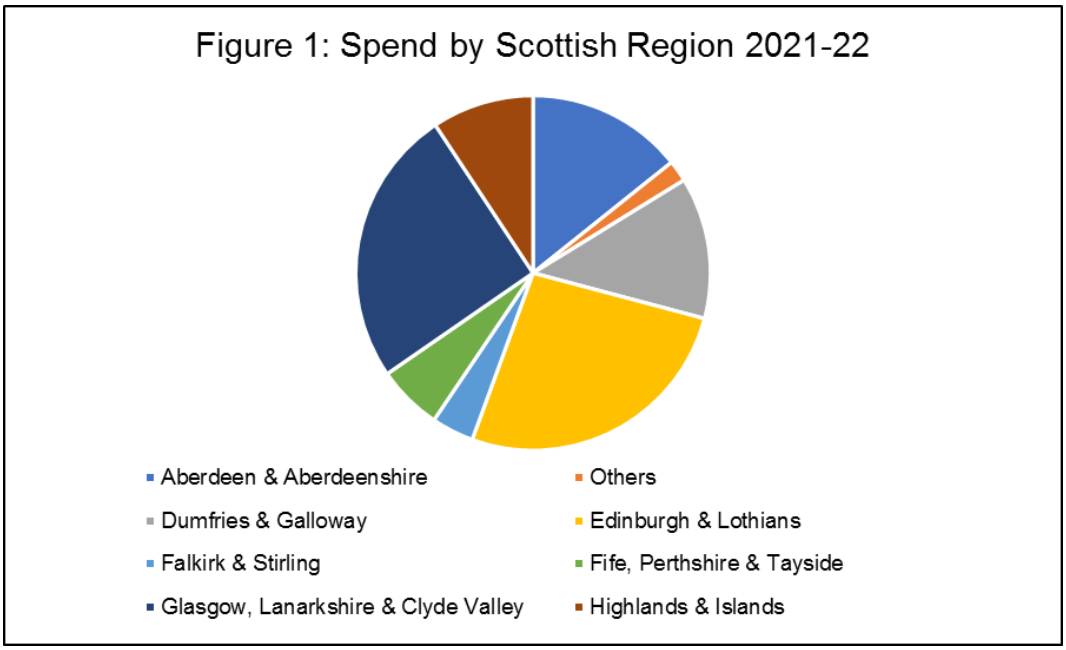
2019/20's Annual Procurement Report.

Whenever possible SRUC continues 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 spend through such collaborative agreements increased from £4.4m in 2020-21 to £5.6m in 2021-22.

During the reporting period the College did business with circa. 2,900 suppliers (an increase of 23% over 2020-21) and received 27,885 invoices (an increase of 25% over 2020-21). Invoices paid within terms fell from 67% in 2020-21 to 60% in 2021-22. This fall can be attributed in part to COVID lockdown restrictions with suppliers that have yet to transition to electronic invoicing being particularly impacted.

The geographic distribution of our suppliers remains consistent with previous years with 55% of all suppliers being based in Scotland. Of these, 56% (52% in 2020-21) are based within the Central Belt. However, SRUC's regional presence means that our annual spend is distributed across the whole of Scotland (see Figure 1) with particular strength around our teaching Campuses at Barony in Dumfries, and Craibstone in Aberdeen.

Figure 1: Spend by Scottish Region 2021-22



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. In addition, analysis of supplier location indicates that use of local suppliers will be a key means to minimise SRUC's environmental impact. For example, the average distance between suppliers based in Dumfries and Galloway (who account for 13% of SRUC's spend within Scotland) and our Barony Campus is 12.8 miles. For these reasons, thinking locally will become an increasingly important element of our procurement strategy.

While the worst of the COVID pandemic appears to be behind us, emerging global pressures, not least of which being the turbulence generated by the on-going war in Ukraine, will continue to impact SRUC in 2022/23 and beyond. Up-coming tenders with particular sensitivity to these global pressures include livestock feed, fertiliser and the construction of SRUC's Dairy Nexus (see Annex B). The lessons learned from COVID and from our previous tendering activity will be carried forward to ensure that our procurement is agile and innovative, and that SRUC continues to be viewed by suppliers as an attractive, reliable and valued customer.

