

Annual Procurement Report



*Published in alignment with
the Procurement Reform Act
covering 01 August 2023 to 31
July 2024*

Approved by APUC Board

November 2024

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APUC Annual Procurement Report (APR)

Section 0 - Executive Summary

APUC was formed in 2007 and is the Centre of (Procurement) Expertise (CoE) for all the Universities and Colleges in Scotland. APUC, among other aspects within its scope, undertakes collaborative procurement processes on their behalf for the commodities for which it is responsible and enters into Framework Agreements for these commodities for its members to access to meet their needs.

The Procurement Reform (Scotland) Act 2014 (PRA) requires all publicly funded organisations with an estimated annual regulated¹ spend of £5 million or more to develop a procurement strategy and then review it annually. This requirement took effect from 31 December 2016. APUC is not technically in scope of this requirement as its actual contractual spend is well below this level but it produces the report from a good practice perspective in light of its framework contracting activities.

Organisations (including HE and FE institutions) that are required to develop and publish a procurement strategy are also required to publish an Annual Procurement Report (APR), reflecting on the relevant reporting period of the procurement strategy.

This report covers the period of 01 August 2023 to 31 July 2024 and addresses the activities and achievements that have been carried out in delivering APUC's Operational Procurement Strategy (the "Procurement Strategy"). Note this is separate to APUC's main corporate strategy.

The development of the Procurement Strategy was the outcome of consultation and discussion with internal and external stakeholders who have a key interest in APUC's procurement activity, its approach and its impact. Stakeholder engagement will continue as the foundation for assessing APUC's achievement of regulatory compliance, strategic objectives, value for money [defined as the best balance of cost, quality and sustainability] and delivery against the organisation's broader aims and objectives, in line with Scotland's National Outcomes. This process of review and reporting will inform any adjustments to the Procurement Strategy deemed necessary to secure future performance improvements and to respond to the economic, political and financial influences which APUC may need to adjust to.

The Procurement Strategy aligns with the aims and objectives of the Public Procurement Strategy for Scotland which provides a high-level vision for Scottish public procurement. The strategy supports the overarching objectives of public procurement being:

- Good for Businesses and their Employees
- Good for Places and Communities
- Good for Society
- Open and Connected

This annual report tracks the progress in line with these objectives.

As part of meeting the Sustainable Procurement Duty, this report will summarise efforts made to improve the economic, social and environmental wellbeing of relevant areas within the organisation's reach, in particular how procurement has contributed to the response to the global climate emergency.

APUC has its own in-house management oversight and information system called Hunter which (as part of range of functionality) records spend on Framework Agreements across the HE/FE sector in Scotland (and

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 excluding VAT) for goods & services (or £2,000,000 excluding VAT for a public works contract).

UK wide). Hunter has identified that over the period(s) covered by this report, the following anticipated spend through Framework Agreements has occurred:

- Regulated procurements above the Public Contracts (Scotland) Regulations 2015 threshold undertaken by APUC as the lead contracting authority, amounted to £90.4M. There were 14 such procurements completed².
- No lower value regulated procurements [goods and services worth more than £50,000, works worth more than £2 million] have been undertaken for members. All such APUC activity is EU regulated (due to low spending levels with APUC's own operations, associated local, "own-use" procurements are below threshold).

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

This report comprises six sections. Sections 1-5 are mandatory (for in-scope organisations), and Section 6 is optional but APUC have included this section to provide additional information:

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 (optional section)

Report Approved 26 November 2024

By APUC Board

Signed: Angus Warren

Position: CEO

² Completed when the award notice is published or where the procurement process otherwise comes to an end - covers contracts and framework agreements

Section 1: Summary of Regulated Procurements Completed

APUC strongly believes in conducting its procurements in an open and inclusive manner with procurement objectives aligned to the APUC Corporate Strategy.

The details of regulated Framework Agreements completed are set out in Appendices at the end of this report with details summarised in Annex A. That information coupled with the publication of a Contracts Register on APUC’s website and the systematic use of Public Contracts Scotland provides complete visibility of APUC’s procurement activity over the reporting period.

In the Appendices/Annex A, information is set out to show regulated Framework Agreements completed. For each completed regulated Framework Agreement the information provided shows:

- The Framework Agreement Title and Reference
- The name of the supplier
- The category – A/B or C
- The date of award for the Framework Agreement
- The start date for the Framework Agreement
- The maximum end date for the Framework Agreement
- The estimated value over the Framework Agreement period

Section 2: Review of Regulated Procurement Compliance

Driven by the sectors’ needs, APUC has established collaborative Framework Agreements to deliver improved contract terms, supported contract and supplier management, sustainable procurement outcomes and value for money.

In undertaking its regulated procurements, every care has been taken to ensure that APUC awards 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.

In the period covered by this report, APUC has conducted all its regulated procurements in compliance with Public Contracts (Scotland) 2015 Regulations and the EU / GPA principles of equal treatment, non-discrimination, transparency, proportionality and mutual recognition.

The table below aligns procurement strategy objectives published in July 2023 to annual reporting requirements.

Procurement Strategy Objectives	Procurement Strategy Outcomes	Annual Report Commentary on strategy delivery/compliance
Key Enablement & Optimised Methods of Delivery	Simplify and optimise the tools provided to the HE/FE sector’s Procurement community so that the benefits from use can be maximised.	The core Hunter tool became web-enabled and integrated into a single browser-based portal in November 2022. It has been rolled out to all APUC staff as well as Institutions across Scotland. Basic enablement’s have been introduced with an enhancement programme running through until the end of 2024.
	Fully embed a delivery model that can be constantly adaptive to the changing needs of the	The concept of “constant agility” has been embedded into roles and teams across APUC so that teams can be adapted to efficiently

	<p>sector and an increasingly volatile global and local supply chain environment.</p>	<p>deliver and respond to emerging and / or unforeseen impacts and opportunities for the protection / benefit of our client institutions. Procurement Project Managers have been recruited to assist with client requirements and a review of the Core Collaborative Contracting team took place end December 2023/January 2024 to ensure flexibility and agility was built in. The core team has been re-named the Strategic Sourcing Team and the new structure is working well.</p> <p>In carrying out procurement activity APUC has operated in alignment with the objectives of the Public Procurement Strategy for Scotland. It has sought to maximise the impact of procurement to boost a green, inclusive and wellbeing economy, to promote innovation and to ensure it is open, transparent and connected.</p>
	<p>Introduce new hybrid ways of working across APUC to maximise / balance delivery, staff wellbeing and optimise recruitment and retention effectiveness</p>	<p>Hybrid working practices are in place with a mixture of in the office and remote working. This has settled to a hybrid pattern of 5 days on site per fortnight for full time staff (with some exceptions depending on roles). This model is working well.</p>
<p>Value for Money & Resilience</p>	<p>Maximise collaborative opportunities and resulting value delivery of the emerging and future spend profiles of the HE/FE sectors</p>	<p>Regularly work with the HE/FE sectors' Procurement Leaders and other stakeholders to review emerging and future needs. A Contracting Priorities Workshop was held in February 2024 to understand future needs and determine the future tendering programme for the HE/FE Sector.</p> <p>A Procurement Development Leadership Workshop is planned for November 2024 to work with Heads of Procurement across the HE/FE Sector addressing key areas affecting procurement leadership.</p> <p>Spend analysis has been undertaken across institutions to understand where there are collaborative opportunities. Supplier MI spend versus Finance system spend can be reported. Potential commitment-based opportunities have been looked at across the sector and with other Centre's of Expertise.</p>

		<p>Account management meetings have been useful to work with Institutions to further understand where potential collaborative spend can take place at either Framework Agreement level or on a regional basis.</p> <p>Ongoing discussions, collaboration and key activity continues where appropriate with other Scottish Sectors' CoEs and across the UK Universities Procurement Consortia (UKUPC community).</p>
	<p>Maximise Savings and Benefits</p>	<p>All savings recorded are in line with the agreed Cross Sector Benefits Reporting Methodology. BT1 savings and BT2 savings as well as the rationale are documented in Hunter and then form part of the Benefit Statements for Institutions. These benefit statements are now available online and can be downloaded and viewed at any given point in time. Institutions also report on their local collaborative savings in Hunter which are added to the savings reported.</p> <p>Savings are reported across the whole of the HE/FE sector in the UK and across all of the Scottish publicly funded sectors following a standardised approach. Late in 2023, the HE/FE Sector reviewed and updated the Benefits Reporting Methodology to streamline how benefits are reported. The changes take effect for spend occurring from 01 August 2024 going forward. The updated Benefits Reporting Methodology has been shared with the Collaborative Leads Group (CLG) as part of a planned Scottish review of the Scottish publicly funded sectors' version of the methodology.</p> <p>APUC are now also recording BT7 savings (Price Management) to record savings that are being made when market price increases are being proposed by suppliers and where these are being negotiated down or rejected by the procurement managers resulting in a cost avoidance / saving versus market pricing.</p>
	<p>Proactively increase supply chain resilience ahead of emerging threats</p>	<p>APUC continue to monitor the supply chain to proactively increase supply chain resilience ahead of emerging threats. On a quarterly</p>

