



**Meeting of the Finance and
Resource Committee**

**to be held on Wednesday 21
February 2024 via MS Teams**

MEETING OF THE FINANCE & RESOURCES COMMITTEE

NOTICE

There will be a meeting of the Finance & Resources Committee on Wednesday 21 February 2024 at **1300 hrs** through the use of Microsoft Office Teams.

AGENDA

Agenda Item		Paper
	Standing Items	
32-23	Apologies for Absence	
33-23	Declaration of any Potential Conflicts of Interest in relation to any Agenda Items	
34-23	Minute of Previous joint Meeting of F&R/A&R- Committee – 29 November 2023	x
35-23	Matters Arising from the Previous Meeting	x
	Matters for Decision/Approval	
	There are no matters for Decision/Approval	
	Matters for Discussion	
36-23	AY23-24 Budget Update report	x
37-23	AY24-25 Budget assumptions	x
38-23	ASET Financial Update	x
39-23	Opportunities Register	x
	Matters for Information	
40-23	Environmental and Sustainability Annual Report	x
41-23	Credits and Enrolments Update AY2023/24	x
42-23	Estate Strategy Annual Report	x
43-23	IT Strategy Annual Report	x
44-23	Annual Procurement Report	x
45-23	Any Other Business	
46-23	Summation of Actions and date of next meeting The Finance and Resources Committee are next due to meet via MS Teams on 29 May at 1300 hrs.	

* denotes Reserved Item of Business

JOINT MEETING OF THE AUDIT & RISK COMMITTEE AND THE FINANCE & RESOURCES COMMITTEE

NOTE OF MEETING

DRAFT Note of the Joint Meeting of the Audit & Risk and Finance & Resources Committees, held on Wednesday 29 November 2023 at 1000hrs via Microsoft Teams.

Present:

Jim Gifford
Dave Anderson
Iain Watt
Sheena Ross
David Blackhall
Neil Cowie
Carrie Beaton
Neil McLennan

In attendance:

Stuart Thompson, Vice Principal Finance & Resources
Susan Lawrance, Secretary to the Board
Karen Fraser, Minute Secretary
Anne MacDonald, Audit Scotland
David Archibald, Henderson Loggie

Agenda Item	
20-23	Apologies for Absence Apologies were received in advance of the meeting from Leona McDermid, Bryan Hutcheson and Susan Elston. An invite was omitted to enable Mark Fotheringham to attend.
21-23	Declarations of any Potential Conflicts of Interest in relation to any Agenda Items J Gifford declared a potential conflict of interest by virtue of his position with Aberdeenshire Council and Agenda Item 29-23. N McLennan declared a potential conflict of interest by virtue of his positions with UoA and Moray Council.
22-23	Minute of Previous Meeting – 27 September 2023 The Minute was approved as a true and accurate record.
23-23	Matters Arising from the Previous Meeting of F&R Committee Members noted the updates to Matters Arising Report with no further comments.
	Matters for Decision/Approval
24-23	Financial Statements for the year to 31 July 2023

* denotes Reserved Item of Business

25-23	External Audit Report
	The meeting Chair was passed from J Gifford to S Ross
26-23	<p>Financial Regulations Update</p> <p>S Thompson furnished attendees with updates applied to the Financial Regulations, referencing Appendix 1 which comprised of a tracked changes document and relating incorporated changes to previous F&R Committee discussions and subsequent training delivered to NESCol's Leadership Team. Endorsements of the outlined amendments were shared, the rationale applied to the review date checked, and thanks expressed to S Thompson for the work undertaken.</p> <p>In response to a Members' query, the Delegated Limits and the mention of SSJ detailed in Appendix A were clarified, with A MacDonald voicing no concern in terms of the application of local flexibility.</p> <p>Upon conclusion of discussion, the Committees approved the updates. Decision = Approved.</p>
	Matters for Discussion
27-23	Management Accounts

28-23	ASET Update
	Matters for Information
29-23	Credits and Enrolments Update AY2023/24
30-23	<p>Any Other Business ETSH Updates (N McLennan)</p> <p>S Thompson confirmed that the first Meeting of the Project Board is scheduled to take place on 11/12/23, feedback from which will be shared with F&R Committee as a standing Agenda Item going forward, and also at the Regional Board Meeting on 13/12/23.</p>
31-23	<p>Summation of Actions and date of next meeting</p> <p>A summation of the identified actions was provided by S Lawrance. The date of the next Meeting of the F&R Committee was confirmed as 21/02/24.</p>

Actions from the Joint F&R/A&R Committee Meeting			
Agenda Item	Action	Responsible Person	Deadline
24-23	Financial Statements		
25-23	External Audit Report		



Agenda Item 35-23

FINANCE & RESOURCES COMMITTEE

An update on matters arising from the meeting of the Finance & Resources Committee and Audit and Risk Committee held on 29 November 2023.