This report comprises five sections which cover mandatory reporting:

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

Report Approved: 8 July 2022

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 PCS, PCS 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. 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 Autumn 2022.

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
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.	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; • explain how to submit a tender, and • highlight key initiatives such as the Scottish Supplier Journey, Fair Work First in Scottish Public Procurement and use of Project Bank Accounts. SRUC fully endorses and supports the use of Project Bank Accounts (PBA) to protect supply chain cash flow and insulate Tier 2 and 3 sub-contractors from upstream insolvency. Our Procurement Contract Manager is now an active member of the Construction Industry Collective Voice (CICV) Forum PBA Sub-Group. The CICV is made up of 29 leading trade and professional bodies that gather intelligence, share advice and speak directly with the Scottish Government on issues affecting the construction industry and its supply chains. Prior Information Notices (PIN) and "Meet the Buyer" group meetings have also been successfully used to promote and foster early engagement with construction industry partners for both the Rural and Veterinary Innovation Centre (Ref. 20171) and Dairy Nexus (tender to be issued in 2022/23). This approach has been of particular relevance due to COVID and more recently, the war in Ukraine placing significant pressure on the availability and price of some construction materials. Since the lifting of COVID restrictions, the use of digital technology has remained at the forefront of the Procurement Team's engagement with current and potential suppliers. Not only does this allow us to engage with a wide range of suppliers located across Scotland and the rest of the UK, it supports work-life balance, and contributes to SRUC's and its suppliers' drive to reduce carbon footprint. Our procurement team continues to directly support the Scottish Governments and APUC in the development and evaluation of its contracting plans. The Head of Procurement (HP) attends and contributes to the Scottish Government's Heads of Procurement Group, APUC's Procurement Strategy Group (PSG), Chairs the APUC Climate Emergency Procurement Working Group (CEPWG) sub-group responsible for Travel, and is also a member of the CEPWG sub-group responsible for Food. 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.

Procurement Strategy Statement	Annual Report Commentary on strategy delivery/compliance
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.	For each regulated procurement, a bespoke strategy is developed and agreed, through consultation, with key stakeholders, end users and suppliers. This approach combines a critical review of previous service requirements, supplier performance, with a view to improving future services and the adoption of innovative delivery and adoption of new technologies. For non-regulated procurements, a similar approach is adopted, commensurate to the contract value and business impact of the goods and services in question. 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 The Public Contracts (Scotland) Regulations 2015 and recognised best practice. In addition, Procurement proactively works to support SRUC's Strategic Plan. This includes: • promoting the procurement process as a business enabler, not only for SRUC but also for our supply chains; • fostering partner relationships with suppliers to enhance research activities and the student experience and proactively support regional delivery through our North, Central, and South-West of Scotland Faculties; • encouraging participation by local businesses through direct engagement, advertising opportunities on PCS, use of PCS Quick Quotes; • where appropriate lotting of SRUC's requirements to reflect the geographic footprint of the College's estate, and the capacities of local supply chain partners; • using the procurement journey to achieve best value for money and support initiatives across SRUC that increase business agility and resilience, reduce costs and minimise the environmental impact of business activities. In addition, Procurement works closely with colleagues within SRUC's Finance Group including: • 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; • reconciliation of budgets based on contracted pricing and associated timescales; • review and approval all new supplier requests to prevent off-contract spend, ensure compliance with procurement regulations, and minimise the potential for fraud; • maintenance of an accurate and up-to-date vendor list and purchase ledger.