		<p>basis across the HE/FE sector a Market Insight Document is collated along with market indices and issued to its members by category addressing any key issues, emerging threats and mitigations being taken.</p> <p>A comprehensive resilience review was undertaken, and a report was issued in December 2023. The next update will be published in December 2024.</p>
	<p>Maximise flexibility in routes to market</p>	<p>APUC outputs focus on enabling routes to market that allow maximum commerciality.</p> <p>Desktop selection methods have been fully embedded in all relevant APUC Framework Agreements. A desktop calculator and guidance are issued in the Buyer Guides. These “alternative” (to routine processes) routes to market are now being widely used by Institutions. Training courses on routes to market have been provided to APUC and Sector staff.</p> <p>A route to market approval form has been devised for all new Framework Agreements to ensure that the most appropriate route has been selected and the right commerciality approach is being taken.</p> <p>APUC has been working with the Scottish Government to actively promote and engage in Innovation. There is active involvement with the project Scotland Innovates.</p>
<p>Climate & Ecological Emergency and responsible Supply Chains</p>	<p>Ensure a robust due diligence process is applied to assess higher risk / high priority suppliers on their responsible business performance</p>	<p>Within APUC a Responsible Procurement Team (RPT) is in place to embed responsible procurement activity into the end-to-end procurement process across all spend categories.</p> <p>In the 23/24 year, APUC have continued to utilise a third-party sustainability deep-dive assessment company called EcoVadis. The suppliers identified for assessment are higher risk collaborative suppliers, the assessment outcomes are available to all institutional and APUC colleagues to view. The subsequent output from EcoVadis has been used to aid</p>

		<p>supply chain due diligence and action planning within the contract management process.</p> <p>Furthermore, APUC are actively working with member institutions in identifying strategic suppliers to put forward for assessment using this service.</p> <p>In addition, all suppliers have been requested to complete “SCM Section 1” which is a mandatory data collection section within the APUC Supply Chain Management (SCM) tool, to assess basic company and workforce information, including living wage status. A review of the tool commenced in 23/24, this will result in updates to the system during the 2024/25 AY.</p>
	<p>Provide a supply chain GHG reporting solution / reports for all member institutions based on their annual spend reporting</p>	<p>Scope 3 emission reports were provided for all institutions who have provided Non-Pay spend. The conversion factors are updated annually by DEFRA and then integrated into the APUC reporting tool.</p> <p>The Responsible Procurement Team (RPT) assist institutions to understand their scope 3 emissions report and use the information to review / challenge stakeholder procurement behaviours.</p>
	<p>Provide the HE/FE sectors with the tools and support to effectively deliver across a wide range of Responsible Procurement objectives / outcomes.</p>	<p>The APUC Responsible Procurement Team (RPT) have been supporting institutional colleagues and the core team on Responsible Procurement matters and for wider sustainability support. Common topics have included Scope 3 (supply chain), ITT guidance, From Now to 2030 Climate action planning (FNT2030) support and implementation of the Scottish University and College Sectors’ Supply Chain Climate and Ecological Emergency Strategy (SCCEES).</p> <p>APUC continues to support the sector with a range of due diligence tools. These include access to EcoVadis for all member institutions including the use of an eLearning academy, and the SCM Section 1 tool for all contracted suppliers.</p>

		<p>The SCM Section 1 tool is being reviewed and will be updated in Hunter and SCM including a designated supplier portal. The Scope 3 reporting tool is operational and updated annually to reflect any changes to the emissions calculations.</p> <p>The RPT support member institutions in the use of Scottish Government's suite of sustainable procurement tools and eLearning courses.</p>
	Progressively increase the net-zero options on Framework Agreements	<p>All new Framework Agreements have been considered for net-zero or low GHG options / lots wherever possible / appropriate. APUC Strategic Sourcing managers work with the Responsible Procurement Team (RPT) for every Framework Agreement to ensure all options have been explored.</p> <p>In response to the global climate emergency APUC Framework Agreements are addressing corporate commitments to work towards net zero greenhouse gas emissions wherever possible and APUC is working with the sector collaboratively to achieve this. Furthermore, Framework Agreements embed principles around circular economy pushing suppliers to commit to circular economy activity through innovation where appropriate.</p> <p>Consideration has been applied for products with reduced impact, requesting GHG action plans from suppliers, third-party due diligence ratings and emissions for specific products (e.g. Furniture).</p>
Fair Work & Economic Wellbeing	Wherever relevant, ensure Fair Work principles are embedded into APUC procurement activity.	<p>Fair Work principles / considerations are embedded both at tendering stage and throughout the contract management process for all relevant Framework Agreements.</p> <p>Furthermore, SCM Section 1 is being updated to include information from all suppliers regarding their adherence to the Fair Working principles.</p>
	Implement a Monitoring & Reporting programme for	Within the year 23/24, the SCM Section 1 platform has been utilised to capture supplier data. This covers equality, modern slavery,

	gathering high level supplier fair treatment performance data.	living wage and GHG reduction plants etc. EcoVadis covers those high-risk suppliers who we require a deeper dive assessment on. Going forward, the review of SCM Section 1 will provide more detailed information.
	Emerging new-normal tenders to be reviewed for suitability for regional / technical lotting to provide maximum accessibility for SMEs / regional suppliers.	Where relevant and appropriate, Framework Agreements have regional / technical lotting included, based on user intelligence group information and pre-market engagement. Meet the Buyer events and supplier pre-market engagement takes place to enable / encourage SMEs to tender.
	Deliver a sustaining focus on the wellbeing of those that work in our supply chains	Through working with collaborative partners, APUC delivers joint monitoring activity and positive outcomes in dealing with modern slavery and other human rights issues in supply chains. APUC actively contributes to / is a leading buy-side influencer in working with Electronics Watch in converting their monitoring activity into positive outcomes for workers. APUC has two members representing the sector on the Electronics Watch Board. APUC is also a member of the International Working Group on Ethical Public Procurement (IWGEPP) that works collaboratively internationally across all commodity areas to share knowledge, and use collaborative activity to influence supply chain behaviours.
	APUC will operate to Fair Work principles in their internal operations	APUC also actively applies Fair Work principles to its policies and internal ways of working. A Fair Work First Statement has been implemented and is available on the APUC website. Fair Work First practices will be reviewed periodically in collaboration with staff.
Capability and Continuous Improvement	Implement a PCIP/Pulse Check Readiness Programmes for member institutions in advance of the next PCIP/Pulse Check Assessment Phase	APUC offered and have undertaken PCIP/Pulse Check Readiness support to member institutions in preparation for the revised 2023/2024 assessment. Meetings took place

		which commenced Q1 2023 and continued through to Q1 2024.
	APUC to undertake all HE/FE 2023/24 PCIP Pulse Check assessments in line with programme timings.	<p>All 2023/2024 Full and Medium PCIP/Pulse Checks with institutions commenced in October 2023 and were complete by the end of January 2024.</p> <p>All PCIP/Pulse Check Lites were completed by the end of July 2024 and all Operational Procurement Reviews were completed by end of September 2024 on schedule.</p>
	Expand Opportunity Scope of APUC Graduate Trainee Programme	<p>The latest trainees to complete the APUC Graduate Trainee Programme have now moved on to their Practitioner-level roles within Higher and Further Education institutions. One remains and is based in North East Scotland.</p> <p>Due to budget constraints, the APUC Graduate Trainee Programme, in its original form, has been brought to an end for new recruits. A new version is now being implemented with trainees working in permanent roles within the organisation (rather than having multiple placements) but is still focussed on an 18 month accelerated learning model.</p> <p>The comprehensive recruitment process for this programme is now available for member institutions to also use for any graduate trainee recruitment needs they have.</p>
	Deliver the Future (Procurement) Leaders Development Programme (for existing procurement staff in the sector that have potential to be Heads of Procurement)	<p>Due to cohort one being so successful, a further programme commenced in October 2023 and finished in June 2024 with sixteen delegates taking part. The programme was facilitated by an external Leadership Development consultant and each workshop had a guest speaker – a senior stakeholder relevant to procurement colleagues in our sector. A mentoring programme ran alongside the workshops with Heads of Procurement from across the Colleges and Universities being matched with delegates. The programme received excellent feedback with further networking and development activities being planned for the group over the medium-term.</p>

In order to achieve these strategic procurement objectives above and to comply with the mandatory general duties and specific measures of the Procurement Reform Act (PRA), the procurement statements below demonstrate the activity undertaken by APUC to deliver the requirements of the PRA in line with the Operational Procurement Strategy.

