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Purpose & Executive Summary

Purpose

The Procurement Reform (Scotland) Act 2014 (‘PRA’) requires contracting authorities which have an estimated annual regulated expenditure of £5 million or more to develop a procurement strategy and then review it annually. This requirement took effect from 31 December 2016. Organisations, including HE (and FE) institutions, required to develop and publish a procurement strategy, were also required to publish an Annual Procurement Report (‘APR’) reflecting on the relevant period of the procurement strategy.

In December 2016, the University’s procurement strategy was considered by the University Strategy and Policy Group (‘USPG’) and subsequently approved by Court.

In accordance with Section 15 of the Procurement Reform (Scotland) Act 2014, the University published its Procurement Strategy, initially for the period 2016/17 to 2017/18. This strategy describes the role procurement has in supporting the delivery of the University’s strategic objectives. The strategy includes a set of broad procurement objectives which align with the outcomes stated in the University’s Strategic Plan 2016-2021.

The procurement strategy was last reviewed in July 2020 and found to be sufficiently focused on, and supportive of, the final year of the University’s current Strategic Plan.

An addendum to the University’s Strategic Plan, for 2021-2023, was agreed in June 2021. A revised Procurement Strategy to support this addendum will be published early in 2022.

Executive Summary

This report covers the period of 1 August 2020 to 31 July 2021 and addresses performance and achievements in delivering the University of Stirling’s corporate procurement strategy.

Since mid-March 2020 the University, including the Procurement Services team, has predominately been working remotely.

Stakeholder engagement has featured in the annual assessments of the achievement of regulatory compliance, strategic objectives of the institution, value for money (defined as the best optimal balance of cost, quality and sustainability) and delivery against the University’s broader aims and objectives, in line with Scottish Government’s ‘National Outcomes’. This ongoing review and reporting process has informed, as appropriate, adjustments to the execution of the procurement strategy deemed necessary to secure best value, net financial improvements and to respond to the exceptional circumstances that have prevailed during this reporting period.

All regulated procurements carried out FY 2020/21 complied with the University’s Procurement Strategy.
Accordingly, the University of Stirling is pleased to publish its third Annual Procurement Report covering the period 1 August 2020 to 31 July 2021.

The University has analysed non-pay expenditure for this period as result of this review and identified that the total non-pay expenditure was £29,945,183.

The value of all regulated tender awards during the reporting period was £10,932,532 (i.e., values recorded on our Contracts Register during FY 2020/21).

Implementation of the strategy is supported by and complementary to the University’s Financial Strategy and any adjustments are informed by a review and reporting process.

The University has analysed third party expenditure and identified, that over the period covered by this report, the following procurements occurred:

- Higher value regulated procurements completed amounted to £6,000,000\(^1\). 1 procurement of type was completed;
- Lower value regulated procurements amounted to £4,932,532. 13 procurements of this type were completed.

More detailed information on the regulated procurements is provided both in Annex A ‘Regulated Procurements Summary’.

The University had 2854 active suppliers during the reporting period.

Annex E contains a summary of this entire report.

Key achievements include:

Value for Money, Effectiveness and Efficiency

- Procurement Services has led or supported procurements that have delivered cash savings and non-cash enhancements in service delivery and efficiency savings.

Governance

- Publication of the Annual Procurement Report.
- Publication of the Annual Modern Slavery Statement.
- Annual review of the Procurement Strategy.

\(^1\) Completed when the award notice is published or where the procurement process otherwise comes to an end - this assumption covers contracts and framework agreements
Stakeholder Engagement
- Procurement Services has increased its engagement with Faculties and Service Directorates. Procurement awareness has been raised and a suite of training programmes has been used to deliver training to key functional areas.

Best Practice
- The University followed the Scottish Government’s Procurement Journey. Regulated procurement included strategies ensuring optimum route to market, use of output-based specifications and clear evaluation criteria ensured accessibility of bidder and best commercial solutions.

Collaborative Spend
- The University has made optimal use of national (i.e., Scottish Procurement or Crown Commercial Services), sectoral (i.e., APUC), local or regional ‘C1’ collaborative contracts and frameworks. As well as bringing leveraged savings, the burdens of risk, contract and supplier management are shared and the number of resource-intensive formal local tenders that need to take place is significantly reduced. Overall, 43% of University spend went through all types of collaborative agreement.