Procurement Strategy Statement	Annual Report Commentary on strategy delivery/compliance
To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities.	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. The procurement team works closely 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. To support this approach, where possible, the College's requirements are aggregated to deliver benefit of scale benefits, whilst also seeking to minimise duplication, over stocking and unnecessary procurement costs. 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 Benefits Methodology 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, £1.5 million of savings and efficiencies were recorded by SRUC. This is consistent with previous years, where average annual savings and efficiencies of £1.5m have been delivered since recording began in 2012/13. The savings reported follow the above Benefits Methodology and are a combination of cash savings, cost avoidance savings, benefit of scale savings generated by aggregation of SRUC's requirements, and utilisation of framework agreements. 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. On a quarterly basis, SRUC's use of frameworks is discussed with our APUC account manager and we work to increase our use of appropriate frameworks as they become available. During the reporting period, we are pleased to confirm that spend under APUC frameworks has been increased by circa. £0.9m to £3.8m per annum. Our procurement team continues to work closely with other HE/FE institutions and other public sector organisations. During the reporting period we led on and delivered a contract for the procurement of pig livestock feed and will again lead on tenders related to agricultural fertiliser and cattle and sheep livestock feed in 2022/23.

Procurement Strategy Statement	Annual Report Commentary on strategy delivery/compliance
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.	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, CIPS and HEPA to further enhance their capabilities. 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. 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. SRUC's Procurement webpage has been enhanced and restructured to make it easier navigate, and is regularly updated to include relevant information and links which are useful to both existing and potential suppliers.

Procurement Strategy Statement	Annual Report Commentary on strategy delivery/compliance
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.	SRUC's procurement procedures are 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, environmental impact and general sustainability. 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. All of SRUC's regulated procurements are advertised on PCS, UK Find a Tender, and for EU funded projects, OJEU. For those procurements below the regulatory thresholds, where appropriate, we use PCS Quick Quotes. As part of our development of tenders, where market research identifies potential suppliers are not registered on PCS, our Procurement Team engage with these suppliers to highlight the benefits of being registered and provide guidance on the registration process. SRUC recognises the importance of SMEs within its supply chain and where possible, opportunities will be broken down into manageable lots (including geographical distribution) to further encourage SME participation. Our use of PCS and PCS Quick Quotes expands the opportunity for SMEs to participate in our tenders and during the reporting period 70% of regulated contracts were awarded to SMEs. This represents an increase of 60% over awards made to SMEs in 2020-21. 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, APUC's Hunter database, and annual spend data uploaded to APUC's Hub. The availability of digital copies of all invoices received by SRUC provides a further dimension to procurement's understanding of the specific goods and services that are purchased. Spend can analysed at Divisional, Group and Cost Centre level, and geographic location. Conducting analysis that considers purchases from individual suppliers, provides opportunities to consolidate expenditure and target benefit of scale cost and efficiency savings. The most notable example of this approach during the reporting period was the award of the contract for PPE (Ref. 14353) which is anticipated to deliver savings of circa 24% over the life of the contract. In addition, SRUC has developed and delivered a number of collaborative contracts that can be utilised by the wider HE Sector, the most recent being Pig Livestock Feed (Ref. 19415).

Procurement Strategy Statement	Annual Report Commentary on strategy delivery/compliance
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.	As a proud member of the Athena Swan Charter, a Stonewall Diversity Champion and a committed Disability Confident organisation, SRUC is dedicated to and strives for equality of opportunity for all its students and staff (existing and prospective), and recognises and celebrates the diversity of all stakeholders, including those within the College's supply chain. 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 Supply Chain Code of Conduct 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 tenderers that provide tangible evidence and demonstrates action taken beyond legal compliance, along with a copy of their Equal Opportunities Policy and a link to their published Gender Pay Gap Report (if appropriate). 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. Since January 2021, our mandatory use of the Single Procurement Document (Scotland) (SPD) for all regulated procurements has 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. 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. Since June 2019 SRUC has been a fully accredited Scottish Living Wage Employer. To the extent permitted by law, SRUC will encourage all suppliers to pay, or work towards paying, their employees a living wage, and to adopt fair working practices that align with the Scottish Government's Fair Work First guidance and seek to deliver work founded on the principles of effective voice, fulfilment, opportunity, respect and security. This approach will be applied to contracts for goods, as well as those for labour intensive services. At the time of preparing this report, SRUC confirmed its commitment to develop, in collaboration with Trade

	Union partners, a Fair Work Agreement for SRUC staff which builds on the Fair Work First overarching principles noted above. In line with the provisions of the Modern Slavery Act 2015 (the MS Act), SRUC has published its Modern Slavery Act Statement. 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.