Statement on APUC's general policy on the use of community benefit requirements

For every APUC led procurement over £4m, APUC has considered community benefits where relevant on a proportionate basis. This has included whenever feasible, incorporating community benefits into call off criteria to ensure an institution can capture community benefits at the local level when undertaking a call off. APUC gather best practice and work across sectors to help deliver community benefits.

The cross-sector Benefits Reporting Methodology includes BT14 which addresses Sustainability based Benefits of which Community Benefits are part of. These can be reported under the BT14 benefits section on Hunter.

Buyers Guides have been updated to promote and increase accessibility to available sustainability benefits with each supplier.

Statement on APUC's general policy on consulting and engaging with those affected by its procurements

For each procurement, APUC considers the community affected by the resultant Framework Agreement and ensures any affected Institutions/persons are consulted. Various forms take place to communicate and inform the sector:

- Every year APUC holds a Contracting Priority Workshop (CPW) with Heads of Procurement to review Framework Agreements in place and set priorities for the forthcoming year.
- APUC holds quarterly Procurement Strategy Groups (PSGs) for the procurement leaders of Universities and Colleges to ensure the needs and requirements of the sector are being met and where best practice can be shared.
- All Framework Agreements led by APUC have User Intelligence Groups (UIGs) and wider sector representation to ensure that customer needs are being met
- APUC's CEO meets periodically each institution to understand their needs and wants to ensure APUC is meeting expectations.
- APUC's other senior management also regularly meets with University and College senior stakeholders (Heads of Procurement etc) to understand their needs and wants and to understand where collaborative opportunities can take place.
- Annually, APUC holds a very successful Procurement Network Conference to share best practice and to provide topical training, awareness and peer knowledge sharing opportunities for the sector with a customer survey being issued to ensure feedback is being received and actioned where appropriate.
- Every quarter APUC's Board meeting takes place to ensure APUC is meeting sector / stakeholder needs, as well of course as providing effective corporate governance activity for the organisation.
- Every quarter APUC issues Category Bulletins to the sector to highlight any new Framework Agreements (comms are of course also issued at the relevant times to launch such new Framework Agreements), any recent updates, Contracted agreements as well as the forward contracting plans.

- Every quarter, in conjunction with the UKUPC partners, a Market Insight Document is issued to the sector which addresses by category key impacts in the supply chain and ways to mitigate the risks.
- APUC hold pre-tender engagement events where relevant with the supply market and others affected by our Framework Agreements, if applicable.
- APUC collaborate with EAUC on the Sustainability Networking Café, to bring together sustainability and procurement colleagues to discuss relevant cross-functional issues. This allows for knowledge sharing within the sector and gives opportunities for institutions to collaborate.
- Circa once a month, the UKUPC Responsible Procurement Network meets to align UK consortia on Responsible Procurement activities. The focus has been on policy alignment to the wider UKUPC strategy.
- The sector's Sustainable Procurement Leaders Group consists of stakeholder representatives in leadership roles across the sector. The aim is to ensure alignment across the Scottish HE/FE sector on responsible procurement. Working groups in the areas of Circular Furniture, Circular IT, Communicating Responsible Procurement with Stakeholders, ED&I and Procuring More Sustainable Goods and Services assist sectoral discussions. The working groups are open to those outside procurement and have a good mix of Sustainability, Estates, Catering and Procurement team members. This group will also feed into the PIACC guides.
- The (UK HE Sector) HEPA Responsible Procurement Group (RPG) acts nationally with APUC and stakeholders from the sector contributing to the main forum and the subgroups, including, Supply Chain Emissions, Circular Economy and Waste Reduction and Social Responsibility.

Statement on APUC's general policy on the payment of living wage to persons involved in producing, providing or constructing the subject matter of regulated procurements

Where relevant and proportionate, APUC considers the Fair Work practices of suppliers in its procurements, including the application of the Living Wage through its Framework Agreement tender process. APUC has standardised wording for its tender questions on Fair Work practices in line with Scottish Government guidance.

APUC reports spend with Living Wage suppliers. This can be drawn from supplier MI and from Hunter. APUC capture Living Wage status as part of its Supply Chain Contract Management process within SCM Section 1 and promote this functionality to the sector for institutions to embed a similar process.

Statement on APUC's general policy on promoting compliance by contractors and sub-contractors with the Health and Safety at Work, etc. Act 1974 (c.37) and any provision made under the Act.

APUC is committed to contracting only with suppliers that comply with all appropriate and relevant legislation, including Health and Safety legislation. On a Framework Agreement by Framework Agreement basis, APUC will assess the legislation applicable to a procurement and take steps to ensure bidders comply with such legislation which is embedded in the Terms and Conditions, the specification and managed through the Contract Management process. As part of the Contract Management process, EcoVadis is being used to assess and monitor Health & Safety performance not only with the supplier but also down the supply chain where appropriate.

For ICT and the ICT industry's supply chain, there is focus on collaboration with Electronics Watch. APUC focuses on making use of Electronics Watch to monitor the supply chain for such issues.

Statement on APUC's general policy on the procurement of fairly and ethically traded goods and services.

APUC where relevant and appropriate makes use of appropriate standards and labels in its Framework Agreements to maximise the incorporation of fair and ethical trading considerations.

The RPT are directly involved in reviewing upcoming strategy and tender documents to embed the maximum level of sustainable and ethical outcomes.

Since 2013, all APUC Framework Agreement suppliers have signed up to the APUC / Sustain Supply Chain Code of Conduct (which has also been adopted by APUC members, other UK Consortia and is the standard code used across all UK Higher Education via the HEPA RPG). The Sustain Supply Chain Code of Conduct is regularly reviewed and updated by the Sustain working group.

Statement on APUC's general policy on how it intends its approach to regulated procurements involving the provision of food to improve the health, wellbeing and education of communities in the organisation's area and promote the highest standards of animal welfare.

APUC where appropriate will embed standards/labels criteria in tender documentation and will work closely with internal stakeholders such as UIGs and the Responsible Procurement Team to consider areas such as origin of food, ethical food production, environmental impact, healthy options and food waste.

APUC also works with external stakeholders such as TUCO, EAUC, other Scottish CoEs and UKUPC to embed the responsible provision of food into the specifications and tender documentation to ensure end user needs are being met and to ensure similar requirements are cascaded nationally to create standardisation and compliance.

Recognising the impact that meat production can have, APUC has taken the approach to implement vegetarian/vegan meals for virtually all working events/meetings. In addition, APUC has recognised the issue of single re-use plastics environmental impacts and has implemented a ban of single use beverage containers in all APUC offices, meetings and all APUC events wherever possible.

Statement on APUC's general policy on how it intends to ensure that, so far as is reasonably practicable, the following payments are made no later than 30 days after the invoice (or similar claim) relating to the payment is presented

- Payments due by the authority to the contractor
- Payments due by a contractor to a sub-contractor
- Payments due by a sub-contractor to a sub-contractor

APUC complies with the Late Payment legislation and has incorporated it into the Framework Agreement Terms and Conditions as well as Call off Terms and Conditions, that payments are made no later than 30 days from invoice date where a compliant invoice is submitted.

Statement on APUC's general policy on how it intends to ensure that its regulated procurements will be carried out in compliance with the sustainable procurement duty.

APUC undertakes all its regulated procurements in compliance with the sustainable procurement duty. Where appropriate, all Framework Agreements consider and embed environmental, social, fair work and economic issues and benefits are recorded against BT14 Sustainability Based Benefits on Hunter with rationale on how it has been calculated in line with the Sector agreed Benefits Methodology. APUC utilises many tools and systems to comply with the sustainable procurement duty including the Scottish Government Sustainable Procurement Tools such as Prioritisation, Sustainability Test, Life Cycle Impact Mapping and Flexible Framework. In addition, the sector has access to Sustain Supply Chain Code of Conduct, Supply Chain Management tool (SCM Section 1), Electronics Watch, EcoVadis and the in-house Hunter tool.

The Responsible Procurement Team is directly involved in reviewing upcoming strategy and tender documents to embed elements of the sustainable procurement duty. E-learning modules and training for APUC and the wider sector have been made available including Scottish Governments climate literacy and circular procurement and supply elearning.

Each APUC Strategic Sourcing manager is responsible for progressing the Supply Chain Management (SCM Section 1) Tool, EcoVadis and embedding responsible procurement through contract management.

Statement on how APUC will use procurement to contribute to the global climate emergency response and report progress in their annual report.

APUC has a strong focus on supporting responsible procurement, in particular, on climate and circular economy. It also follows the requirements laid out in SPPN3/2022. APUC prioritise where impacts can be made using appropriate tools. In response to the global climate emergency, APUC will align corporate commitments to work towards net zero greenhouse gas emissions through its Framework Agreements wherever possible and is working with the sector collaboratively to achieve this.

APUC has coordinated development of the SCCEES on behalf of the Scottish University and College Sectors. This has been approved collectively by all of the Principals of Scotland's Universities and Colleges.

