

Annual Procurement Report (APR) - 1 January 2017 to 31 July 2018

Executive Summary

The Procurement Reform (Scotland) Act 2014 (PRA) required any public organisation which has an estimated annual regulated spend¹ 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 APR, reflecting on the relevant reporting period of the procurement strategy.

This report covers the period from 1 January 2017 to 31 July 2018 and addresses performance and achievements in delivering the Abertay University organisational procurement strategy. Going forward the report will be for a rolling twelve months.

The development of the procurement strategy was the outcome of consultation and discussion with internal and external stakeholders who have an interest in the institutional approach to procurement and its impact. Stakeholder engagement will also feature in the annual assessments of the achievement of regulatory compliance, strategic objectives of the institution, value for money (defined as the best balance of cost, quality and sustainability) and delivery against the authority'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 to which the institution may need to adjust.

[Abertay University Procurement Strategy](#)

Abertay has analysed third party expenditure and has identified that over the period covered by this report the following expenditure has occurred:

- EU regulated procurement [goods and services worth more than £164,176; works worth more than £4,104,394²] amounted to £1,321,000. There were 3 such procurements completed during the period.
- Lower value regulated procurement [goods and services worth more than £50,000, works worth more than £2 million] amounted to £3,938,495. There were 17 such procurements completed.

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

Abertay had 667 active suppliers within the reporting period. The total non-pay expenditure was £16,380,287 - £5,512,894 of regulated expenditure, £7,657,197 on non-regulated and £3,210,196 deemed to be non-influenceable.

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).

² EU regulated procurement thresholds were reviewed on 1st January 2018 to [goods and services worth more than £181,302; works worth more than £4,551,413]. Thresholds are revised every 2 years due to be reviewed again on 01/01/2020.

The University has been optimising use of national, sectoral, local or regional collaborative contracts and frameworks. As well as bringing leverage based 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 reduced significantly. Approximately 36% of spend went through collaborative agreements during the reporting period.

The remainder of this report comprises five sections:

Section 1: Summary of Regulated Procurements Completed

Section 2: Review of Regulated Procurement Compliance

Section 3: Community Benefit Summary

Section 4: Supported Businesses Summary

Section 5: Future Regulated Procurements Summary

Report Approved

Date: 31st October 2018

By: David Reeves

Signed: David Reeves

Position: Director of Finance and Research Funding

Section 1: Summary of Regulated Procurements Completed

Abertay strongly believes in conducting its procurements in an open and inclusive manner with procurement objectives aligned to the University's [Strategic Plan](#).

The detailed summary of regulated procurements completed is set out in Annex A. That information, coupled with the publication of the institutional [Contracts Register](#) and the systematic use of Public Contracts Scotland and Quick Quotes, provides complete visibility of the University's procurement activity over the reporting period.

In Annex A, information is set out to show lower value regulated procurements completed and EU regulated procurements completed. These are separated into contract categories and distinguish 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 date provided for in the contract or a description of the circumstances in which the contract will end.
- SME / supported business.

Section 2: Review of Regulated Procurement Compliance

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

In making its regulated procurements every care has been taken to ensure that the University awards the 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, the University has conducted all its regulated procurements in compliance with EU Treaty Principles of equal treatment, non-discrimination, transparency, proportionality and mutual recognition.

Successful delivery against the procurement strategy objectives is part of a customer valued, continual improvement process (CIP) that seeks incremental improvements to process and outcomes over time.

Procurement Strategy Objective	Annual Report Commentary on strategy delivery/compliance
To work with internal budget holders, academic and support service colleagues and suppliers to deliver innovation and best value to the University, through the continuing development of effective and co-ordinated purchasing processes	Abertay University procurement activity follows guidelines set out in the Scottish Procurement Journey ensuring consistency, and transparency.
To seek out professional development opportunities to enrich and enhance	Procurement staff adopt a pro-active approach to their continuing professional development,

<p>experience and capability of procurement practitioners.</p>	<p>participating in training courses organised for the sector by APUC and making use of available online resources to ensure that professional competence is maintained.</p> <p>Staff involved in procurement and purchasing activities are provided with guidance and appropriate support in areas such as legal compliance, sustainability and value for money. Support with effective contract management will be developed in the coming academic year.</p> <p>Where there are significant legislative or operational changes, awareness sessions are held to ensure staff are briefed.</p> <p>Advice and guidance is also available on the University's intranet pages.</p>
<p>To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities.</p>	<p>Principles of Whole Life Costing, Quality and Sustainability are used to ensure Abertay University procurement activities deliver best value for money.</p> <p>Procurement staff work collaboratively with end users and wider stakeholder groups to ensure that tender specifications and contracts meet the needs of the institution, are clearly understood and deliverable by the supply base.</p> <p>In addition, post contract award feedback is sought from internal and external stakeholders to ensure continuous improvement.</p> <p>The University advocates the aggregation of requirements when appropriate to maximise leverage, reduce duplication of effort and mitigate against unnecessary resource costs.</p> <p>The uptake of framework contracts and spend through collaborative agreements is increasing year on year.</p>
<p>To work with our internal stakeholders and suppliers to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of customers and students.</p>	<p>Procurement staff work collaboratively with end users and wider stakeholder groups to provide best practice advice and guidance with a view to maximising value and minimising risk in relation to the provision of goods and services.</p>
<p>To develop sound and useful procurement management information in order to measure</p>	<p>All regulated procurements are advertised on PCS and regular use is made of the Quick</p>