Section 3: Community Benefit Summary

Delivery of Community Benefits is a key aspect of the Scottish Governments drive to achieve a range of national and local outcomes that deliver economic, social and environmental benefits. Community benefit requirements are defined in the Procurement Reform (Scotland) Act 2014 as a contractual requirement imposed by a contracting authority:

a) relating to:
- training and recruitment;
- availability of sub-contracting opportunities;

b) or which is otherwise intended to improve the economic, social or environmental wellbeing of the authority's area in a way additional to the main purpose of the contract in which the requirement is included

SRUC is fully 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, regeneration and support of disadvantaged communities and under-represented groups, and wider 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 consideration of benefits delivered by previously let contracts, and engagement with staff, students, suppliers and other 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 included into conditions of contract performance.

As part of the tendering process, suppliers are invited to describe their approach to achieving the community benefits noted in the tender specification. It is important to stress that any community benefits noted in the tender specification are not viewed as absolute. Suppliers are actively encouraged to identify additional benefits or opportunities that will deliver social value over the life of a contract.

During this reporting period SRUC awarded one contract (Main Contractor, Rural and Veterinary Innovation Centre (Ref. 20171)) over the regulated threshold of £4 million. Delivery of this contract will commence in April 2022 and a summary of the community benefits delivered will be made in the Procurement Annual Report for 2022/23.

For further information on contracts awarded during the reporting period, please see Annex A.

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

Category Subject	Supplier Name	Community Benefit Type
Safety Work Wear and PPE (Ref. 4866)	Guthrie Group Ltd	• Provision of a 5% rebate to SRUC's Students' Association on all orders placed by the Association; • For the duration of this contract period Guthrie Group has committed, commensurate with SRUC annual spend, to support Scotland the Big Picture by rewilding 1-5 acres of land per annum.
Vehicle Hire (Ref. 19176)	Enterprise Rent-a-Car UK Ltd	• Delivered 23,000 books to 240 schools across the UK in partnership with the National Literacy Trust as part of Enterprise's ROAD2 reading campaign; • £49.5k of charitable donations from the Enterprise Holdings Foundation to a number of projects including local hospices, cancer charities, riding for the disabled, wildlife conservation, and social outreach; • Introduction of wellness Wednesday to ensure management take time out and speak about mental health, and generally encourage employees to do an activity good for their physical or mental health; • Organisation of staff activities in support of LGBT Youth Scotland and local food banks; • Enterprise have been named one of the Top 10 Employers in the Employer Index 2021 for Social Mobility; • Celebrated International Day of People with Disabilities to raise awareness of disabilities and understand how to build inclusion within Enterprise's global staff and customer base.
Internal Audit (Ref. 20181)	KPMG	• Leading role in Scottish Government's Developing Markets for Third Sector Providers programme; • KPMG Discover - year 12 or S5 students - work experience programme; • Internships for university students; • Vision for Literacy Business Pledge with the National Literacy Trust; • Schools outreach - 1,000 hours volunteering and 3,500 books donated; • Management of a hive of over 40,000 bees on the roof of KPMG's Canary Wharf office and support of solitary bees by placing bee hotels and planting pollinator flowers across KPMG's estate.
Main Contractor for Civil Infrastructure, Craibstone Campus (Ref. 20824)	Hunter Construction (Aberdeen) Ltd	• Adoption of fair working practices including family friendly policies and payment of the Living Wage at 25% above that recommended by the Living Wage Foundation. Hunter Construction are a fully accredited Living Wage Employer; • Training and toolbox talks covering: - CSCS (General Construction site competence at all levels Labourer to Contracts Manager) - CPCS and NPORS (Plant training for all types of plant) - SSSTS and SMSTS (Site safety training for working supervisors and managers) - First Aid - Manual Handling - Asbestos awareness - Abrasive wheels
Catering Services (Ref. 12645)	BaxterStory Ltd	• 1,360 litres of cooking oil from SRUC's Oatridge, Barony and Cupar Campus sent to Oleo for recycling into biodiesel. Use of this biodiesel has saved 2,900 kg of CO_2.