This report comprises the following five sections:
Section 1: Regulated Procurements Completed
Section 2: Regulated Procurement Compliance
Section 3: Community Benefits Delivered
Section 4: Supported Business Engagement
Section 5: Future Regulated Procurements

Report Approved: 8 November 2021
By: University Strategy and Policy Group
Signed: Professor Gerry McCormac
Position: Vice-Chancellor and Principal
Section 1: Regulated Procurements Completed

Section 18(2) of the PRA requires organisations to include ‘a summary of the regulated procurements that have been completed during the year covered by the report’.

Additional Note: On 24 December 2020, the UK and the EU came to an agreement on a new trade deal, the Trade and Cooperation Agreement (‘TCA’), which governs the future relationship between the UK and EU on issues including public procurement. Principally, the public procurement provisions of the TCA serve to incorporate and confirm the application of the World Trade Organisation Government Procurement Agreement (‘GPA’), which the UK acceded to on 1 January 2021, in relation to the EU and UK’s ongoing relationship regarding public procurement.

The University of Stirling conducted its procurements in an open and inclusive manner with procurement objectives being aligned to the University’s current Strategic Plan (2016-21).

Between 1 August 2020 and 31 July 2021 the University spent £10,932,532 on (EU/WTO and Scottish) regulated purchases of goods, services and works. In total, 14 regulated procurements were completed.

The detailed summary of regulated EU/WTO and lower value regulated procurements awarded within the reporting period is set out in Annex A. These are shown in chronological order based on the date of award, separated into contract categories, and distinguishing collaborative contracts from institutional ones. For each completed regulated procurement, the information provided shows:

- the date of award
- the start dates
- the category subject matter
- the name of the supplier
- estimated value of the contract (total over contract period)
- collaborative or institution owned
- the end dates
- SME/supported business status

This information, coupled with the publication of the institutional Contracts Register and the systematic use of the Public Contracts Scotland tendering portal, provided complete visibility of the University’s procurement activity over the reporting period.

The University has been optimising the use of collaborative contracts and frameworks. By using such frameworks, the burdens of risk and contract management is shared with the wider HE sector.
### Table 1: Number of Regulated Procurements Completed

<table>
<thead>
<tr>
<th>Number of Procurements</th>
<th>Year 2020/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>EU/WTO Regulated Procurements</td>
<td>1</td>
</tr>
<tr>
<td>Lower Value Regulated Procurements</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td>14</td>
</tr>
</tbody>
</table>

### Table 2: Value of Regulated Procurements Completed

<table>
<thead>
<tr>
<th>Value of Procurements</th>
<th>Year 2020/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>EU/WTO Regulated Procurements</td>
<td>£6,000,000</td>
</tr>
<tr>
<td>Lower Value Regulated Procurements</td>
<td>£4,932,532</td>
</tr>
<tr>
<td>Total</td>
<td>£10,932,532</td>
</tr>
</tbody>
</table>
Section 2: Regulated Procurement Compliance

Section 17 of the PRA requires that Regulated Procurements be carried out in accordance with the organisation’s procurement strategy, so far as reasonably practical. Section 18(2) (b) states that the annual report must include ‘a review of whether those procurements complied with the authority’s procurement strategy.’

The University’s Procurement Strategy 2016-21 sets out how regulated procurement will be undertaken in compliance with the PRA and how this strategy will support the University’s strategic plan 2016-21.

The University has procurement processes and sign off arrangements that are consistent with the guidelines set out in the Scottish Government’s Procurement Journey and that have met the objectives and obligations set out immediately above.

Where appropriate, the University has made use of collaborative contracts to deliver improved contract terms, supported contract and supplier management, sustainable procurement outcomes and value for money (i.e., the optimum balance of cost, quality and sustainability).

In conducting its regulated procurements care was taken to ensure that the University awards the business to suppliers who are capable, reliable and who can demonstrate that they meet appropriate ethical standards and values in the conduct of their business.

Successful delivery against the procurement strategy objectives is part of a customer valued, continual improvement process (CIP) that identifies and facilitates the implementation of incremental improvements to processes and outcomes over time. The University benefits from linking its CIP to the Scottish Government’s Procurement and Commercial Improvement Programme (PCIP). PCIP delivers periodic assessments of key benchmarks and recommends what necessary improvements might be prioritised, planned and implemented.