Agenda Item	
24-23	Financial Statements
	Status
25-23	External Audit Report
	Status



FINANCE & RESOURCES COMMITTEE Meeting of 21st February 2024	
Title: Estate Strategy Annual Report	
Author: Stuart Thompson Vice Principal Finance & Resources	Contributor(s):
Type of Agenda Item:	
For Decision	<input type="checkbox"/>
For Discussion	<input type="checkbox"/>
For Information	<input checked="" type="checkbox"/>
Reserved Item of Business	<input type="checkbox"/>
Purpose: To enable the Committee to consider progress against the College Estate Strategy.	
Linked to Strategic Theme:	
4. Delivering Excellence and Innovation	
Linked to Strategic Risk(s):	
4.9, 5.2, 6.3, 6.8	
Executive Summary:	
In support of the Strategic Plan 2021-2023, the College has an Estates Strategy 2019 to 2029. The attached paper updates the Committee with an overview of the progress to deliver against the aims and objectives of that Strategy over the last academic year 2022-23.	
Recommendation: It is recommended that the Committee note the Report.	
Previous Committee Recommendation/Approval (if applicable): n/a	
Equality Impact Assessment:	
Positive Impact	<input checked="" type="checkbox"/>
Negative Impact	<input type="checkbox"/>
No Impact	<input type="checkbox"/>
Evidence: Significant parts of the Strategy are designed to have a positive impact on equalities and accessibility.	

Estates Strategy Annual Report 2023

1.0 INTRODUCTION

1.1 In June 2019, the Regional Board approved an Estates Strategy for the College, covering the period 2019 to 2029.

1.2 This Report updates the Committee on actions taken to deliver the aims and objectives of the Strategy to date and some of the outline plans going forward. The Report is for discussion.

2.0 BACKGROUND

2.1 In its Estates Strategy 2019-2029, the College defined the following Aims and Objectives: -

*Aim one: **Sustainable Estates Developments***

*Aim two: **Efficient Resource Deployment***

*Aim three: **Maximising Value***

*Aim four: **Flexibility***

*Aim five: **Minimising Environmental Impact***

*In delivering **Sustainable Estates Developments**, the College will employ robust planning, monitoring and risk management techniques to ensure the sustainability of its estates. A programme of planned and preventative maintenance will ensure that the estate remains fully fit for purpose throughout its useful lifespan.*

*To ensure **Efficient Resource Deployment**, The College will ensure its resources are deployed economically, effectively and efficiently to meet the needs of curriculum and support services. Space utilisation surveys will be used to ensure existing estates are used as efficiently as possible. The College will also balance the needs of physical resources against the increasing use of technology in delivering the curriculum and business support services. Where surplus assets are identified, the College will seek to dispose of these, maximising value.*

*In **Maximising Value**, the College will seek to maximise value derived from its estates, through alternative uses and commercial income, and through the disposal of surplus assets.*

*To ensure **Flexibility**, the College will seek to utilise innovative, flexible solutions to estates requirements, including partnership working and managing its assets in such a manner so as to allow changes to use wherever possible.*

*In **Minimising Environmental Impact**, the College will develop a new Carbon Management Plan 2020-2025, setting challenging targets which build on the achievements of the previous Carbon Management Plan 2015-2020. The College will*

assess the environmental impact of all major developments and will prioritise measures which have a positive impact.”

2.2 The key deliverables identified to support the Aims and Objectives are: -

“To Meet the Aim of SUSTAINABLE ESTATES DEVELOPMENTS, the College will: -

- Continue to address backlog maintenance for all campuses in line with the priorities set out in the Condition Survey and supported by SFC funding.*
- Create short- and medium-term accommodation plans for Aberdeen City Campus, designed to deliver curriculum coherence and harmonisation, in line with longer term curriculum planning.*
- Develop a programme of refurbishment and environmental improvements at Aberdeen Altens Campus.*
- Fully bring the South Block at Aberdeen City Campus back into use, creating a hub for enterprise and business engagement.*

To Meet the Aim of EFFICIENT RESOURCE DEPLOYMENT, the College will: -

- Prioritise SFC funding, together with commercial income and sales from surplus sites, to areas of greatest need and impact.*
- Use Space Utilisation statistics to inform accommodation planning.*

To Meet the Aim of MAXIMISING VALUE, the College will: -

- Market its surplus sites at Balgownie and the Gordon Centre on a phased basis, taking into account prevailing market conditions, to ensure the best return.*
- Seek to derive a cash return from property held for resale, by letting to commercial tenants.*
- Set annual stretch targets for commercial income from hire of College facilities.*

To Meet the Aim of FLEXIBILITY, the College Will: -

- Annually review accommodation requirements, including alternative approaches to curriculum and service delivery.*
- Ensure a Regional Presence, utilising learning centres and other facilities to meet the needs of stakeholders as appropriate.*

To Meet the Aim of MINIMISING ENVIRONMENTAL IMPACT, the College will: -

- Develop and deliver a new Carbon Management Plan covering the period 2020 to 2025.*
- Deliver all estates projects in such a way so as to consider environmental impact.”*