Section 4: Supported Business

For all regulated procurements SRUC considers whether the service provision could be fulfilled by a Supported Business (defined as 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), whilst remaining compliant with UK 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 recognition of SRUC's responsibilities under the Period Products (Free Provision) (Scotland) Act 2021, we placed £1.9k of spend with social enterprise Hey Girls as part of our commitment to the provision of period products free of charge for anyone visiting SRUC premises. At the time of preparing this report, it has been confirmed that Hey Girls have met the two-part test and are now classed as a Supported Business.

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 supply chain issues as a result of on-going COVID-19 issues and the impact of Russia's attack on Ukraine in February 2022, 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.

Annex A: List of Regulated Procurements Completed in the Reporting Period 1 April 2021 – 31 March 2022

Note: All figures rounded to nearest £000

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
PPE, Safety Wear & related products & services (Ref. 14353)	Guthrie Group	30/09/2021	C	01/11/2021	31/10/2023	£1,000,000	Yes	No
Vehicle Hire (Ref. 19176)	Enterprise Rent-a-Car UK Ltd	26/05/2021	C	01/06/2021	31/05/2024	£810,000	No	No
BVD Test Kits (Ref. 19344)	ID Vet Sarl	08/11/2021	C	08/11/2021	07/11/2023	£60,000	No	No
Pig Livestock Feed (Ref. 19415)	East Coast Viners Grain (Drumlithie) Limited	14/10/2021	C1	15/10/2021	14/10/2024	£900,000	Yes	No
Barony - Glazed Screen Replacement (Ref. 19480)	William Waugh & Sons	08/03/2021	C	06/12/2021	05/06/2022	£130,000	Yes	No
Main Contractor, Clinical Skills Centre, Craibstone (Ref. 19548)	Morrison Construction Limited	15/06/2021	C	15/06/2021	14/01/2022	£440,000	No	No
Lead Construction Project Manager, Dairy NEXUS (Ref. 19892)	Currie & Brown UK Ltd	02/07/2021	C	05/07/2021	04/07/2024	£70,000	No	No
Cisco Umberella (Ref. 19915)	PING Network Solutions	02/03/2021	C	01/04/2021	31/03/2024	£68,000	Yes	No
Pay and Grading Model (Ref. 19951)	Educational Competencies Consortium Ltd	07/07/2021	C	01/08/2021	31/07/2024	£55,000	Yes	No
Skype SIP Provision (Ref. 20032)	Gamma Business Communications	09/07/2021	C	01/09/2021	31/01/2023	£50,000	Yes	No
Main Contractor, Rural and Veterinary Innovation Centre (Ref. 20171)	Muir Construction Ltd	22/03/2022	C	22/03/2022	25/04/2023	£8,443,000	No	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
Johne's Elisa Test Kits (Ref. 20173)	ID Vet SARL	09/09/2021	C	01/10/2021	30/09/2022	£60,000	No	No
Degree Awarding Powers: Phase 2 (Ref. 20583)	Advance HE	28/05/2021	C	28/05/2021	27/04/2023	£55,000	Yes	No
Student Experience Craibstone – Works (Ref. 20758)	BSL Interiors Ltd	29/09/2021	C	29/09/2021	28/12/2021	£211,000	Yes	No
Network Segmentation (Ref. 20768)	Circle IT Solutions Limited	24/06/2021	C	01/07/2021	30/06/2026	£500,000	Yes	No