The SCCEES identifies Primary Impact Areas of Climate Change (PIACC). APUC has for over three years been maintaining, in collaboration with key stakeholders across the sectors, PIACC guides, with each one focusing on each of the PIACC areas (providing advice and suggested actions and activities to address the climate emergency in each area). Furthermore, APUC have created FNT2030 category action plan templates for all relevant PIACC areas, based on the objectives of the SCCEES to assist colleagues across the HE/FE sectors with the planning and implementation of action on dealing with the Climate and Ecological Emergency. The RPT assists institutions with their FNT2030 action plans by meeting with relevant stakeholders and the procurement team to identify current practices and future milestones to be achieved in the net zero journey. APUC have FNT2030 plans available for each PIACC area to cover collaborative procurement activity, and these are being dynamically managed and accessible to the sectors' procurement community.

Statement on APUC’s policy on how it intends to ensure that its regulated procurements will contribute to the carrying out of its functions and achievements of its purpose.

All Framework Agreements undertaken by APUC are Regulated procurements and are sorted into 3 main category groups consisting of Estates, Information Services and Corporate & Labs. APUC works with the sectors to define their requirements and establish Framework Agreements to meet these needs and ensure they are fit for purpose. MI collaborative spend is collated and assessed to ensure what is being reported is accurate. Tools are available such as Spend Analysis and Contract Uptake to assist in the promotion of Framework Agreements available.

The Strategic Sourcing team works closely with its enabling workstream eSolutions for tools and systems, and with its team members in Responsible Procurement and Policy and Compliance on guidance and training.

APUC has a programme for continuous improvement, where procurement professionals within APUC and across the HE/FE sector are trained. Training to date has included a range of eLearning modules and numerous ‘face to face’ training courses for members.

The Strategic Sourcing team works with other UKUPC across the UK and across other sectors’ CoEs in Scotland to deliver collaboration, best practice and added value benefits. UKUPC support the use of Hunter as a centralised planning tool to prioritise tender activity.

Statement on APUC’s policy on how it intends to ensure that its regulated procurements will deliver value for money.

APUC has collaborative contracting arrangements in place to deliver improved contract terms, for example, aspects to ensure compliance with GDPR, tax, human trafficking legislation, contract and supplier management, sustainable procurement outcomes and value for money. The Buyers Portal is in place to allow access for all members as a free secure tool for all relevant documents to support the use of Framework Agreements.

The Benefit Reporting Methodology is being used in Scotland and across the HE/FE sector in the UK to demonstrate both cash and non-cash benefits. The guidance has BT14 “Sustainability Based Benefits”, and Hunter has been developed to allow this to be recorded with rationale which now appears on the Benefit Statements.

APUC is part of the Collaborative Leads Group (Scottish cross-sector) “CLG” and Joint Contracting Group (cross UK HE/FE) “JCG” which focusses on collaborative working to ensure best practice and drive benefits. Procurement Strategy Group (PSG) meetings take place quarterly with the Heads of Procurement from Universities and Colleges which are chaired by the CEO of APUC. These allow for effective networking, sharing of collaborative opportunities and sharing of best practice.

Statement on APUC’s policy on how it intends to ensure that its regulated procurements will be carried out in compliance with its duty to treat relevant economic operators equally and without discrimination.

APUC conducts all regulated Framework Agreements in compliance with the Public Contracts (Scotland) 2015 principles of equal treatment, non-discrimination, transparency, proportionality and mutual recognition.

Where relevant and appropriate, APUC regionally and / or technically lists its Framework Agreements to encourage SME engagement. APUC uses output-based specifications, clear evaluation criteria, offer debriefs and holds / attend Meet the Buyer events to communicate with the supply base to ensure Framework Agreements are accessible to as many suppliers as possible.

APUC utilises portals such as PCS and PCST to publish all of its Framework Agreements and uses AWARD as its online evaluation portal to ensure tender responses are evaluated in a fair and transparent manner. The Buyers Portal is used across the sector as a means of accessing Buyers Guides and relevant Framework Agreement information such as terms and conditions, pricing etc. Hunter is an in-house contracts database where all information is stored and is the main hub linking to other in-house tools such as Spend Analysis, Contract Uptake and the Supply Chain Management Section 1 tool. The external supply chain evaluation service, EcoVadis, is being used by APUC and the Sector to understand their Supply Chains.

Statement on APUC's policy on how it intends to ensure that its regulated procurements will be carried out in compliance with its duty to act in a transparent and proportionate manner.

APUC utilises portals such as PCS and PCST to publish all of its Framework Agreements and uses AWARD as its online evaluation portal to ensure tender responses are evaluated in a fair and transparent manner. Meet the Buyer events also take place to encourage supplier engagement and to help ensure information is available to smaller providers to assist them build capacity to bid for such requirements. The APUC Customer Portal is used across the sector as a means of accessing Buyers guides and relevant Framework Agreement information such as terms and conditions and tender documentation. The Best Practice hub has also been created on the Customer Portal which is also accessible to the entire Sector.

The Head of Operational Procurement at APUC has an active role on the UK JCG and sits on the CLG. Both these groups take place quarterly and help to drive compliance. Both groups focus on existing contracting plans and future tendering opportunities that are both promoted on APUC's and Scottish Government's websites.

Procurement Managers at APUC work with the RPT for every Framework Agreement to address sustainable areas that may arise and embed them from pre-strategy stage to award. These include as an example, standards and labels to take account of fair and ethical trading considerations. Sustainable procurement outcomes are a priority for APUC.

Overall, APUC have procurement processes and sign off arrangements that are consistent with the guidelines set out in the Procurement Journey and that have met the objectives and obligations set out immediately above.

Section 3: Community Benefit Summary

For every Framework Agreement over £4m, APUC considers how it can improve the economic social or environmental wellbeing of its area through inclusion of community benefit clauses, to assist with achieving sustainability in Framework Agreement and call-off contract activity. This includes 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 Framework Agreements valued at below £4m.

The general APUC policy on identifying community benefit requirements is to conduct risk and opportunities assessments through stakeholder consultation and engagement – on a case-by-case basis the question is asked, ‘could a community benefit clause be usefully included’? 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. APUC Strategic Sourcing managers work closely with the Responsible Procurement Team to ensure relevant and appropriate community benefits can be embedded at strategy stage through to the Invitation to Tender and award on a category and commodity basis.

Where applicable, as part of the tendering process, Tenderers are invited to describe their approach to delivering community benefits or achieving social value through a Framework Agreement. Relevant community benefits are cited such as:

- providing ‘upskilling’ opportunities (e.g., Toolbox talks) with students and staff,
- offering advice and assistance on the best practice methodology,
- employment, student work experience and vocational training opportunities,
- apprenticeships,
- local subcontractor opportunities available to SMEs, 3rd sector and supported businesses,
- direct involvement in community-based schemes or programmes,
- equality and diversity initiatives,
- supply-chain development activity,
- educational support initiatives,
- to minimise negative environmental impacts, for example impacts associated with vehicle movements and/or associated emissions and impacts on protected areas, buildings or sites.

Tenderers are invited to describe how such benefits will be successfully delivered through the Framework Agreement and form part of any Call off Contract at an institution and promoted to contract users. Where community benefits are included in a Framework Agreement (at or above the £4 million threshold), the award notice would include a statement of the benefits that are expected to be derived from the Framework Agreement. All community benefits anticipated at the Framework Agreement level are logged in Hunter as a BT14 Sustainability Based Benefit with rationale to support such a benefit. Local community benefits from a call-off contract within an institution are also recorded as a BT14 as a delivered benefit.

In the reporting period, community benefits were identified within Framework Agreements as detailed in Appendix B.

Section 4: Supported Business

APUC conducts all its regulated Framework Agreements in line with Route 3 of the Procurement Journey. Route 3 mandates the use of the Single Procurement Document (SPD). The SPD covers exclusion, selection and award criteria and includes questions relating to companies self-certifying themselves in terms of size (micro, small or medium), or whether they are supported businesses.

APUC reviews each Framework Agreement to determine whether it could be fulfilled by a Supported Business, whilst remaining compliant with procurement legislation and ensuring value for money (using the only Supported Business register currently available and published by Ready for Business). Where

appropriate and relevant, APUC undertakes lotting within its Framework Agreements to encourage SMEs and potentially supported businesses to bid to supply particular commodities.

APUC did not reserve any Framework Agreements for supported businesses in this period. However, APUC actively promotes to the sector, the Scottish Government Supported Businesses Framework Agreement, and its benefits. APUC participated and provided sector information for the Scottish Government Dynamic Purchasing System for Supported Businesses.

Section 5 – Future Regulated Procurements

APUC is keen to encourage competition by promoting optimal participation in its procurement processes and achieve better value for money in its procurements. 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 details of actual requirements. Over a forecast period of two years, it is very probable that circumstances and priorities will change so the list of projected individual regulated Framework Agreements outlined in Appendix D should be viewed with this caveat in mind.