2.3 Progress toward achieving these is discussed in Section 3 below.

3.0 PROGRESS REPORT

3.1 Sustainable Estates Developments

3.1.1 We have continued to prioritise resources to backlog maintenance identified in the 2017 Condition Survey. Some examples of work progressed in this regard has been

- Gallowgate new roofing system installed last summer, additional SFC funding received
- All Sites Solar PV commissioned.
- Fraserburgh Green Room completed during the Easter break.
- LED Lighting upgrades as part of GPSEDS.
- Various ramp, automatic door and handrail replacements.
- South Block Glazing started and to be completed in 2024.
- South Block Theatre upgrade.
- East Block pipework. Underfloor heating pipework from Boiler room to East block.
- Alton's Fire damage immediate urgent repairs actioned with overall completion in 2024

3.2 Efficient Resource Deployment

3.2.1 Backlog maintenance remains a key priority for the College with an estimated £60M required to address this. The intention is to undertake a detailed estates condition survey with an independent contractor to provide a more accurate report to help support our future priority planning. The SFC grant (£3,567,109) covers College maintenance and Capital investment in estates, the table below shows the level of investment over the last 3 years:

Estates Grant	23-24	22-23	21-22
College Maintenance	£1,762,109	£2,448,109	£2,406,600
Capital	£1,805,000	£1,258,121	£1,054,085

3.2.2 There have been no sales proceeds from surplus sites in the last 12 months, however, the intention is to potentially remarket the Balgownie site in late 2024.

3.2.3 The default position for sales proceeds is that any disposal over £500,000 is returned to the Scottish Government. We have made the case to SFC to retain any proceeds for use by the College in addressing backlog maintenance, this will be revisited when any offer is received.

3.3 Maximising Value

3.3.1 As previously reported the sale of the Balgownie site have fallen through on several occasions. Moving forward, we have been advised that the housebuilding market is likely to see an uplift in activity later in 2024, so the College will work with partners to get this land marketed again.

3.3.2 The sports hall at Gordon Centre was let to Assassin Fitness summer of 2023.

3.3.3 The land owned at the rear of the Gordon Centre is currently being discussed with Royal Aberdeen Golf Club and our surveyors exploring the potential options.

3.3.4 There has been limited interest in any commercial opportunities at the Clinterty Centre. This is currently only used by the College Company ASET and now they are paying for their share of the running costs:

Clinterty Bungalows – the College has rented one of the bungalows, the second required expensive repairs and is therefore on hold.

The College was approached by a local resident to purchase a strip of land on the site with the purpose of exercising dogs. The College rejected the enquiry.

3.4 Flexibility

3.4.1 The VP Finance & Resources is continuing to review the estates strategy and the activity across College sites with a view to better understanding the current position and future options to best support the requirements of College and the region.

3.5 Minimising Environmental Impact

3.5.1 The Carbon Management Plan is the Colleges most up to date working document and will allow the College to build on successes. North East Scotland College will aim to reduce the CO₂ emissions from its activities by 50% from the 2018/19 baseline by 2025. We are currently sitting at a 46% reduction. Our overall ambitious target is to reach net zero by 2035, 10 years ahead of the Scottish Government Guidelines.

3.5.2 A major contributor to the achievement of that target was the connection to Aberdeen Heat and Power District Heat Network, with the system going live on 01 November 2020. This is now complete and working well. In addition to this the College has installed 2898 Solar PV Panels throughout its City, Altens, Fraserburgh and Clinterty Campuses. Further decarbonisation projects in 2023 included the re glazing of the City Campus South Block.

3.5.3 The College successfully bid to the Scottish Government's Green Public Sector

Estate Decarbonisation Scheme, being awarded £1.56M, to be utilised before 31 March 2024 for glazing at Gallowgate. A further successful bid to the Scottish Government's Green Public Sector Estate Decarbonisation Scheme, the College has been awarded £2,736,000 for an LED Lighting upgrade at Fraserburgh Campus and reglazing of the South Block at City C. A further bids Altens Glazing and a BMS Upgrade were recently submitted.

3.5.4 Ongoing planned maintenance projects will continue to be prioritised based on carbon reductions such as PIR's being installed on stairwells and LED lightbulbs being installed throughout all campuses as standard.

4.0 SUMMARY AND CONCLUSION

4.1 In the past year, despite the financial challenges the College has made solid progress towards the aims in the estates strategy, particularly the continued investment in our learning spaces and successful bids to the Green Public Sector scheme which will deliver longer term benefits to College.