Main Contractor for Civil Infrastructure, Craibstone Campus (Ref. 20824)	Hunter Construction (Aberdeen) Ltd	17/09/2021	C	20/09/2021	19/06/2021	£621,000	Yes	No
Sheep PAC Chambers (Ref. 20851)	AgResearch	07/09/2021	C	20/09/2021	19/06/2022	£154,000	Yes	No
Oatridge Animal Care: Internal Alterations (Ref. 20862)	Interact Interiors Ltd	28/07/2021	C	28/07/2021	01/10/2021	£67,000	Yes	No
Equine Farm Cottage Renovation (Ref. 20922)	Morrison Construction Limited	19/10/2021	C	25/10/2021	20/04/2022	£168,000	No	No
Design Team, Dairy NEXUS (Ref. 21024)	Jestico Whiles & Associates Ltd	22/10/2021	C	24/10/2021	21/10/2023	£588,000	Yes	No
Tulloch Farm Construction Package (Ref. 21144)	ALGO (Blairgowrie) Limited	28/09/2021	C	28/09/2021	27/06/2022	£589,000	Yes	No
SAC Consulting Commercial Champion Agrecalc (Ref. 21218)	Alsta Limited	16/08/2021	C	16/08/2021	15/05/2022	£72,000	Yes	No
Vertical Farm (Ref. 21297)	Intelligent Growth Solutions Ltd	03/12/2021	C	03/12/2021	02/12/2022	£494,000	Yes	No
Elemental Analyser (Ref. 21455)	Skalar (UK) Ltd	23/08/2021	C	23/08/2021	22/12/2021	£49,000	Yes	No
Full Business Case for Dairy Nexus (Ref. 22114)	Gorse Services Limited	03/11/2021	C	03/11/2021	02/04/2024	£53,000	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
Legal Services (Ref. 8451)	Morton Fraser LLP	13/12/2021	C	01/04/2022	31/03/2023	£130,000	Yes	No
Supply and delivery of Biomass Fuel – Barony (Ref. 22493)	Blair Biomass	16/12/2021	C	16/12/2021	15/12/2023	£104,000	Yes	No
Biorefining Lab, Dumfries Vet Centre (Ref. 22648)	BSL Interiors Ltd	07/03/2022	C	07/03/2022	06/09/2022	£107,000	Yes	No
Glass House and Polytunnel, Craibstone (Ref. 22881)	AC Banks Ltd	17/03/2022	C	28/03/2022	27/05/2022	£105,000	Yes	No
Moodle and Mahara Cloud-Based Hosting (Ref. 22365)	New Media Warehouse/TA Synergy Learning Ltd	14/03/2022	C	01/04/2022	31/03/2025	£168,000	Yes	No
Internal Audit Services (Ref. 20181)	KPMG	31/03/2022	C	01/04/2022	31/03/2025	£150,000	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	Background	Proposed Solution
PWB Storm Damage Repairs (Ref. 22565)	William Waugh & Sons	07/03/2022	C	07/03/2022	06/05/2022	£218,000	As a result of storm damage to the roof of the Peter Wilson Building and subsequent water ingress emergency repairs were required with the cost of repairs being met by SRUC's insurers NFUM. William Waugh and Sons were approach to quote as they had previously successfully tendered for stairwell upgrades (Ref. 12212) in the same part of the building. This approach allowed quick mobilisation with a contractor with the requisite skills and knowledge of the building. The contractor submitted a quote which was benchmarked and accepted by NFUM's loss adjuster.	To ensure best value for money, future requirements for building repairs are scheduled into an overall strategy for building maintenance. Work packages are subject to quotes / tendering in line with SRUC's procurement policy.