The most recent PCIP assessment was conducted in 2019 when the institution’s score, 67%, was within performance band ‘M2’. The University has continued to improve since the time of the previous assessment and the assessment concluded that ‘a high level of control is being exercised over procurement activity within the organisation’. Our continuous improvement plan is being revised to deliver improvements upon this score in time for the next PCIP assessment that is scheduled to take place during in 2022.
Compliance with each part of the procurement strategy is shown in the table below:

<table>
<thead>
<tr>
<th>Procurement Strategy Statement</th>
<th>Commentary on Delivery of Strategy</th>
</tr>
</thead>
</table>
| 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 University. | Procurement activities follow best practice and the guidelines set out in the Procurement Journey. This approach helps to manage the expectations of stakeholders, customers and suppliers alike and facilitates the adoption of best practice and consistent methodology across the Scottish public sector. 
For each regulated procurement a bespoke strategy is developed and agreed, through consultation with key stakeholders, end users, and where appropriate, suppliers. This intelligence gathering approach also helps to identify opportunities to innovate and to improve skills and competencies in securing the most appropriate procurement routes to market that will yield best value, sustainable and socially responsible outcomes. 
For non-regulated procurement, a similar approach is adopted, commensurate with the contract value and the anticipated impact of the goods, services and works in question. 
For every procurement over £4m, the University considers how it can improve the economic, social or environmental wellbeing of its local area through the inclusion of community benefits clauses. Where practicable and proportionate, such clauses may be included in procurements below £4m. 
Care is taken to ensure that procurement operations are consistent with and supportive of institutional strategic objectives. 
Training on operational and strategic procurement is provided to Faculty and Service Area staff. |
| To develop sound and useful procurement management information to measure and improve procurement and supplier performance in support of corporate planning conducted | Internal procedures, policies, and sector-developed tools have been introduced to effect improvements to procurement process and to enhance efficiency. 
Expenditure data and segmentation analysis located on the Scottish Procurement Information Hub, Hunter (including Contracts Registers) and the Institutional Data Dashboard is vital in this regard. Improved analysis of internal raw procurement data is also starting to inform category strategies. |
<table>
<thead>
<tr>
<th>Procurement Strategy Statement</th>
<th>Commentary on Delivery of Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>through fair and transparent process.</td>
<td>Where relevant, use is made of appropriate standards and labels in procurements to take account of fair and ethical trading concerns, with due consideration thereby being given to equivalent tender offerings from suppliers. The Public Contracts Scotland portal (‘PCS’) is used to publish both regulate and non-regulated procurement opportunities. As appropriate use is made of lotting, output based specifications and clear evaluation criteria to ensure that procurements are accessible to as many bidders (including SMEs) as possible.</td>
</tr>
<tr>
<td>To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities.</td>
<td>Procurement activity is conducted consistent with Scottish Model of Procurement. Accordingly, the optimal balance of cost, quality and sustainability is consistently used to determine how best value for money can be delivered and to identify sensible and legitimate aggregation of opportunities through collaborative contracting. The University sorts regulated procurements into procurement categories and has an organisational structure within Procurement Services which best supports this approach. How goods, services and works are bought – whether by joint purchasing, the use of local, regional and national framework agreements, or by consolidated contracting – is subject to annual review with APUC and, through user consultation, best category strategies are agreed, practicable aggregation opportunities are exploited, category and commodity strategies are developed, recorded, signed off and processed.</td>
</tr>
<tr>
<td>To seek out professional development opportunities to enrich and enhance experience and capability of procurement practitioners.</td>
<td>The defined procurement process is managed through a professionally qualified procurement team with access to competency-based training, skills development programmes and career development opportunities. Devolved procurement activity is monitored across the institution to secure optimum value delivery while managing supply side risks and taking account of consolidation opportunities. Individual annual performance and development reviews of the central Procurement staff are undertaken to ensure best outputs and to address any development gaps.</td>
</tr>
<tr>
<td>Procurement Strategy Statement</td>
<td>Commentary on Delivery of Strategy</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-----------------------------------</td>
</tr>
<tr>
<td>To embed sound ethical, social and environmental policies within the Institution’s procurement function and to comply with relevant Scottish, UK and EU legislation in performance of the sustainable procurement duty.</td>
<td>Procedures are in place to ensure that consideration of environmental, social and economic issues and benefits is made, where appropriate, on a contract-by-contract basis. During the planning stage tools including Prioritisation and Flexible Framework are utilised. The University ensures that all potential suppliers comply with the APUC Supply Chain Code of Conduct in all regulated procurements. Procedures are also in place to ensure that regulated procurements are only awarded to businesses that are capable, reliable and, where relevant, meet appropriate ethical standards and values in the conduct of their business. The University is committed to contracting only with suppliers that comply with all relevant legislation. Where appropriate, and on a contract by contract basis, the institution will assess the legislation applicable to a procurement and take steps to ensure bidders comply with it e.g. Health and Safety, Late Payment, GDPR legislation. Where relevant the requirement for suppliers have fair work practices is addressed in tender documentation. The Institution complies with its duties under the Modern Slavery Act and is therefore committed to ensuring that modern slavery and human trafficking is not taking place in any parts if its operation within the University and its supply chain. We are committed to maintaining and improving our systems and processes to avoid any complicity in human rights violations, both in relation to our own operations and those of our supply chain. To assist our staff and students, and to aid their understanding of the impact of Modern Slavery, an e-learning module has been made available to the University community.</td>
</tr>
<tr>
<td>To engage with the supply chains to ensure continued value, managed performance and minimal risk throughout the life of contacts for the benefit of customers and students.</td>
<td>Post-procurement reviews are carried out to check that tendering outcomes are delivering against category strategies/business case objectives. These are in turn consolidated by category-based contract and supplier management routines to monitor performance and introduce any improvements required. To deliver transformational change by embedding ‘fit for purpose’ procurement practices across the University and by employing appropriate technology.</td>
</tr>
<tr>
<td>Procurement Strategy Statement</td>
<td>Commentary on Delivery of Strategy</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-----------------------------------</td>
</tr>
<tr>
<td>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.</td>
<td>Note: Due to the pandemic emergency there were limited opportunities to engaged directly with suppliers as local and national events (such as COUP and Procurex) were cancelled.</td>
</tr>
<tr>
<td>Engagement with internal and external stakeholders and suppliers provides valuable feedback and enables the University to test the ‘fitness’ of its strategies, processes and procedures. For each procurement, the institution considers the community affected by the resultant contract and ensures that any affected organisations/persons are consulted (e.g. impact on service for students, or a local contract that could be combined with other similar institutions’ needs). Such consultation will always be both proportionate and relevant to the procurement in question. The University contributes to sector contracting plans and, whenever appropriate, explores opportunities to coordinate procurement efforts on a regional basis with a nearby FE institution (i.e. Forth Valley College) to deliver local collaborative (‘C1’) contracts. The Head of Procurement is an active member of APUC’s Procurement Strategy Group (PSGU).</td>
<td></td>
</tr>
</tbody>
</table>