FINANCE & RESOURCES COMMITTEE	
Meeting of 21st February 2024	
Title: IT Strategy Annual Report	
Author: Scott Matthew, Director of ITTS	Contributor(s): Alan Glendinning, Shona Croly, Paul Smith, Stephen Oldham - ITTS Senior Management Team
Type of Agenda Item:	
For Decision	<input type="checkbox"/>
For Discussion	<input type="checkbox"/>
For Information	<input checked="" type="checkbox"/>
Reserved Item of Business	<input type="checkbox"/>
Purpose: To enable the Committee to consider progress against the College IT Strategy.	
Linked to Strategic Theme:	
4. Delivering Excellence and Innovation	
Linked to Strategic Risk(s):	
4.9, 5.2, 6.3, 6.8	
Executive Summary:	
In support of the Strategic Plan 2021-2023, the College has an approved Information Technology Strategy 2021-2024. The attached paper updates the Committee with an overview of the progress to deliver against the aims and objectives of that Strategy over the last academic year 22/23.	
Recommendation: It is recommended that the Committee note the Report.	
Previous Committee Recommendation/Approval (if applicable): n/a	
Equality Impact Assessment:	
Positive Impact	<input checked="" type="checkbox"/>
Negative Impact	<input type="checkbox"/>
No Impact	<input type="checkbox"/>

Evidence: Significant parts of the Strategy are designed to have a positive impact on equalities and accessibility.

IT Strategy Update

Introduction

The College IT Strategy covers the period 2021-2024.

This report will provide a summary on the progress against each of the four key themes with some additional information of note for the awareness of the committee.

Background

The NESCol IT Strategy represents the vision and direction to deliver effective, proactive IT support services that meet the needs and ambitions of the College.

The strategy is centred around people and has four key themes to realise its vision: **Engage; Provide; Support; Develop.**

The IT Steering Group (ITSG) provides the governance forum to oversee the effective delivery of the IT Strategy which is delivered via project and operational activity.

Progress Report

IT Strategic Theme 1 – ENGAGE

i. Create an IT and Technical Services Team that will regularly and consistently communicate and collaborate with the learner, staff, and other stakeholders, ensuring their needs are understood and positive relationships are built and maintained.

- Consistently positive customer staff satisfaction results, in 22/23 9.81 out of 10 was achieved on 7495 support calls logged by the Helpdesk.

ii. Encourage face to face interactions, personal messages and clear and non-technical communications.

- Student IT Helpdesk in place at each main campus: Alten's, City, Fraserburgh.
- New Staff Helpdesk created in City Campus.
- Staff are visible and accessible across the organisation; customers are encouraged to drop in and discuss ideas and requirements.
- Communications are focused on the impact on the customer, supplying concise and clear messaging.
- The team have an excellent relationship with the Student IT Helpzone, ensuring students get the very best resources and support services.

iii. Actively advance and promote team services, utilising digital channels where possible, to inform and strengthen customer engagement.

- The ITTS content on COLIN is regularly updated and refreshed, with regular news updates posted for information and action.
- The annual Project Programme is shared on COLIN and updated regularly.
- The team effectively communicate via email, COLIN news and Principal notes.
- Members of ITTS are part of several cross-College groups e.g., Campus Futures; Sustainability; IIP; Wellbeing Matters; Campus Futures; Business system steering groups.
- Staff have built strong relationships with curriculum teams, support teams and the student association to help better understand requirements to help improve support provision.

iv. Effectively engage with external partners, to stay 'in tune' with the sector to maintain relevance and awareness of opportunity.

- ITTS have active members of sector groups including JISC, UCISA, SCHOOMS 5G Region, ETZ and NESS (North East Shared Services).
- IT SMT are part of the Scottish College Information Leaders (SCIL) group, which shares practice, issues, and opportunities across the sector.
- Members of the team are encouraged to keep their own external networks, meeting regularly with suppliers and partners, in person, remotely or at shows and events.

IT Strategic Theme 2 – PROVIDE

i. Optimise IT connectivity for all users, build on existing infrastructure to deliver an accessible, reliable, and secure customer experience.

- A new College Network and Wifi infrastructure went live in August 2023, delivering a robust, high performing and secure network for all users.
- The College share a contemporary data centre with RGU (Robert Gordon University) and UoA, managed by the North East Shared Services (NESS) steering group.
- The NESCol cyber security solutions include resilient firewalls, anti-malware, laptop encryption, managed admin rights and systems monitoring tools.
- Multifactor authentication has been rolled out to all NESCol staff and students, further protecting their accounts from cyber-attack and compromise.
- VPN (Virtual Private Network) and remote access tools are available to support remote access to staff and students.

ii. Consolidate our existing IT resources to ensure we maintain a contemporary offering of devices, software, tools, and technologies.

- Comprehensive asset management solution within our IT Service Management tool, including physical assets, services, support contracts and software licenses.

- Device utilisation reporting tools are in use to ensure cost effective resource management is in place.
- A programme of work to replace older style data projectors/smartboards with low emission LCD TVs is underway with 50% rooms completed.

iii. Provide the IT services that are relevant to the learner, staff and other stakeholders, endeavour to meet user expectations and proactively support their activities.

- The IT Steering group consists of members from across the curriculum, student association and support teams, who provide steer and guidance to ensure the IT services meet the demands of the business.
- There is an established annual requirement gathering process between ITTS and the curriculum/business, this supplies the forum to discuss requests and plan provision for the next academic year.
- ITTS operate a comprehensive 5 year rolling replacement programme for all IT devices, to maintain a high-quality estate for all users.
- In 22/23 ITTS delivered
 - 325 standard desktop PCs
 - 150 Staff Laptops
 - 90 high specification PCs
 - 72 Laptops for the student Laptop Lockers

iv. Provide devices, connectivity, access to resources, and training to ensure digital poverty is not a barrier to learning.