In Appendix D, information is set out to show Regulated Framework Agreements planned to commence in the next two financial years from July 2024/25 and 2025/26. The information covers:

- The Framework Agreement Title and Reference
- The category – A/B or C
- Whether it is a new, extended or re-let Framework Agreement
- The expected Framework Agreement Publication Date
- the expected date of award
- the expected start and maximum end date
- the estimated value over the Framework Agreement period

Section 6 –Other Content for Consideration

APUC is a leader of change and over the years has actively raised the profile of procurement by championing its potential to shape markets, support policy priorities, embed a shared services model and ultimately ensure Framework Agreements are put in place to meet the clients' needs and demands that also tackle the Climate & Ecological Emergency.

APUC is invested in participating in cross-sector collaboration to address the Climate & Ecological Emergency through procurement activity. The APUC CEO co-chairs the Scottish Government Climate and Procurement Forum and has led work streams that draw together knowledge and experience from public sector representatives, as well as business and climate experts across Scotland to reinforce the sustainable procurement duty. Following on from the Climate and Procurement Forum's development of the "From now to 2030 climate impact plans (FNT2030)", the APUC Responsible Procurement Team have created a unified template that covers both the FNT2030 and the SCCEES reporting requirements which allows for cross reporting of activities and monitoring measures by category / commodity (spend groups) for reduction in climate impacts across all relevant spend areas.

As touched on earlier, in May 2022, the Scottish University and College Sectors published their Sectors' Supply Chain Climate and Ecological Emergency Strategy to 2030 (SCCEES) setting out objectives across the

Primary Impact Areas of Climate Change (PIACC). The strategy encourages the Scottish University and College Sector institutions to report on meeting these objectives as well as to create FNT2030 climate action plans for high GHG emission areas. APUCs Responsible Procurement Team is assisting institutions in creating reporting information by using the FNT2030 templates, hosting category focussed workshops, drop-in sessions when invited, and attend Institutional Sustainability Working Groups.

APUC actively supports training and development of its staff and members, and this is a key part of its role, which includes delivery of 'face to face' training courses and development of e-learning modules. APUC has completed its 7th round of the graduate development programme.

On behalf of the Sector, APUC set up the HE/FE Procurement Leaders Development Programme (PLDP) whereby a steering group was set up with Heads of Procurement to design the layout and content of the programme. The programme consists of leadership workshops, talks from sector senior stakeholders and mentoring from senior procurement colleagues across the sector. The programme has been a huge success, and the most recent cohort started in October 2023 and concluded in June 2024 with fifteen people completing the course. All Heads of Procurement that nominated a colleague for the programme also acted as a mentor for another delegate.

APUC every year supports a Charity elected by its employees. In 2022/2023 the chosen charity was Pancreatic Cancer UK and funds were raised through various events. For 2023/2024, Dementia UK was chosen by APUC staff, and this charity will continue until December 2024 where then a new charity will be selected (and from then the Charity of the year will be based on a calendar year basis). APUC hosts company meetings every quarter where charity related activities take place such as a bake sale or quizzes to raise money.

In line with Fair Work First, APUC has an employee representative and consultation group. This group meets at least quarterly. The group addresses key themes and provides an opportunity to enhance communications from leadership to the rest of the company and to allow the representatives to raise ideas, suggestions or concerns.

APUC operate a hybrid working model with staff able to continue to work remotely whilst also interacting with staff in offices on a face-to-face basis. APUC continues with Stirling Business Centre as the Head Office, the Edinburgh office based at Edinburgh College, and in Glasgow, at Glasgow Caledonian University. The use of online tools has been particularly useful for engagement and collaboration with colleagues and has allowed APUC staff and members to have availability for questions or reviews, regardless of location. The hybrid model allows for a flexible approach to working from offices and home, the option to work a nine day condensed fortnight (with 5 days on site per fortnight) and reducing staff travel for meetings and commuting contributing to a reduction in travel emissions.

APUC was a founding member of Electronics Watch. All APUC's member institutions are now members of Electronics Watch, this made the Scottish HE/FE sectors the first sectors of any type within a whole country where every organisation is a member of Electronics Watch. APUC has voluntarily complied with the Modern Slavery Act since the Act was launched and for 2023/2024 has published a modern slavery statement on its website. Furthermore, APUC has been included in the Make ICT Fair project through ICLEI and Electronics Watch. APUC continues to support Electronics Watch activities of monitoring activities leading to remediating violations and improving working conditions in the electronics supply chain, including working with brands and manufacturers contracted by Scottish HE/FE institutions through framework agreements. APUC's has presence on the Electronics Watch Global Board.

APUC continues to provide reporting information via the APUC Supply Chain Emissions Report on institutions' GHG emissions by category and sub-category and even by supplier, based on reported spend. This tool, based within APUC's Hunter environment, provides significantly greater reporting capability across a wide range of factors compared to the historically used HESCET Tool.

APUC have developed the unified web/browser-based Hunter solution for contract management and reporting. This was rolled out to the HE/FE sector in November 2022 with continued developments to meet the sector requirements. Functionality includes contracts registers and forward planning, benefits tracking, supply chain management, supplier portal, reporting capabilities including Annual Procurement Reporting, Forward Planning and consumption-based supply chain emissions reporting at supplier level.

Appendix A - List of regulated Framework Agreements Completed (By Start Date) in the Reporting Period 01 August 2023 – 31 July 2024

Compliant

Framework Agreement Reference	Framework Agreement Title	Supplier Names	Date of Award	Owner Cat A/B/C	Start Date	Maximum End Date	Value Over Contract Period
CAT1069 AP	Fresh Butcher Meat	Campbells Prime Meat Ltd, Gordon McWilliam (Aberdeen) Ltd, McLays Ltd, Aberdeenshire Larder, Bidfresh T/A Bampbell Brothers Lts	28-07-2023	B	05-08-2023	04-08-2027	£4,200,000
CAT1071 AP	Fresh Bakery Products	D.McGhee & Sons, Buon Giorno Tutti Ltd, Fisher & Donaldson, Saltire Patisserie Ltd	01-03-2024	B	07-03-2024	06-03-2028	£1,640,000
EFM1060 AP	Automatic Doors and Roller Shutters	Record UK Ltd, Tayside Door and Window Specialists, Dasco Entrance Technology Ltd, Elite Entrance Systems Ltd, City Gate Construction Scotland, Dormakaba UK, FAAC Doors & Shutters UK Ltd, Integrate Group Ltd	08-01-2024	B	15-01-2024	14-01-2028	£12,800,000
EFM1062 AP	Road Surfacing & Minor Civil Engineering Works	J Sives Surfacing, Geo-Structural Ltd, Hillhouse Quarry Group Limited, Tayside Contracts	27-11-2023	B	30-11-2023	29-11-2027	£5,600,000
ITS1056 AP	Finance, HR/Payroll Systems and Associated Services	Fusion Practices Limited, Insight Direct (UK) Limited, Mastek Systems Company Ltd, Softcat PLC, Symmetry Ltd, Technology One, Civica UK Ltd,	22-12-2023	B	08-01-2024	07-01-2028	£4,000,000
ITS1057 AP	Engagement (Business to Business) CRM Systems	Tribal Education Limited, Infosys Limited	12-06-2023	B	01-08-2023	31-07-2027	£10,000,000

LAB1030 AP	Veterinary Supplies	Chanelle Vet UK, KRKA UK Ltd, Vernacare International Limited, Covetrus, DMS Plus Ltd, Becton Dickinson UK Ltd, Clonallon Laboratories Limited, ICU UK Medical Limited, IMV Imagine (UK) Ltd, Infusion Concepts Limited, It's Interventional Limited, Mahr Impex UK Ltd, Smiths Medical International Ltd, Vygon (U.K.) Limited, Orca Medical, Mindray Animal Medical Technology, Photon Surgical Systems Limited, Xograph Healthcare Ltd, Canon Medical Systems UK Ltd, Aquilant Endoscopy Ltd, Imotek International Ltd, Medical Imaging Systems Limited	10-02-2024	B	10-02-2024	09-02-2028	£24,000,000
LIB1021 AP	Library Equipment, Software & Maintenance	Bibliotheca, D-Tech International Limited, SB Electronic Systems, Lyngsoe Systems Ltd (previously 2CQR), Nexbib Solutions Ltd, Stone Technologies Limited	25-07-2023	B	01-08-2023	31-07-2027	£5,000,000
LIB1027 AP	SHEDL eBook Collections - Elsevier	Elsevier B.V	29-02-2024	B	01-03-2024	28-02-2028	£770,000
PFB1034 AP	Intellectual Property Services	Murgitroyd, HGF, Marks & Clerk, Dehns, Hindles Limited, Lawrie IP Limited, Maucher Jenkins, FRKelly, Questel SAS, AA Thornton IP LLP, Mathys & Squire LLP, Globaldata UK Ltd, Intangible Range Ltd	13-10-2023	B	16-10-2023	15-10-2027	£6,000,000