**Note:** The University updated its 2016-2021 strategy in August 2021. The current procurement strategy will be updated to reflect the priorities contained in the interim strategy. It is expected that this will be published early in Spring 2022.
Section 3: Community Benefits Delivered

Section 18(2)(d) of the PRA states that it is mandatory for an annual procurement report to include 'a summary of any Community Benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report.

For every procurement over £4m, the University considered how it could improve the economic social or environmental wellbeing of its area through inclusion of community benefit clauses, to assist with achieving sustainability in contracts activity, including targeted recruitment and training, small business and social enterprise development and community engagement. Where practicable, relevant and proportionate, and where they were considered not to have a negative impact on the delivery of value for money, such clauses were included in regulated procurements valued at below £4m.

The principal deliverables from our community benefit opportunities included commitments in respect of apprenticeships, training and work experience placements. Links to future funded projects, including the Stirling and Clackmannanshire City Region Deal, will include community benefit strategies.

The general University approach to identifying community benefit requirements is to conduct risk and opportunities assessments through stakeholder consultation and engagement. Where relevant and proportionate to the subject matter of the procurement, the requirement is then built into the tender specification and into the eventual conditions of contract performance.

Where applicable, and as part of the tendering process, suppliers are invited to describe their approach to delivering community benefits or achieving social value through a contract.

Relevant community benefits considered by the University include (but are not limited to):

- providing work experience opportunities for students and staff;
- employment and vocational training opportunities;
- apprenticeships;
- local subcontractor opportunities available to SMEs, 3rd sector and supported businesses;
- supply-chain development activity;
- Industry engagement with local schools;
- other support initiatives.

Tenderers are invited to describe how such benefits will be successfully delivered through the contract and promoted to contract users/owners. Where community benefits are included in a procurement (at or above the £4 million threshold), the award notice will include a statement of the benefits that are expected to be derived from the contract.

In the reporting period, the community benefits shown in Appendix B were delivered.
Section 4: Supported Business Engagement

Section 18(2) (e) of the PRA requires organisations to include ‘a summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report’.

Regulated procurements (i.e., those within the scope of either the Procurement Reform (Scotland) Act 2014 or the Procurement (Scotland) Regulations 2016) are conducted in line with Routes 2 and 3 respectively of the Procurement Journey. Routes 2 recommends and 3 mandates the use of the Scottish 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. (See Annex F, Glossary of Terms for definitions).