- The College have around 2500 IT devices for users – 110 Laptops, 1400 PCs;
- £220k of Digital Poverty funding was used for loan laptops, laptop lockers, classroom technology and connectivity on/off campus.
- 208 long term loan laptops and 103 4G dongles were provided to students.
- The NESCol BYOD (Bring Your Own Device) scheme provided 1321 student devices in the academic year.

IT Strategic Theme 3 – SUPPORT

i. Maintain a successful IT service model, with the ambition of delivering continuous service improvement, a flexible and responsive IT and Technical Services Team and an exceptional customer experience.

- The Helpdesk tackled 7495 support calls for IT and Technical Services with a customer satisfaction score of 9.81 out of 10 achieved.
- The new Altens Student ITHelpzone has delivered accessible student and staff support on campus which was not previously available.

ii. Align the support function with the needs of the customer, cultivate a 'can do' attitude amongst the IT and Technical Services Team, and understand the impact that IT has on people and their priorities.

- ITTS staff are active members in College wide groups including Campus Futures; Employee Voice; Wellbeing Matters; Sustainability; Investors in people; Business Systems Groups; ETZ Project, to best support organisational operations.
- The ITTS Enhancement plan is reflective of NESCol business priorities, with a focus on effective services and delivering effective projects.

iii. Provide seamless support for our Digital Strategy by delivering services that enable strong digital growth, capacity and resilience in our learners and staff.

- ITTS services and projects are reflective of business requirements, governed by the ITSG who meet quarterly to oversee delivery progress.

iv. Build on our IT self-service portal, as a result empowering the customer to request services, find information, and log and resolve their own issues.

- Service desk call data is analysed to better understand trends in requests for information that are logged with the helpdesk.
- Information and self-service guides are available on COLIN and MYNESCol for staff and students.

v. Ensure that the IT service model will support students and help them in achieving enhanced outcomes and experiences at College with a particular focus on supporting a blended learning approach. Platforms and tools we use will be optimised for a blended learning approach ensuring we can offer choice to our students.

- A comprehensive suite of accessible services is provided to both staff and students, these can be used on and off campus, this includes:
 - VLE – Blackboard
 - Microsoft Office 365
 - Virtual Private Network
 - Remote application access
 - Hybrid classroom facilities
 - Student BYOD Scheme
 - Loan Laptop scheme

- **IT Strategic Theme 4 – DEVELOP**

i. Deliver a cost-effective programme of projects and developments by strong, consistent governance, supportive processes, and innovative solutions.

- The IT Project Programme delivered 33 projects in the academic year to support the ambitions of the College.
- Notable projects included:
 - Network/Wi-Fi refresh
 - S2D platform replacement with Nutanix
 - New Backup solution Commvault to Nutanix
 - Print Fleet refresh – reduction of MFDs by 50%
 - New Library management System

- Lapsafe Lockers
- HR/Payroll upgrade
- Sun upgrades

ii. Embed business analysis techniques in our development process to support future organisational growth by ensuring solutions have a sound business case and meet an organisation need.

- All major projects now go through a start-up phase where requirements are gathered and system demonstrations are organised. The Project Support Officer works with teams across the college to gather requirements for smaller projects and documents them prior to anything new being developed.

iii. Build on and enhance our data analytics capabilities to enable us to provide decision makers with the information they need at both a strategic and operational level.

- Skilled resource in place providing data analytics via MS Power BI dashboards.
- Business System Steering Groups provide ownership at leadership level, deliver effective management, and define a clear governance route via existing action teams.

iv. Develop the cyber resilience posture of the College in line with the Scottish Government Public Sector Cyber Resilience Framework, providing a safe and secure environment, supported by knowledgeable partners, informed staff, effective policies & procedures, and compliant solutions.

- NESCol has a dedicated Information Security Lead role embedded in team, delivering advice, support, training, and enhancements.
- Information Security Working Group established to steer and govern the programme of work and risk management.
- In addition, the HEFESTIS CISO Share service supplies CISO level support and expertise to NESCol, working in partnership to strengthen the College cyber security posture.
- Suite of policies in place, staff mandatory training established and regular communication campaign embedded.

v. Design our IT infrastructure to ensure it supplies a scalable, resilient, robust, and secure platform for our IT solutions.

- The college IT Technical Authority manages the Technical Roadmap for IT Infrastructure, regularly engaging in proof-of-concept work provide steer and direction for all key technologies.
- This is evidenced by the completion of the following projects
 - Network/Wifi refresh
 - S2D platform replacement with Nutanix
 - New Backup solution Commvault to Nutanix

vi. Foster an innovative mind-set throughout the IT and Technical Services Team, strive to shine a light on the possible and ensure these opportunities are shared with others.