PFB1040 AP	Audit and Tax Services	BDO LLP, PricewaterhouseCoopers LLP (PwC), Azets, Henderson Loggie LLP, Wbg Services LLP, KPMG LLP, Ernst & Young LLP, Anderson Anderson & Brown LLP, Armstrong Watson Audit Ltd, Chiene and Tait LLB, RSM UK Audit LLP, Grant Thornton UK LLP, RSM UK Tax and Accounting Limited,	09-02-2024	A	29-02-2024	28-02-2028	£8,000,000
MUS1001 AP	Hair & Beauty	E A Ellison & Co Ltd, Salon Services, College Kits Direct Ltd, Salon Alternatives T/A Hair & Beauty World, Barber Equipment Ltd, L'Oreal (UK) Ltd, Wella Company (previously known as Coty), Synergy Salon Supplies Limited, Eve Taylor London Ltd, Dermalogica (UK) Limited, Repechage Europe Limited, Freestyle Hair Co Ltd, Make Up & Hair Department Ltd, Dencowear Ltd T/A Salonwear Direct, Trafalgar Ltd T/A Gear UK, Aspire Industrial Services Limited, Fabricsmart Limited T/A Scrummi	26-02-2024	B	15-03-2024	14-03-2028	£8,000,000
PFB1054 AP	Procurement Cards	National Westminster Bank PLC (Natwest)	30-01-2024	C1	12-03-2024	11-10-2027	£0
PFB1046 AP	Staff Engagement Surveys	Explorance Inc, Peachy Mondays, People Insight, Social Optic Ltd, Wotter Group Limited, Survey Solutions Ltd	08-08-2023	B	22-08-2023	21-08-2027	£400,000

Non-Compliant

All APUC Framework Agreements are compliant in line with the Regulations

Appendix B - List of Framework Agreements with Community Benefit Requirements Fulfilled

Framework Agreement Reference	Framework Agreement Title	Supplier Names	Start Date	End Date	Maximum End Date	Contract Value	Benefit Value
CAT1069 AP	Fresh Butcher Meat	Campbells Prime Meat Ltd, Gordon McWilliam (Aberdeen) Ltd, McLays Ltd, Aberdeenshire Larder, Bidfresh T/A Bampbell Brothers Lts	05-08-2023	04-08-2025	04-08-2027	£4,200,000	Contractors offer: <ul style="list-style-type: none"> - Reduction in waste – packaging and/or further use of residue from processes etc. - Availability of Organic, Red Tractor Butcher Meat and Poultry. - Access to a full range of products with details of the associated carbon footprint of each core product item to enable an informed purchasing decision. - Social, equality and/or environmental improvements. - Fair Work i.e. Contractors paying Living Wage/accredited
CAT1071 AP	Fresh Bakery Products	D.McGhee & Sons, Buon Giorno Tutti Ltd, Fisher & Donaldson, Saltire Patisserie Ltd	07-03-2024	06-03-2027	06-03-2028	£1,640,000	Contractors offer: <ul style="list-style-type: none"> -The provenance of the main ingredient is available for all suppliers and all core-list products. - Reduction of single use plastic in their packaging. As a result, some suppliers are delivering in re-usable crates.

EFM1060 AP	Automatic Doors and Roller Shutters	Record UK Ltd, Tayside Door and Window Specialists, Dasco Entrance Technology Ltd, Elite Entrance Systems Ltd, City Gate Construction Scotland, Dormakaba UK, FAAC Doors & Shutters UK Ltd, Integrate Group Ltd	15-01-2024	14-01-2026	14-01-2028	£12,800,000	Contractors offer: -Work Experience/internship placements -Employment opportunities -Industry Skills training -Industry led talks/training -Modern apprenticeships -Provide full time employment for one person per £100,000 work -Offer workshops and seminars to enhance educational opportunities
EFM1062 AP	Road Surfacing & Minor Civil Engineering Works	J Sives Surfacing, Geo-Structural Ltd, Hillhouse Quarry Group Limited, Tayside Contracts	30-11-2023	29-11-2025	29-11-2027	£5,600,000	Contractors offer: - Commitment to fair work by paying the Living Wage - Community benefits by engaging in the local community and giving back in some way, this includes charity contributions, support for local community projects, and supporting local businesses. - A journey to net zero plan in place which includes information on how they plan to reduce waste and or/reduce the use of raw materials by recycling or re-using products. - Sustainability efforts including minimising waste production, minimising water consumption, enhancing recycling and recovery and minimising

							<p>packaging use/disposal.</p> <ul style="list-style-type: none"> - Commitment to continuing to source more ethical and environmentally products for use in the works and services they provide.
ITS1056 AP	Finance, HR/Payroll Systems and Associated Services	Fusion Practices Limited, Insight Direct (UK) Limited, Mastek Systems Company Ltd, Softcat PLC, Symmetry Ltd, Technology One, Civica UK Ltd,	08-01-2024	07-01-2026	07-01-2028	£4,000,000	<p>Contractors offer:</p> <ul style="list-style-type: none"> - APUC member Institutions can benefit from students having access to supplier work placements and apprenticeship recruitment opportunities; - Students may also have access to the software training academies of suppliers including graduate programmes; - Some suppliers allow their employees a set number of days per annum to undertake charity work including availability of a volunteering portal to customer Institutions; - Charity and career initiatives

							are provided as part of an overall social value plan.
ITS1057 AP	Engagement (Business to Business) CRM Systems	Tribal Education Limited, Infosys Limited	01-08-2023	31-07-2025	31-07-2027	£10,000,000	Contractor will offer: -Apprenticeships and Graduate programmes -£1,000,000 investment in local initiatives
LAB1030 AP	Veterinary Supplies	Chanelle Vet UK, KRKA UK Ltd, Vernacare International Limited, Covetrus, DMS Plus Ltd, Becton Dickinson UK Ltd, Clonallon Laboratories Limited, ICU UK Medical Limited, IMV Imagine (UK) Ltd, Infusion Concepts Limited, It's Interventional Limited, Mahr Impex UK Ltd, Smiths Medical International Ltd, Vygon (U.K.) Limited, Orca Medical, Mindray Animal Medical Technology,	10-02-2024	09-02-2027	09-02-2028	£24,000,000	Contractors offer: -Reduction in waste (paperless offices), reduction in consumption – use of raw materials (consumables, utilities etc.), recycling and/or reuse of products. reduce use of lighting, enhanced reputation and/or marketing opportunities, carbon reduction by consolidating orders, social, equality and/or environmental improvements. - Fair Work i.e. contractors paying Living Wage/accredited. -Added value services including opportunities for assistance with technological development

		Photon Surgical Systems Limited, Xograph Heathcare Ltd, Canon Medical Systems UK Ltd, Aquilant Endoscopy Ltd, Imotek International Ltd, Medical Imaging Systems Limited					and realisation of research projects, provision of staff training opportunities and free consumables with the purchase of systems from certain suppliers, remote diagnostic service procedures to reduce downtime and carbon impact of service and repairs, provision of staff and student training opportunities with the purchase of systems from certain suppliers, take back programmes including recycling of packaging, development of modularity to increase product life cycles.
LIB1021 AP	Library Equipment, Software & Maintenance	Bibliotheca, D-Tech International Limited, SB Electronic Systems, Lyngsoe Systems Ltd (previously 2CQR), Nexbib Solutions Ltd, Stone Technologies Limited	01-08-2023	31-07-2025	31-07-2027	£5,000,000	Contractor's offer: -Student Apprentices offering the opportunity to shadow skilled engineers while they are deploying a solution at the institution. Allowing the students to gain valuable insights on how to manage a successful project live and on site - Opportunities to work as part of the Tagging Team which will open several placements to students from the institution. In these projects they will be placed alongside experienced staff and will receive proper

							<p>context and training to introduce them to the practical world of RFID, automation and materials handling.</p> <p>-One of the Contractor's will attend University Careers and Job Fairs and welcome applications for work experience, internships and Apprenticeship Schemes from any institution on the Framework Agreement. Their Directors are also willing to take part in CV writing help, mock interviews and individual work experience days.</p>
LIB1027 AP	SHEDL eBook Collections - Elsevier	Elsevier B.V	01-03-2024	28-02-2026	28-02-2028	£770,000	<p>Elsevier has The Elsevier Foundation which will contribute to the project all over the world relating to sustainable development in health, climate and reducing inequalities. In the UK they have sponsored research fellowships for work on specific projects. They will also assist Universities to understand the value that they (university) can bring to their own communities.</p>

PFB1034 AP	Intellectual Property Services	Murgitroyd, HGF, Marks & Clerk, Dehns, Hindles Limited, Lawrie IP Limited, Maucher Jenkins, FRKelly, Questel SAS, AA Thornton IP LLP, Mathys & Squire LLP, Globaldata UK Ltd, Intangible Range Ltd	16-10-2023	15-10-2026	15-10-2027	£6,000,000	All Contractors on the Framework Agreement have demonstrated a commitment to Sustainable Procurement. Aspects include: - Adherence to the Sustain Supply Chain Code of Conduct, - Adherence and use of SCM Section 1, - Equality, Diversity and Inclusion, - Value-added services
PFB1040 AP	Audit and Tax Services	BDO LLP, PricewaterhouseCoopers LLP (PwC), Azets, Henderson Loggie LLP, Wbg Services LLP, KPMG LLP, Ernst & Young LLP, Anderson Anderson & Brown LLP, Armstrong Watson Audit Ltd, Chiene and Tait LLB, RSM UK Audit LLP, Grant Thornton UK LLP, RSM UK Tax and Accounting Limited,	29-02-2024	28-02-2027	28-02-2028	£8,000,000	All Contractors on the Framework Agreement have demonstrated a commitment to Sustainable Procurement. Aspects include: - Adherence to the Sustain Supply Chain Code of Conduct - Adherence and use of SCM Section 1 - Equality, Diversity and Inclusion - Community Benefits - apprenticeships, graduate and intern positions, trainings, career workshops, local charities support.