Where engagement with supported businesses is especially well facilitated, we alerted customers to this option. Individual procurement strategies, include where appropriate, this route to market.

The University reviews each significant procurement to determine whether it could be fulfilled by a Supported Business, whilst remaining compliant with UK and Scottish procurement legislation and ensuring value for money for the institution (using the only Supported Business Register currently available and published by Ready for Business).

The University did not reserve any contracts for supported businesses in this reporting period. Appendix C refers.

In 2022-23 the University’s aim is to ensure that we work with Contractors to facilitate opportunities for supported businesses and third sector organisations where possible.
Section 5 – Future Regulated Procurements

Section 18(2) (f) of the PRA states that it is mandatory that an annual procurement report must include ‘a summary of the regulated procurements the authority expects to commence in the next two financial years’.

The University is keen to encourage competition by promoting optimal participation in its procurement process and to 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 (including the likely route to market) particularly with the current financial and operational challenges of the COVID-19 pandemic. Over a forecast period of two years, it is very probable that circumstances and priorities will change so the list of projected individual regulated procurement exercises outlined in Annex D should be viewed with this caveat in mind. Further, the content of this Annex represents the output of a non-exhaustive analysis of anticipated expenditure.

Future Regulated Procurements have been identified via:

- Current contracts recorded in our contract register that will expire and need to be extended or re-let;
- New requirements identified in future work plans provided by Faculties and Service Directorates and within the Capital/Infrastructure Plan.

The information provided in Annex D 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 - Regulated Procurements Summary

Compliant

Note: the award of contracts and framework agreements are included

<table>
<thead>
<tr>
<th>Category Subject</th>
<th>Supplier</th>
<th>CAT A/B or C</th>
<th>Date of Award</th>
<th>Contract Start Date</th>
<th>Final Date</th>
<th>Contract Value</th>
<th>SME Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel Management Service</td>
<td>Clarity Travel Ltd</td>
<td>B</td>
<td>16/09/2020</td>
<td>01/10/2020</td>
<td>30/09/2023</td>
<td>£3,000,000</td>
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<td>Adobe</td>
<td>Phoenix Software Ltd</td>
<td>B</td>
<td>16/09/2020</td>
<td>16/09/2020</td>
<td>15/09/2021</td>
<td>£20,000</td>
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<td>Digital Transformation Project (Scoping)</td>
<td>Phoenix Software Ltd</td>
<td>C</td>
<td>23/09/2020</td>
<td>23/09/2020</td>
<td>22/03/2021</td>
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<tr>
<td>Trading Boot camp</td>
<td>Amplify Trading Ltd</td>
<td>C</td>
<td>07/10/2020</td>
<td>12/10/2020</td>
<td>11/04/2024</td>
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<td>Library Management System</td>
<td>Ex Libris UK Ltd</td>
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<td>30/10/2020</td>
<td>30/10/2020</td>
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<td>Digital Transformation Project (Delivery)</td>
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<td>01/03/2022</td>
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<tr>
<td>Project Description</td>
<td>Supplier/Consultancy</td>
<td>Contract Type</td>
<td>Start Date</td>
<td>End Date</td>
<td>Total Value</td>
<td>Complete?</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>---------------------------------------------</td>
<td>---------------</td>
<td>------------</td>
<td>------------</td>
<td>--------------</td>
<td>-----------</td>
<td></td>
</tr>
<tr>
<td>Online Video Conference and Webinar Services</td>
<td>Zoom</td>
<td>C</td>
<td>21/03/2021</td>
<td>21/03/2021</td>
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<td>Atrium Furniture Phase 2</td>
<td>Azzurro Ltd</td>
<td>B</td>
<td>17/05/2021</td>
<td>01/05/2021</td>
<td>£269,157</td>
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<tr>
<td>Back-Up and Recovery Service</td>
<td>Phoenix Software</td>
<td>B</td>
<td>18/05/2021</td>
<td>01/08/2021</td>
<td>£500,000</td>
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<td>Cisco Switches</td>
<td>Logicalis</td>
<td>B</td>
<td>01/07/2021</td>
<td>19/07/2021</td>
<td>£40,000</td>
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<tr>
<td>EES - Office 365</td>
<td>Phoenix Software Ltd</td>
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<tr>
<td>Software Application Storefront</td>
<td>Phoenix Software Ltd</td>
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<td>03/07/2021</td>
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<tr>
<td>National Aquaculture Technology &amp; Innovation Hub Consultancy</td>
<td>MacGregor Management Solutions Ltd</td>
<td>C</td>
<td>07/07/2021</td>
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<td>£102,375</td>
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<tr>
<td>Multi-trade Principal Contractor</td>
<td>Marshall Construction Ltd</td>
<td>C</td>
<td>27/07/2021</td>
<td>01/08/2021</td>
<td>£6,000,000</td>
<td>No</td>
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</tr>
</tbody>
</table>
### Annex B - Community Benefits (Delivered) Summary