<p>and improve procurement and supplier performance and to improve co-ordinated procurement planning</p>	<p>Quote facility for exercises which fall below the regulatory thresholds.</p> <p>This approach and ensuring detailed specifications and clear evaluation criteria maximise access to contract opportunities and ensure these are open to as many suppliers as possible.</p> <p>Where relevant, tender specifications make use of appropriate standards and labels to ensure fair and ethical trading is a consideration in suppliers' offers. This is particularly important in areas where there are known and recognised risks associated with supply chains.</p> <p>Use of Sector Framework Agreements provides additional assurance that Abertay contributes to fair and ethical trading. For example, the use of Electronics Watch information in the procurement of ICT equipment mitigates the risks of the use of forced labour in the supply chain.</p> <p>Extensive use is made of spend analysis data to inform forward planning, whilst the Institutional Dashboard information available from APUC provides useful benchmark information in relation to spend, savings and collaborative activity.</p> <p>In addition to this, the externally facing contracts register is kept up to date to ensure the key principles of openness and transparency are met.</p>
<p>To embed sound ethical, social and environmental policies within the University's procurement function and to comply with relevant Scottish and EU legislation through compliance with the Sustainable Procurement Duty.</p>	<p>Procedures are in place to ensure that contracts are only awarded to businesses that are capable, reliable and, where relevant, meet high ethical standards and values in the conduct of their business.</p> <p>The University is committed to contracting only with suppliers that comply with all appropriate and relevant legislation. Where appropriate, and on a contract by contract basis, the institution will assess the legislation applicable to the contract and take steps to ensure bidders comply with it e.g. Health and Safety, Equality and GDPR/Data Protection legislation.</p>

	Where appropriate and proportionate, fair work practices will be evaluated as part of the tender process, with areas such as zero-hours contracts and payment of the real/national living wage being taken into consideration.
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	Where appropriate, Community Benefits Clauses will be considered and performance against these measured throughout the lifespan of the contract.
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Abertay has 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 procurement over £4m, Abertay will consider 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 contracts activity, including targeted recruitment and training, small business and social enterprise development and community engagement. Where possible, relevant and proportionate, and where they are considered not to have a negative impact on the delivery of value for money, such clauses may be included in regulated procurements valued at below £4m.

The general 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.

Where applicable, 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 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 contract and promoted to contract users. Where community benefits are included in a procurement (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 contract.

None of the regulated procurement activity undertaken over the reporting period exceeded £4 million in value.

Section 4: Supported Business

Higher value procurements, regulated procurements (between £50k and OJEU threshold and those equal to and above the OJEU thresholds) are conducted in line with Routes 2 and 3 respectively of the Procurement Journey. Both Routes 2 and 3 mandate the use of the European Single Procurement Document (ESPD (Scotland)). The ESPD 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.

The institution reviews each procurement to determine whether it could be fulfilled by a Supported Business, whilst remaining compliant with EU 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).

Abertay did not reserve any contracts for supported businesses in the period covered by this report, and presently there are no contracts in place with a supported business. Opportunities will continue to be explored and identified as part of future contract strategies.

Section 5 – Future Regulated Procurements

Abertay is keen to encourage competition by promoting optimal participation in its procurement process 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 procurement exercises outlined in Annex D should be viewed with this caveat in mind.

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 - List of Regulated Procurements Completed in the Reporting Period Jan 2017 – end July 2018