- The ITTS SMT meet regularly and are encouraged to share ideas and opportunities within the group and their own team meetings.
- Staff engage regularly within the wider community of practice, regularly attending events, trade shows and webinars.
- Alex Dickie (Altens) and Mike Mortimer (Fraserburgh), won the 'Support staff member of the year award' 22/23 from the Student Association, which is testimony to the work they do.
- Northern Star Awards - the College was shortlisted for this award for the hybrid technology implemented at the SMA.
- A new Online parking permit request process rolled out for part-time, evening class students.
- A Curriculum Rollover process was implemented in Student records.
- A new data retention process for UNIT-e, the student records system was implemented.
- Implementation of the new Nutanix Server/Storage Platform.
- The ITTS SMT relocated to SG07, creating an improved team dynamic and increasing visibility and access to colleagues and customers.

Summary and Conclusion

The 22/23 academic year has felt like a shift back to a much more settled position following the pandemic. The team now support a hybrid environment aided by technologies to deliver accessible services to our users from anywhere at any time.

I am delighted with the progress made in 22/23 particularly our ability to deliver large complex projects such as the Network/Wi-Fi refresh which was 3 years in the making along with the new Server/Storage platform, with both projects equipping NESCol with a class leading IT infrastructure.

Moving forward work into 23/24 we have seen an even greater reliance on technology to help deliver efficiencies against the challenging financial position.

SCOTT MATTHEW

Director of ITTS

February 2024



FINANCE & RESOURCES COMMITTEE Meeting of 21 February 2024	
Title: Procurement Annual Report	
Author: Stuart Thompson Vice Principal Finance & Resources	Contributor(s): Procurement Team
Type of Agenda Item: For Decision <input type="checkbox"/> For Discussion <input type="checkbox"/> For Information <input checked="" type="checkbox"/> Reserved Item of Business <input type="checkbox"/>	
Purpose: To update the Committee on the Annual Procurement Report 2022-23 published December 2023.	
Linked to Strategic Theme: 5. Leading Sustainability	
Linked to Strategic Risk(s): 5.2 1.5; 5.1; 5.2; 5.5	
Executive Summary: Appendix 1 contains the Annual Procurement Report 2022-23.	
Main Points <ul style="list-style-type: none"> • Regulated procurements [goods and services worth more than £189,330; works worth more than £4,733,252 amounted to £2,784,980. There were 8 such procurements completed. • Lower value regulated procurements [goods and services worth more than £50,000, works worth more than £2 million amounted to £650,000. There were 5 such procurements completed. • 930 active suppliers, of which 488 were used by the College during the reporting period. • Total procurement expenditure was £13,117,107 comprised of £9,992,031 of regulated expenditure (recorded on the Contracts Register) and £3,125,076 on non-regulated spend, of which £1,141,899 is non-influenceable spend. • overall regulated influenceable spend total of 76% represents a 9% reduction on the previous year. 	

Recommendation: It is recommended that the Committee review the Annual Procurement Report 2022-23.

Previous Committee Recommendation/Approval (if applicable): **N/A**

Equality Impact Assessment:

Positive Impact

Negative Impact

No Impact

Evidence: This report is for information only.

**NORTH EAST
SCOTLAND**
COLLEGE



ANNUAL PROCUREMENT REPORT

01 August 2022 – 31 July 2023

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Executive Summary

The Procurement Reform (Scotland) Act 2014 (PRA) requires any public organisation which has an estimated annual regulated spend 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 reporting period of the procurement strategy.

This report covers the period of 01 August 2022 to 31 July 2023 and addresses performance and achievements in delivering the North East Scotland College's organizational procurement strategy.

The development of the procurement strategy was the outcome of consultation and discussion with internal and external stakeholders who have an interest in the College's 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 College, 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 on which the College may need to adjust.

North East Scotland College has analysed third party expenditure and has identified that over the period covered by this report the following expenditure has occurred:

- Regulated procurements [goods and services worth more than £189,330; works worth more than £4,733,252 ¹] amounted to £2,784,980. There were 8 such procurements completed².
- Lower value regulated procurements [goods and services worth more than £50,000, works worth more than £2 million] amounted to £650,000. There were 5 such procurements completed.

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

¹ Public contracts thresholds are revised every 2 years – next due on 01/01/2024, the figures given were correct as of 01-08-2021

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

Executive Summary (cont'd)

North East Scotland College has over 930 active suppliers, of which 488 were used by the College during the reporting period. The total procurement expenditure was £13,117,107 comprised of £9,992,031 of regulated expenditure (recorded on the Contracts Register) and £3,125,076 on non-regulated spend, of which £1,141,899 is non-influenceable spend.

The overall regulated influenceable spend total of 76% represents a 9% reduction on the previous year. The College continues to strive to optimise its expenditure and utilises the use of national, sectoral, local or regional C1 collaborative contracts and frameworks where these will bring a benefit to the College. 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. 28.49% of the College's influenceable spend went through collaborative agreements.