<table>
<thead>
<tr>
<th>Category Subject</th>
<th>Supplier name</th>
<th>Start Date</th>
<th>End Date</th>
<th>Benefit Value</th>
<th>Benefit Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multi-trades</td>
<td>Marshall Construction Limited</td>
<td>01/08/20</td>
<td>31/07/21</td>
<td>TBC</td>
<td>New jobs created: 4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Jobs sustained: 17</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(Full time: 17, ‘Kickstart’: 3, Graduate apprenticeship: 1)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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<td>Industry engagements: 3</td>
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</tbody>
</table>

### Annex C – Supported Business Engagement Summary

<table>
<thead>
<tr>
<th>Category Subject</th>
<th>Supplier name</th>
<th>Date of Award</th>
<th>Owner: Cat A/B or C</th>
<th>Start Date</th>
<th>End Date</th>
<th>Spend Over Contract</th>
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<td></td>
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<table>
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<tr>
<th>Category Subject</th>
<th>Owner: Cat A/B or C</th>
<th>New, Extended or Re-let</th>
<th>Expected contract notice publication date</th>
<th>Expected Date of Award</th>
<th>Expected Start Date</th>
<th>Expected End Date</th>
<th>Estimated Value over Contract Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linkedin Subscription</td>
<td>B</td>
<td>New</td>
<td>02/08/2021</td>
<td>TBC</td>
<td>TBC</td>
<td>TBC</td>
<td></td>
</tr>
<tr>
<td>Room Booking System</td>
<td>C</td>
<td>New</td>
<td>01/10/2021</td>
<td>01/05/2022</td>
<td>30/04/2026</td>
<td>£120,000</td>
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<tr>
<td>Wireless Network Campus Wide</td>
<td>B</td>
<td>New</td>
<td>20/10/2021</td>
<td>01/10/2022</td>
<td>30/09/2026</td>
<td>£250,000</td>
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<tr>
<td>Commercial &amp; Domestic Boilers Maintenance Services</td>
<td>C</td>
<td>Re-let</td>
<td>29/11/2021</td>
<td>01/02/2022</td>
<td>31/01/2025</td>
<td>£375,000</td>
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<tr>
<td>National Aquaculture Technology Innovation Hub Main Contractor</td>
<td>C</td>
<td>New</td>
<td>20/12/2021</td>
<td>03/01/2022</td>
<td>TBC</td>
<td>£4,000,000</td>
<td></td>
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<tr>
<td>AV University Wide Project</td>
<td>C</td>
<td>New</td>
<td>01/01/2022</td>
<td>01/03/2022</td>
<td>28/02/25</td>
<td>£3,000,000</td>
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<tr>
<td>Robotic Radiometers (Forth ERA)</td>
<td>C</td>
<td>New</td>
<td>14/01/2022</td>
<td>28/02/2022</td>
<td>27/02/2024</td>
<td>£80,000</td>
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<tr>
<td>External Audit Services</td>
<td>B</td>
<td>Re-let</td>
<td>15/02/2022</td>
<td>01/04/2022</td>
<td>31/03/2025</td>
<td>£225,000</td>
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<tr>
<td>Range of Sensors and Ancillary Equipment (Forth ERA)</td>
<td>C</td>
<td>New</td>
<td>01/03/2022</td>
<td>15/07/2022</td>
<td>14/07/2024</td>
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<td>Description</td>
<td>Type</td>
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<td>Start Date</td>
<td>End Date</td>
<td>Contract End Date</td>
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<td>----------------------------------------------------------------------------</td>
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<td>------------</td>
<td>------------</td>
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<tr>
<td>Vending Machine Services (Concession)</td>
<td>C</td>
<td>Re-let</td>
<td>04/03/2022</td>
<td>01/04/2023</td>
<td>31/03/2026</td>
<td>£0.00</td>
<td></td>
</tr>
<tr>
<td>Launderette Vending Machine Services (Concession)</td>
<td>C</td>
<td>Re-let</td>
<td>03/04/2022</td>
<td>01/08/2022</td>
<td>31/07/2027</td>
<td>£0.00</td>
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</tr>
<tr>
<td>China Digital Marketing Partner</td>