Agreement Title	Category	Supplier Name	Award Date	Cat A, B or C?	Contract Start Date	Contract End Date	Est Contract Value/Spend	SME status	Supported Business
Supply, Implementation and Support of Current Research Information System	Libraries	Elsevier B.V	05/01/2017	C	01/03/2017	28/02/2021	£132,000	No	No
External Audit Services	Professional Services	Ernst & Young	01/02/2017	B	01/08/2017	31/07/2020	£120,000	No	No
Internal Audit Services	Professional Services	BDO LLP	01/02/2017	B	01/08/2017	31/07/2020	£120,000	No	No
Investment Manager	Professional Services	UBS Ltd	09/03/2017	C	09/03/2017	08/03/2020	£120,000	No	No
Electrical Upgrades & Maintenance - Victoria Chambers & Meadowside Halls	Estates	Alliance Electrical Services Limited	13/03/2017	C	13/03/2017	12/03/2018	£59,739	No	No
Specialist Gaming PCs	ICT	CCS Media (Ricoh)	05/05/2017	A	08/05/2017	07/06/2017	£58,080	No	No
Principle Contractor for Library Refurbish 2017	Estates	Kier Business Services/McLaughlin & Harvey	08/05/2017	A - Scape	26/06/2017	25/08/2018	£2,363,201	No	No
Build and Support for a New Website	ICT	Screenmedia Design Ltd	31/05/2017	C	05/06/2017	04/06/2020	£122,000	Yes	No
Supply & Installation of Furniture Fitting and Equipment for the Bernard King Library	Estates	Azzurro Ltd	09/06/2017	B	14/08/2017	13/09/2018	£120,000	No	No
Installation and Maintenance of Library Audio Visual Equipment and Digital Signage (Lot 1)	ICT	Streamtec Limited	20/06/2017	B	20/06/2017	19/06/2019	£150,000	No	No
Installation and Maintenance of Library Audio Visual Equipment and Digital Signage	ICT	Streamtec Limited	22/06/2017	B	14/08/2017	13/08/2019	£90,000	No	No
Self Service Laptop Charging Lockers	ICT	Insight Direct (UK) Ltd	06/07/2017	B	21/08/2017	20/08/2020	£60,000	No	No
Blackboard Licences	ICT	Blackboard International	01/08/2017	B	01/08/2017	31/07/2019	£76,000	No	No
Travel Services One Stop Shop	Professional Services	Redfern Travel Ltd	01/08/2017	A	01/08/2017	31/07/2020	£900,000	No	No
Painterworks MTC	Estates	Novus Property Solutions Ltd	14/08/2017	C	14/08/2017	13/08/2021	£120,000	No	No
Specialist Gaming PCs	ICT	HP	01/09/2017	A	04/09/2017	04/09/2017	£97,465	No	No
Microsoft EES Renewal	ICT	Phoenix Software Ltd	18/12/2017	C	01/01/2018	31/12/2020	£100,689	No	No
Timetabling & Resource Management System	ICT	Insight Direct (UK) Ltd	16/02/2018	B	28/02/2018	27/08/2021	£211,000	No	No
Graduation Academic Dress and Photography Services	Professional Services	Marston Robing Limited/ Irish Legal & Academic	21/03/2018	C	21/03/2018	20/03/2020	Student Funded	No	No

Agreement Title	Category	Supplier Name	Award Date	Cat A, B or C?	Contract Start Date	Contract End Date	Est Contract Value/Spend	SME status	Supported Business
Cleaning Equipment	Estates	Unico Ltd	03/04/2018	B	03/04/2018	02/04/2022	£58,384	No	No
Legal Services	Professional Services	Thorntons Law	05/07/2018	B	01/08/2018	31/07/2021	£210,000	No	No
Enterprise Back-up Software and Hardware	ICT	Insight Direct (UK) Ltd	09/07/2018	A	13/07/2018	12/07/2021	£68,402	No	No
Virtual Learning Environment	ICT	TBC	TBC	B	01/03/2019	28/02/2024	Est £400,000	TBC	TBC

Annex B List of Regulated Procurements with Community Benefit Requirements Fulfilled

There were none of these due to no individual project exceeding the £4M threshold.

Annex C List of Regulated Procurements placed with Supported Businesses

None during the period covered by this report.

Annex D List of Regulated Procurements planned to commence in next two F/Ys 18/19 & 19/20

Category Subject	Category	Owner: Cat A/B/C or C1?	New, extended or re-let procurement	Expected contract notice publication date	Expected Date of Award	Expected Start Date	Expected End Date	Estimated Value over contract period
Digital Media Advertising for Student Recruitment	Professional Services	C	Re-Let	01/01/2019	01/04/2019	01/05/2019	30/04/2022	£200,000
Investment Manager	Professional Services	C	Re-Let	01/09/2019	31/01/2020	09/03/2020	08/03/2023	£120,000
External Audit Services	Professional Services	B	Re-Let	N/A	N/A	01/08/2020	31/07/2023	£120,000
Internal Audit Services	Professional Services	B	Re-Let	N/A	N/A	01/08/2020	31/07/2023	£120,000
Travel Services One Stop Shop	Professional Services	A	Re-Let	N/A	01/03/2020	01/08/2020	31/07/2023	£900,000
Microsoft EES renewal	ICT	A	Re-Let	N/A	01/06/2020	01/01/2021	31/12/2023	£100,000
Building Consultancy Services	Estates/Professional Services	A	Re-Let	National Collaboration		TBC	TBC	£415,000
Information Services Capital Plan (multiple procurements likely still to be scoped)	ICT	TBC	New	TBC	TBC	TBC	TBC	£2.8m
Estates Capital Plan (multiple procurements likely still to be scoped)	Estates	TBC	New	TBC	TBC	TBC	TBC	£7.5m
Equipment Capital Plan (multiple procurements likely still to be scoped)	ICT	A/B	New	N/A	TBC	TBC	TBC	£200,000

Annex E - Glossary of Terms

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

Category A	Collaborative Contracts available to all public bodies <ul style="list-style-type: none">• Scottish Procurement
Category B	Collaborative Contracts 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

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 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 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 - 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, £164,176, for Works Contracts £4,104,394. Public contracts (EU) thresholds are revised every 2 years – this is next due on 01/01/2018.

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.

Segmentation is 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.