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: 22nd December 2023

By: North East Scotland College's Executive Team

Signed: Neil Cowie

Position: Principal and Chief Executive

Section 1: Summary of Regulated Procurements Completed

North East Scotland College strongly believes in conducting its procurements in an open and inclusive manner with procurement objectives aligned to the College's Strategic Plan.

The detailed summary of regulated procurements completed is set out in Annex 1. That information, coupled with the publication of the institutional Contracts Register¹ and the systematic use of Public Contracts Scotland and Quick Quotes, provides complete visibility of the College's procurement activity over the reporting period.

In Annex 1, information is set out to show both lower value and higher value regulated procurements completed [if there have been any]. These are separated into contract categories and distinguish collaborative contracts from institutional ones. For each completed regulated procurement the information provided shows:

- Date of award
- Start dates
- Category subject matter
- Name of the supplier
- Estimated value of the contract – total over contract period
- Collaborative or institution owned
- End date provided for in the contract or a description of the circumstances in which the contract will end
- SME / supported business use

¹ <http://www.apuc-scot.ac.uk/#!/institution?inst=32>

Section 2: Review of Regulated Procurement Compliance

Where appropriate, North East Scotland College 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 College 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 College has conducted all its regulated procurements in compliance with the Scottish Government's 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. Commentary on our strategy statements can be found on Annex 4.

North East Scotland College has a procurement process 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 in the procurement strategy.

Section 3: Community Benefit Summary

For every procurement over £4m, North East Scotland College 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 College policy on identifying community benefit requirements would be 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 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
- Apprenticeship
- 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

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.

North East Scotland College has awarded no regulated procurement contracts over the reporting period. No contracts were over £4 million in value.

Section 4: Supported Business

Higher value procurements, regulated procurements (over £50k and above) are conducted in line with Routes 2 and 3 respectively of the Procurement Journey. Both Routes 2 and 3 mandate the use of the Single Procurement Document (SPD (Scotland)). 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.

The College reviews each procurement to determine whether it could be fulfilled by a Supported Business, whilst remaining compliant with Scottish Procurement Legislation and ensuring value for money for the institution (using the Supported Business [register](#) currently available and published by Ready for Business).

The College did not reserve any contracts for supported businesses in this period nor has it had any supported businesses bid through the standard open tendering route.

Section 5: Future Regulated Procurements

North East Scotland College 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 5 should be viewed with this caveat in mind.

The information provided in Annex 5 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 1: Regulated Procurements Completed in the Reporting Period 8/22 – 7/23

Compliant Procurement

Category Subject	Supplier name	Date of Award	Cat A/B or C	Start Date	End Date	Contract Period Value (£)	SME status	Supported Business
Nursery Services	Flexible Childcare Services Scotland	21-Jul-23	C	01-Aug-23	01-Aug-26	677,370	Y	N
Desktop Client Devices	HP Inc UK Limited	01-Aug-22	B	01-Aug-22	01-Aug-24	600,000	N	N
ICT Solutions	Insight Direct (UK) Ltd	13-Feb-23	B	13-Feb-23	13-Feb-26	350,000	N	N
Human Resources & Payroll System	Zellis UK Ltd	01-Aug-22	C	01-Aug-22	01-Aug-27	279,000	N	N
Proprietary VLE & Associated Services	D2L	03-Jul-23	B	01-Sep-23	01-Sep-28	270,000	N	N
Supply & Installation of AV Equipment & Associated Services	Mediascape Ltd	14-Jun-23	B	01-Aug-23	01-Aug-25	225,000	Y	N
Network Equipment	KHIPU Networks Ltd	01-May-23	B	31-May-23	31-May-26	194,250	Y	N
Managed Print Service	Capital Document Solutions Ltd	05-Jul-23	B	01-Aug-23	31-Jul-28	189,360	Y	N
						2,784,980		
Catering Equipment Maintenance	CLR Service and Sales Ltd	29-May-23	C	01-Aug-23	01-Aug-26	180,000	Y	N
Lift Maintenance Services	RJ Lift Services Ltd	02-Sep-22	B	05-Sep-22	05-Sep-28	172,000	Y	N
Liquid Fuels	Certas Energy UK Limited t/a Scottish Fuels	11-Jul-23	B	20-Oct-23	20-Oct-25	110,000	N	N
Washroom Solutions	Initial Washroom Solutions	24-Feb-23	B	27-Feb-23	27-Feb-27	100,000	N	N
Water Quality Management	Rock Compliance Ltd	09-Aug-22	B	30-Sep-22	30-Sep-26	88,000	N	N
						650,000		

Annex 2: Regulated Procurements with Community Benefit Requirements Fulfilled

There were no regulated procurements placed with Community Benefits requirements during the reporting period.

Annex 3: Regulated Procurements Placed with Supported Businesses

There were no regulated procurements placed with Supported Businesses during the reporting period.