MUS1001 AP	Hair & Beauty	E A Ellison & Co Ltd, Salon Services, College Kits Direct Ltd, Salon Alternatives T/A Hair & Beauty World, Barber Equipment Ltd, L'Oreal (UK) Ltd, Wella Company (previously known as Coty), Synergy Salon Supplies Limited, Eve Taylor London Ltd, Dermalogica (UK) Limited, Repechage Europe Limited, Freestyle Hair Co Ltd, Make Up & Hair Department Ltd, Dencowear Ltd T/A Salonwear Direct, Trafalgar Ltd T/A Gear UK, Aspire Industrial Services Limited, Fabricsmart Limited T/A Scrummi	15-03-2024	14-03-2027	14-03-2028	£8,000,000	All Contractors on the Framework Agreement have demonstrated a commitment to Sustainable Procurement. Aspects include: - Adherence to the Sustain Supply Chain Code of Conduct - Adherence and use of SCM Section 1 - Commitment to ethical and sustainable sourcing throughout the life of the Framework Agreement including approach to packaging and addressing human rights, labour standards and modern slavery risks within the supply chain
PFB1054 AP	Procurement Cards	National Westminster Bank PLC (Natwest)	12-03-2024	11-10-2025	11-10-2027	£0	Social Value offerings under the RM6248 Payment Solutions 2 Framework Agreement include: -net zero initiatives, tackling economic inequality initiatives, industry developments increasing supply chain resilience and capacity, support for Braille cards production.

PFB1046 AP	Staff Engagement Surveys	Explorance Inc, Peachy Mondays, People Insight, Social Optic Ltd, Wotter Group Limited, Survey Solutions Ltd	22-08-2023	21-08-2026	21-08-2027	£400,000	All contractors on the Framework Agreement have demonstrated a commitment to Sustainable Procurement. Aspects include: - Adherence to the Sustain Code of Conduct - Community Benefits/Social Value and Value-added Services - local employment opportunities, charities support, mentoring, trainings, webinars.
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Appendix C - List of Regulated Procurements placed with Supported Businesses

APUC did not reserve any Framework Agreements for supported businesses in this period.

Appendix D - List of Regulated Framework Agreements planned to commence in next two F/Ys July 2024/2025 & 2025/2026

Framework Agreement Reference	Framework Agreement Title	Owner Category A/B/C/C1	New, extended or Re-Let Procurement	Expected Contract Notice Publication Date	Expected Date of Award	Expected Start Date	Expected Max End Date	Estimated Value over Contract Period
FFE1017 AP	Sustainable Furniture	B	Re-Let	10-07-2024	24-09-2024	01-10-2024	30-09-2028	£38,000,000
JAN1013 AP	Personal Protective Equipment (PPE), Work & Sports Wear	B	Re-Let	14-01-2025	25-04-2025	01-05-2025	30-04-2028	£8,500,000
EFM1055 AP	Waste Management	B	Re-Let	01-07-2024	07-10-2024	10-10-2024	09-10-2028	£10,000,000
EFM1061 AP	Electrical Sundries	B	Re-Let	28-10-2024	10-02-2025	21-02-2025	20-02-2029	£8,000,000
ITS1049 AP	Academic Integrity and Assessment Management Systems	B	New	25-04-2024	03-10-2024	18-10-2024	17-10-2028	£1,800,000
ITS1062 AP	Library Management Systems and Associated Services	B	Re-Let	24-07-2024	04-11-2024	05-11-2024	04-11-2028	£18,000,000
ITS1058 AP	Online Streaming and Online Training Services 2	B	Re-Let	31-03-2025	17-07-2025	31-07-2025	30-07-2029	£6,500,000
LAB1037 AP	General Laboratory Equipment - Supply and Maintenance	B	New	22-05-2024	01-10-2024	01-10-2024	30-09-2028	£20,000,000
LIB1025 AP	Aggregated Databases	B	New	28-11-2024	13-02-2025	28-02-2025	27-02-2029	£2,000,000
LIB1022 AP	Periodicals	B	Re-Let	28-05-2024	30-11-2024	01-01-2025	31-12-2028	£40,000,000
PFB1043 AP	Insurance, Brokerage and Associated Risk Management Services	B	Re-Let	12-09-2024	09-12-2024	01-01-2025	31-12-2028	£3,400,000
PFB1051 AP	BSL Interpreting and Associated Services	B	Re-Let	12-10-2025	20-12-2025	03-01-2025	02-01-2029	£1,000,000
CAT1073 AP	Fresh Dairy Products	B	Re-Let	25-06-2025	10-10-2025	25-10-2025	24-10-2029	£1,600,000
CAT1074 AP	Fresh Fish & Seafood	B	Re-Let	02-04-2025	18-07-2025	02-08-2025	01-08-2029	£2,000,000
TEL1003 AP	Franking Machines & Consumables	B	Re-Let	30-06-2025	15-10-2025	29-10-2025	28-10-2029	£23,546,984
EFM1068 AP	Water Quality Management	B	Re-Let	07-04-2025	23-07-2025	06-08-2025	05-08-2029	£4,000,000

ITS1065 AP	Virtual Learning Environment (VLE) Systems and Associated Services	B	Re-Let	16-01-2025	02-04-2025	16-04-2025	15-04-2029	£6,000,000
LAB1033 AP	3D Printers, 3D Scanners and Associated Equipment	B	Re-Let	10-09-2025	19-12-2025	10-01-2026	09-01-2030	£8,000,000
LAB1034 AP	Laboratory Consumables and Chemicals, Supply of	B	Re-Let	01-07-2025	17-10-2025	01-11-2025	31-10-2029	£40,000,000
LAB1035 AP	Microscopy & Imaging Equipment	B	Re-Let	30-01-2026	15-05-2026	31-05-2026	30-05-2030	£40,000,000
LIB1023 AP	Print Books & Standing Orders	B	Re-Let	03-07-2025	27-10-2025	03-11-2025	02-11-2029	£8,000,000
LIB1024 AP	E-Books, E-Book Collections & E-Textbooks	B	Re-Let	19-08-2025	05-12-2025	19-12-2025	18-12-2029	£20,000,000
LIB1028 AP	SHEDL eBook Collections - Oxford University Press (OUP)	B	Re-Let	01-12-2024	15-02-2025	01-03-2025	29-02-2029	£665,000
PFB1047 AP	Legal Services	B	Re-Let	18-08-2025	04-12-2025	18-12-2025	17-12-2029	£4,000,000
SEC1008 AP	Student Assistance and Support Services	B	Re-Let	25-03-2026	10-07-2026	25-07-2026	24-07-2030	£3,000,000
PFB1053 AP	Teaching Qualification Further Education	B	Re-Let	12-01-2026	24-04-2026	10-05-2026	09-05-2030	£1,200,000
PFB1057 AP	Electoral Services	C1	Re-Let	29-05-2025	15-09-2025	29-09-2025	28-09-2029	£30,000
PFB1048 AP	Executive and Senior Specialist Search and Associated Recruitment Services	A	Re-Let	02-03-2026	16-06-2026	30-06-2026	29-06-2030	£7,000,000
LIB1026 AP	SHEDL eBook Collections - Springer Nature	B	Re-Let	01-12-2024	15-02-2025	01-03-2025	29-02-2029	£2,400,000

Annex A - Annual Procurement Report Template

[NOTE: APUC only puts in place Framework Agreements. All references to a contract to be construed as meaning a Framework Agreement]