<td>C</td>
<td>Re-let</td>
<td>01/05/2022</td>
<td>14/09/2022</td>
<td>13/09/2025</td>
<td>£408,000</td>
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<tr>
<td>Rigid Inflatable Boat (Forth ERA)</td>
<td>C</td>
<td>New</td>
<td>30/05/2022</td>
<td>01/08/2022</td>
<td>31/07/2024</td>
<td>£100,000</td>
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</tr>
<tr>
<td>Arboricultural Services</td>
<td>C</td>
<td>Re-let</td>
<td>01/06/2022</td>
<td>01/08/2022</td>
<td>31/07/2025</td>
<td>£220,000</td>
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</tr>
<tr>
<td>Window and Signage Cleaning Services</td>
<td>C</td>
<td>Re-let</td>
<td>01/06/2022</td>
<td>01/08/2022</td>
<td>31/07/2025</td>
<td>£150,000</td>
<td></td>
</tr>
<tr>
<td>Decoration Services</td>
<td>C</td>
<td>Re-let</td>
<td>01/06/2022</td>
<td>01/08/2022</td>
<td>31/07/2025</td>
<td>400,000</td>
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<tr>
<td>Air conditioning, Refrigeration &amp; Dehumidification Equipment Maintenance</td>
<td>C</td>
<td>Re-let</td>
<td>01/06/2022</td>
<td>01/08/2022</td>
<td>31/07/2025</td>
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<tr>
<td>Legal Services</td>
<td>C</td>
<td>Re-let</td>
<td>30/06/2022</td>
<td>01/08/2022</td>
<td>31/07/2025</td>
<td>£627,024</td>
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<tr>
<td>Lift Maintenance Services</td>
<td>C</td>
<td>Re-let</td>
<td>01/07/2022</td>
<td>01/10/2022</td>
<td>30/09/2025</td>
<td>£150,000</td>
<td></td>
</tr>
<tr>
<td>ePurchasing Cards (Concession)</td>
<td>C</td>
<td>Re-let</td>
<td>25/08/2022</td>
<td>03/01/2023</td>
<td>02/01/2026</td>
<td>£0.00</td>
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<tr>
<td>Card Acquiring Service</td>
<td>C</td>
<td>Re-let</td>
<td>30/09/2022</td>
<td>01/01/2023</td>
<td>31/12/2025</td>
<td>£120,000</td>
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<tr>
<td>Duvets, Pillows, Mattress Protectors and Bedding Packs</td>
<td>C</td>
<td>Re-let</td>
<td>21/12/2022</td>
<td>02/01/2023</td>
<td>01/01/2026</td>
<td>£300,000</td>
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<tr>
<td>Project</td>
<td>Category</td>
<td>Start Date</td>
<td>End Date</td>
<td>Completion Date</td>
<td>Cost</td>
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<tr>
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<td></td>
<td></td>
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<tr>
<td>Door Maintenance Services</td>
<td>C</td>
<td></td>
<td></td>
<td></td>
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<td>Estate Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>£75,000</td>
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<tr>
<td>IT Infrastructure</td>
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<td></td>
<td></td>
<td>£4,300,000</td>
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<tr>
<td>Teaching and Learning</td>
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<td></td>
<td></td>
<td></td>
<td>£2,500,000</td>
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<td></td>
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<tr>
<td>Business Systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>£1,700,000</td>
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<td></td>
</tr>
<tr>
<td>Equipment Replacement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>£1,100,000</td>
<td></td>
<td></td>
</tr>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>£450,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Annex E

Annual Procurement Report Summary

[NOTE: reference to contract is also to be construed as meaning a Framework Agreement]

### 1. Organisation and report details

<table>
<thead>
<tr>
<th>a) Contracting Authority Name</th>
<th>University of Stirling</th>
</tr>
</thead>
<tbody>
<tr>
<td>b) Period of the annual procurement report</td>
<td>1 Aug 2020 - 31 July 2021</td>
</tr>
<tr>
<td>c) Required by s18 Procurement Reform (Scotland) Act 2014 to prepare an annual procurement report? (Yes / No)</td>
<td>Yes</td>
</tr>
</tbody>
</table>