Category Subject	Supplier name	Date of Award	Owner: Cat A/B/C or C1?	Start Date	End Date	Value over contract period	Background	Proposed Solution
Slurry Equipment (Ref. 23254)	N2Applied Ltd	29/03/2022	C	31/03/2022	31/05/2022	£287,000	Slurry storage at Barony Campus does not meet anticipated legislative requirements to control emissions. Market research identified a sole supplier and their unique patented technology. SRUC researchers identified that this technology can contribute to the reduction in carbon footprint of SRUC's dairy operation (a strategic goal) by displacing inorganic N fertiliser and reducing methane losses during manure storage. The technology will also help establish the Barony dairy farm as a centre for late-stage development and demonstration of novel technologies in dairy farming. By reducing ammonia and methane emissions, this technology will also improve air quality for SRUC staff and students, and the local community. This purchase was subject to quote and was part funded by South of Scotland Enterprise.	To ensure best value for money, future requirements for innovative technology will, where possible, be subject to quotes / tendering in line with the Procurement Regulations and SRUC's procurement policy.

Annex B: List of Regulated Procurements planned to commence in next two Financial Years, 2022/23 & 2023/24

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
Research Project External Auditor (Ref. 13977)	C	Extension	N/A – provided for within existing contract	01/05/2022	14/05/2022	13/05/2023	£15,000
Pension Advisory Service (Ref. 12180)	C	Extension	N/A – provided for within existing contract	01/06/2022	18/06/2022	17/06/2023	£33,000
Portable Appliance Testing (Ref. 11643)	C	Extension	N/A – provided for within existing contract	01/06/2022	02/07/2022	01/07/2023	£110,000
Stationery and Office Supplies (Ref. 16490)	C	Extension	N/A – provided for within existing contract	01/07/2022	01/08/2022	31/07/2023	£60,000
Legal Services (Ref. 8451)	C	Extension	N/A – provided for within existing contract	01/02/2023	01/04/2023	31/03/2024	£130,000
Natural Gas (Ref. 17159)	C	Extension	N/A – provided for within existing contract	01/03/2023	01/04/2023	31/03/2025	£120,000
Electricity (Ref. 15108)	C	Extension	N/A – provided for within existing contract	01/03/2023	01/04/2023	31/03/2025	£1,000,000
BVD Test Kits (Ref. 19344)	C	Extension	N/A – provided for within existing contract	15/08/2023	08/11/2023	07/11/2024	£30,000
Waste Management (Ref. 15584)	C	Extension	N/A – provided for within existing contract	22/08/2023	01/09/2023	31/08/2024	£105,000
PPE, Safety wear & related products & services (Ref: 14353)	C	Extension	N/A – provided for within existing contract	01/09/2023	01/11/2023	31/10/2024	£250,000
Supply and delivery of Biomass Fuel to Barony Campus (Ref. 22493)	C	Extension	N/A – provided for within existing contract	01/11/2023	16/12/2023	15/12/2024	£52,000

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
Asbestos Management Services (Ref. 11645)	C	Extension	N/A – provided for within existing contract	01/09/2023	01/11/2023	24/11/2024	£35,000
CCTV System Upgrade	C	Extension	N/A – provided for within existing contract	01/03/2024	29/03/2024	28/03/2025	£115,000
Student Transport	C	Re-Let	01/06/2022	20/07/2022	01/08/2022	31/07/2027	£1,235,000
Education Media Buying Services	C	Re-Let	06/06/2022	30/06/2022	01/07/2022	30/06/2027	£200,000
Johne's Elisa Test Kits	C	Re-Let	15/06/2022	01/09/2022	01/10/2022	30/09/2025	£200,000
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
Occupational Health Services	C	Re-Let	01/08/2022	01/10/2022	01/11/2022	31/10/2027	£250,000
Maedi Visna Test Kits	C	Re-Let	01/09/2022	01/11/2022	01/12/2022	30/11/2024	£130,000
Insurance Services	C	Re-Let	N/A – framework mini-competition	12/09/2022	01/10/2022	30/09/2027	£3,500,000
Mobile Telephones and associated services	C	Re-Let	01/10/2022	01/01/2023	31/01/2023	30/01/2026	£250,000
SAC Consulting Leadership Factory	C	Re-Let	15/10/2022	01/12/2022	22/12/2022	21/12/2024	£100,000
Agricultural Fertiliser	C1	Re-Let	01/12/2022	01/02/2023	01/03/2023	28/02/2025	£240,000
IDS Vulnerability	C	Re-Let	01/12/2022	01/02/2023	24/02/2023	23/02/2025	£90,000
Cattle & Sheep Livestock Feed	C1	Re-Let	03/01/2023	01/03/2023	01/04/2023	31/03/2026	£3,600,000
Security Services and Equipment	C	Re-Let	N/A – framework mini-competition	31/05/2023	04/06/2023	03/06/2028	£250,000
Electrical Services (PAT Testing)	C	Re-Let	N/A – framework mini-competition	01/06/2023	01/07/2023	30/06/2026	£350,000
Stationery and Office Supplies	C	Re-Let	N/A – framework mini-competition	01/07/2023	01/08/2023	31/07/2026	£180,000
Hire of Cars and other motor vehicles	C	Re-Let	N/A – framework mini-competition	01/05/2023	01/06/2023	31/05/2026	£162,000
Electricity	C	Re-Let	N/A – call-off from framework	01/03/2024	01/04/2024	31/03/2026	£2,000,000
Legal Services	C	Re-Let	N/A – framework mini-competition	01/03/2024	01/04/2024	31/03/2028	£475,000
Fuel Cards	C	Re-Let	N/A – framework mini-competition	20/05/2024	01/06/2024	31/05/2029	£500,000