<u>1. Organisation and report details</u>	
a) Contracting Authority Name	APUC
b) Period of the annual procurement report	01 Aug 2023 – 31 July 2024
c) Required by s18 Procurement Reform (Scotland) Act 2014 to prepare an annual procurement report? (Yes / No)	No
<u>2. Summary of Regulated Procurements Completed</u>	
a) Total number of regulated contracts awarded within the report period	14
b) Total value of regulated contracts awarded within the report period	£90.4M
c) Total number of unique suppliers awarded a place on a regulated contract awarded during the period	112
i) how many of these unique suppliers are SMEs	85
ii) how many of these unique suppliers how many are Third sector bodies	0
<u>3. Review of Regulated Procurements Compliance</u>	
a) Number of regulated contracts awarded within the period that complied with your Procurement Strategy	14
b) Number of regulated contracts awarded within the period that did not comply with your Procurement Strategy	0
<u>4. Community Benefit Requirements Summary</u>	
Use of Community Benefit Requirements in Procurement:	
a) Total number of regulated contracts awarded with a value of £4 million or greater.	10
b) Total number of regulated contracts awarded with a value of £4 million or greater that contain Community Benefit Requirements.	10
c) Total number of regulated contracts awarded with a value of less than £4 million that contain a Community Benefit Requirements	4

Annex A

Key Contract Information on community benefit requirements imposed as part of a regulated procurement that were fulfilled during the period:

d) Number of Jobs Filled by Priority Groups (<i>Each contracting authority sets its own priority groups</i>)	N/A to APUC as a Consortium
e) Number of Apprenticeships Filled by Priority Groups	N/A to APUC as a Consortium
f) Number of Work Placements for Priority Groups	N/A to APUC as a Consortium
g) Number of Qualifications Achieved Through Training by Priority Groups	N/A to APUC as a Consortium
h) Total Value of contracts sub-contracted to SMEs	N/A to APUC as a Consortium
i) Total Value of contracts sub-contracted to Social Enterprises	N/A to APUC as a Consortium
j) Total Value of contracts sub-contracted to Supported Businesses	N/A to APUC as a Consortium
k) Other community benefit(s) fulfilled	N/A to APUC as a Consortium

5. Fair Work and the real Living Wage

a) Number of regulated contracts awarded during the period that have included a scored Fair Work criterion.	14
b) Number of unique suppliers who have committed to pay the real Living Wage in the delivery of a regulated contract awarded during the period.	68
c) Number of unique suppliers who are accredited Living Wage employers and were awarded a regulated contract awarded during the period.	24

6. Payment performance

a) Number of valid invoices received during the reporting period.	N/A to APUC as a Consortium
b) Percentage of invoices paid on time during the period (“On time” means within the time period set out in the contract terms.)	N/A to APUC as a Consortium
c) Number of regulated contracts awarded during the period containing a contract term requiring the prompt payment of invoices in public contract supply chains.	N/A to APUC as a Consortium
d) Number of concerns raised by sub-contractors about the timely payment of invoices within the supply chain of public contracts.	N/A to APUC as a Consortium

7. Supported Businesses Summary

a) Total number of regulated contracts awarded to supported businesses during the period	0
b) Total spend with supported businesses during the period covered by the report, including:	N/A to APUC as a Consortium
i) spend within the reporting year on regulated contracts	N/A to APUC as a Consortium
ii) spend within the reporting year on non-regulated contracts	N/A to APUC as a Consortium

8. Spend and Savings Summary

a) Total procurement spend for the period covered by the annual procurement report.	N/A to APUC as a Consortium
b) Total procurement spend with SMEs during the period covered by the annual procurement report.	N/A to APUC as a Consortium
c) Total procurement spend with Third sector bodies during the period covered by the report.	N/A to APUC as a Consortium
d) Percentage of total procurement spend through collaborative contracts.	N/A to APUC as a Consortium
e) Total targeted cash savings for the period covered by the annual procurement report	N/A to APUC as a Consortium

i) targeted cash savings for Cat A contracts	N/A to APUC as a Consortium
ii) targeted cash savings for Cat B contracts	N/A to APUC as a Consortium
iii) targeted cash savings for Cat C contracts	N/A to APUC as a Consortium
f) Total delivered cash savings for the period covered by the annual procurement report	N/A to APUC as a Consortium
i) delivered cash savings for Cat A contracts	N/A to APUC as a Consortium
ii) delivered cash savings for Cat B contracts	N/A to APUC as a Consortium
iii) delivered cash savings for Cat C contracts	N/A to APUC as a Consortium
g) Total non-cash savings value for the period covered by the annual procurement report	N/A to APUC as a Consortium
<u>9. Future regulated procurements</u>	
a) Total number of regulated procurements expected to commence in the next two financial years	29
b) Total estimated value of regulated procurements expected to commence in the next two financial years	£328.6M

Annex B - Glossary of Terms

A, B, C and C1 Contracts (Who buys what?)

Category A	Collaborative Framework Agreements available to all public bodies <ul style="list-style-type: none"> • Scottish Procurement
Category B	Collaborative Framework Agreement available to public bodies within a specific sector <ul style="list-style-type: none"> • Scottish Procurement • APUC • Scotland Excel • NHS National Procurement
Category C	Local Contracts for use by individual public bodies
Category C1	Local or regional collaborations between public bodies

Sustain Supply Code of Conduct - APUC and its client community of colleges and universities are committed to carrying out procurement activities in an environmentally, socially, ethically and economically responsible manner and to entering into Framework 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 Sustain Supply Chain Code of Conduct with respect to their organisation and their supply chain.

BT14 – 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

Framework Agreement Reference is 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 are requirements which deliver wider benefits in addition to the core purpose of a Framework Agreement/Contract. These can relate to social, economic and or environmental benefits. These clauses can be used to build a range of economic, social or environmental conditions into the delivery of institutional contracts.

Contracts Registers typically provide details of the procurement exercise to capture key information about the Framework Agreement/Contract (the goods and services, values, date started, expiry date, procurement category etc).

Cost Avoidance is 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 Framework Agreements/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.

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.

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 has been developed by the APUC eSolutions team.

The Hunter application and complimentary solutions have been developed by APUC to fit with Best Practise procurement activities and reporting requirements of the HE/FE sector.

Hunter Functionality currently includes:

- Centralised contracts register (APUC and its members, UK Consortia)
 - Current Contracts/Frameworks – dashboard with real time contracts and ability to manage
 - In Progress tendering (This can be further broken down by procurement stage)
 - Scheduled – Future tendering activity
 - Research – Potential tendering activity to be explored
- Ability to easily share information across organisations enables collaborative working.
- Individual work page, ability to focus on individual or teamwork plan allowing users to effectively resource plan.
- Activity/To Do – Set tasks which can be viewed by users or colleagues.
- Document storage – integrated with Microsoft Office 365 SharePoint providing structured document & digital asset storage. Facilitates quick and easy retrieval of documents.

- Use of Standard format reports or export to excel for further data analysis.
- Contacts – Suppliers, internal customers and external colleagues, easily searchable.
- Savings & Benefits – Ability to capture and report based on sector agreed methodology.
- Automated reporting of consortia savings with real time access for institutions. This includes community benefits.
- Suppliers – Centralised register of suppliers, local and sector.
- Automated publication of contracts registers on website.
- Supplier Portal – ucsp.ac.uk website where suppliers can upload management information for all 6 UK consortia saving suppliers from providing data multiple times as was practise in the past. Over £1bn spend captured annually.
- Supplier Spend Reporting at institution – Service allowing institutions to provide non pay spend (quarterly if desired) which is coded to Proc He Level 2. Institutions have visibility of coded spend via webpage.
- Fully integrated contacts and framework spend reporting module accessed via website providing visibility of compliant/non-compliant spend. Any suppliers named on frameworks are flagged to the institution and links available to take them to the buyers guides to assist them in identifying whether they can utilise the framework.
- Ability to report SME, Supported Businesses or Living wage suppliers.
- Reporting of rebates values.
- Supply Chain Management
 - Diarise supplier meetings, capture documentation, KPIs and manage ongoing supplier activity, including community benefits. Ensuring contract delivery.
 - Supply Chain mandatory questions and certifications portal.
 - Supply Chain Audit – Tier 1 supplier audit questions and docs
 - Supply Chain Audit –Tier 2> Supplier audit questions and docs
- HUNTER GUI – New online version with enhanced functionality.
 - Supplier Portal – see Supply Chain Management above- Providing suppliers a single portal for contract management activity and reporting of community benefits.
 - Resource planning – Forward plan of contracting activity with estimated resource implications.

As a solution, Hunter is operational within the HE/FE sector in Scotland and utilised by the HE consortia in England and Wales who 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 – a website 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.

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

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 is 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 and Commercial Improvement Programme (PCIP) (Pulse Check) 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) is the national advertising portal used to advertise all public sector goods, services or works contract opportunities.

PCS-Tender is the national eTendering system, 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.

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 are 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.

Supply Chain Management tool is 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.

Supported Business means 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 means 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.

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.