### 2. Summary of Regulated Procurements Completed

| a) Total number of regulated contracts awarded within the report period | 14 |
| b) Total value of regulated contracts awarded within the report period | £10,932,532 |
| c) Total number of unique suppliers awarded a place on a regulated contract awarded during the period |
| i) how many of these unique suppliers are SMEs | 7 |
| ii) how many of these unique suppliers how many are Third sector bodies | 0 |

### 3. Review of Regulated Procurements Compliance

| 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 |

### 4. Community Benefit Requirements Summary

**Use of Community Benefit Requirements in Procurement:**

| a) Total number of regulated contracts awarded with a value of £4 million or greater. | 0 |
| b) Total number of regulated contracts awarded with a value of £4 million or greater that contain Community Benefit Requirements. | 0 |
| c) Total number of regulated contracts awarded with a value of less than £4 million that contain a Community | 0 |
Benefit Requirements

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 *(Each contracting authority sets its own priority groups)*

e) Number of Apprenticeships Filled by Priority Groups

f) Number of Work Placements for Priority Groups

g) Number of Qualifications Achieved Through Training by Priority Groups

h) Total Value of contracts sub-contracted to SMEs

i) Total Value of contracts sub-contracted to Social Enterprises

j) Total Value of contracts sub-contracted to Supported Businesses

k) Other community benefit(s) fulfilled

Not recorded

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.

0

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.

0

c) Number of unique suppliers who are accredited Living Wage employers and were awarded a regulated contract awarded during the period.

Not recorded

d) Number of unique suppliers who have signed up to the Scottish Business Pledge and were awarded a regulated contract awarded during the period.

Not recorded

6. Payment performance

a) Number of valid invoices received during the reporting period.

11276

b) Percentage of invoices paid on time during the period *(“On time” means within the time period set out in* 83.5
c) Number of regulated contracts awarded during the period containing a contract term requiring the prompt payment of invoices in public contract supply chains. 0

d) Number of concerns raised by sub-contractors about the timely payment of invoices within the supply chain of public contracts. 0

### 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:
   
i) spend within the reporting year on regulated contracts 0
   
ii) spend within the reporting year on non-regulated contracts 0

### 8. Spend and Savings Summary

a) Total procurement spend for the period covered by the annual procurement report. £29,945,183

b) Total procurement spend with SMEs during the period covered by the annual procurement report. £10,384,516

c) Total procurement spend with Third sector bodies during the period covered by the report. Not recorded

d) Percentage of total procurement spend through collaborative contracts. 43%

e) Total targeted cash savings for the period covered by the annual procurement report
   
i) targeted cash savings for Cat A contracts -
   
ii) targeted cash savings for Cat B contracts -
   
iii) targeted cash savings for Cat C contracts -

f) Total delivered cash savings for the period covered by the annual procurement report
   
i) delivered cash savings for Cat A contracts Not recorded
   
ii) delivered cash savings for Cat B contracts £323,862
   
iii) delivered cash savings for Cat C contracts Not recorded
g) Total non-cash savings value for the period covered by the annual procurement report | £623,792

9. Future regulated procurements

a) Total number of regulated procurements expected to commence in the next two financial years | 30

b) Total estimated value of regulated procurements expected to commence in the next two financial years | £21,409,468
Annex F - Glossary of Terms

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.

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

Category A Contracts are collaborative contracts available to all public bodies

Category B Contracts are collaborative contracts available to public bodies within a specific sector

Category C Contracts are local contracts for use by individual public bodies

Category C1 Contracts are local or regional collaborations between public bodies

Category Subject 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 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.

**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.

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

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

**OJEU Thresholds** OJEU is the Official Journal of the European Union, the gazette of record for the European Union. Around 2500 new notices are advertised every week - these include invitations to tender, prior information notices, qualification systems and contract award notices. The European public contracts directive (2014/24/EU) applies to public authorities and the following thresholds will apply to procurement carried out whose value equals or exceeds specific thresholds. The present thresholds are (net of VAT): - for Supply, Services and Design Contracts, £181,302, for Works Contracts £4,551,413. Public contracts (EU) thresholds are revised every 2 years – this is next due on 01/01/2020.
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 & 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) is the national advertising portal used to advertise all public sector goods, services or works contract opportunities.

PCS-Tender is 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.

Scottish Regulated Procurements are those conducted in compliance with the Procurement Reform (Scotland) Act 2014. The current thresholds are £50,000 (> £12,500 per annum over a four-year contract period excluding VAT) for goods & services (or £2,000,000 excluding VAT for works).

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 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.
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.

Sustain - 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.

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.