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
Office equipment and print estate audit services	C	Re-Let	01/05/2023	20/06/2023	21/07/2023	20/07/2028	£725,000
Water management Services	C	Re-Let	06/11/2023	22/03/2024	01/04/2024	31/03/2029	£500,000
GIS Solution Software	C	Re-Let	17/11/2023	05/03/2024	12/03/2024	11/03/2029	£150,000
Portable Fire Equipment Services	C	Re-Let	01/12/2023	01/02/2024	01/04/2024	31/03/2029	£100,000
WAN Services	C	Re-Let	07/01/2024	15/03/2024	01/04/2024	31/03/2029	£1,000,000
Valuations & Ratings	C	Re-Let	01/02/2024	18/04/2024	02/04/2024	01/04/2029	£100,000
Post-Mortem Waste Collection and Disposal	C	New	08/04/2022	15/05/2022	01/06/2022	31/05/2025	£90,000
Dynamic Health Planning	C	New	17/05/2022	15/07/2022	01/08/2022	31/07/2023	£100,000
Vertical Farm Main Contractor	C	New	15/06/2022	01/07/2022	01/07/2022	31/12/2022	£750,000
Payroll and HR Software and associated services	C	New	N/A – framework mini-competition	30/06/2022	01/07/2022	30/06/2029	£849,945
Main Construction Contractor, Dairy Nexus	C	New	04/07/2022	01/09/2022	01/09/2022	31/07/2023	£5,400,000
Phase 1 Works, Ferguson Building, Aberdeen	C	New	01/09/2022	15/10/2022	15/10/2022	31/03/2023	£1,000,000
Measured Term Contract, Estate Services	C	New	01/10/2022	13/03/2023	27/03/2023	26/03/2028	£1,500,000
Online Mental Health Support Platform	C	New	10/11/2022	24/03/2023	01/04/2023	31/03/2028	£200,000
Online Wellbeing support System for SRUC staff and Students	C	New	01/02/2023	20/03/2023	31/03/2023	30/03/2026	£200,000
Phase 1 Works, Refurbishment, Peter Wilson building	C	New	To be confirmed	To be confirmed	To be confirmed	To be confirmed	£5,000,000

Annex C - Glossary of Terms

A, B, C and C1 Contracts

Category A	**Collaborative Contracts available to all public bodies** • **Scottish Procurement**
Category B	**Collaborative Contracts available to public bodies within a specific sector** • **Scottish Procurement** • **APUC and other UK HE Consortia** • **Scotland Excel** • **NHS National Procurement** • **Crown Commercial Service**
Category C	**Local Contracts for use by individual public bodies**
Category C1	**Local or regional collaborations between public bodies**

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 (inclusive 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 01/01/2024.

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.