Annex 4: Procurement Strategy Statements & Commentary on Strategy Delivery/Compliance

To sustain and further develop partnerships within the sector, with other publicly funded bodies, with professional bodies and appropriately with supply markets that will yield intelligence, innovation and deliver value to users of procurement services

The College Procurement Team engages with internal and external stakeholders and suppliers to gain valuable feedback which informs the Procurement team of possible necessary adjustments and improvements to the procurement strategy and processes.

For each procurement, the College considers the community affected by the resultant contract and ensures that any affected internal or external stakeholders are consulted (such as students or other local procurement bodies). Such consultation will always be on a scale and approach relevant to the procurement in question.

The College contributes to sector contracting plans and has coordinated procurement efforts on a regional basis with both the University of Aberdeen and Robert Gordon University to deliver local collaborative contracts.

The College Procurement Manager attends and contributes to APUC-led Procurement Strategy Groups and actively engages with other bodies through HE and FE specific events and other Scottish public-sector events.

To work with internal academic budget holders, professional support service colleagues and suppliers to deliver innovation and best value to the learning, research and service support communities through the development of an effective and co-ordinated purchasing effort within the Institution

Each regulated procurement is assessed, and a strategy is developed and agreed with the key stakeholders, end users and suppliers.

This assessment is also used to deliver the most appropriate procurement route to market that yield best value outcomes

The College follows the guidelines set out in the [Scottish Procurement Journey](#).

Procurement activities follow the guidelines set out in the Procurement Journey. This helps to manage the expectations of stakeholders, customers and suppliers alike and facilitates best practice and consistency with what other organisations do across the Scottish public sector.

Following the Scottish Procurement Journey ensures that procurement operations align and support the College's strategic objectives.

Annex 4: Procurement Strategy Statements & Commentary on Strategy Delivery/Compliance (cont'd)

To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities

The best balance of cost, quality and sustainability is consistently used to assess value for money delivered and to identify sensible aggregation opportunities through collaborative contracting.

The College sorts regulated procurements into procurement categories. How these goods, services and works are bought - joint purchasing, use of local, regional and national framework agreements, consolidated contracting – is subject to annual review with Advanced Procurement for Universities and Colleges (APUC) and, through user consultation, optimal category strategies are agreed, sensible aggregation opportunities are exploited, category and commodity strategies are developed, recorded, signed off and processed.

To seek out professional development opportunities to enrich and enhance experience and capability of procurement practitioners and to work with the supply chains to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of customers and students

The defined procurement process is managed through an experienced and dedicated procurement team with access to competency-based training, skills development programmes and career development opportunities. Devolved procurement competencies are assessed across the institution to secure optimum value delivery while managing supply side risks and opportunities.

Post procurement reviews are carried out to check that tendering outcomes are delivering against category strategies/business case objectives, A "lessons learned" approach with stakeholders has seen a marked improvement in stakeholders approaching procurement well before their requirements are due.

Annex 4: Procurement Strategy Statements & Commentary on Strategy Delivery/Compliance (cont'd)

To develop sound and useful procurement management information to measure and improve procurement and supplier performance in support of corporate planning conducted through fair and transparent process

Internal governance procedures, policies and tools such as e-enabled workflow enhancements are introduced to effect improvements to procurement process and efficiency.

Expenditure segmentation analysis and data located on the Hub and on Hunter CSM (including Contracts Registers).

Where relevant, use is made of appropriate standards and labels in procurements to take account of fair and ethical trading considerations with due consideration given to equivalent tender offerings from suppliers. Use is made of PCS to publish procurement opportunities. 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.

To embed sound ethical, social and environmental policies within the Institution's procurement function and to comply with relevant Scottish and UK legislation in performance of the sustainable procurement duty

The College's procurement procedures clearly map out the routes to procurement in line with the Scottish Government's Procurement Journey. The College's procedures ensure that regulated procurements are only awarded to businesses that are capable, reliable and, where relevant, meet high ethical standards and values in the conduct of their business. The College 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 a procurement and take steps to ensure bidders comply with it e.g., Health and Safety, Late Payment legislation. Where relevant, the Living Wage and fair work practices of suppliers are promoted in tender documentation.

The College is an accredited living wage employer.

Annex 5: List of Regulated Procurements Planned to Commence in Next Two Financial Years (23/24 & 24/25)

Category Subject	Cat A/B/C or C1	New, Extended or Re-Let Procurement	Contract Length	Expected Contract Notice Publication Date	Expected Date of Award	Expected Start Date	Expected End Date	Estimated Value Over Contract Period (£)
Coach Hire Services	C	EXTENSION	24	EXTENSION	01 Jun 25	01 Aug 25	31 Jul 27	530,000
Grounds Maintenance Services	C	RE-LET	48	07 Sep 23	22 Dec 23	01 Jan 24	31 Dec 27	97,500
Catering Services	C	EXTENSION	24	EXTENSION	29 May 24	29 Jul 24	28 Jul 26	415,000
Associate Trainers Framework	C	EXTENSION	24	EXTENSION	01 Mar 25	01 Apr 25	31 Mar 27	195,000
Distance Learning Services & Materials	C	EXTENSION	24	EXTENSION	01 Apr 24	01 Jun 24	31 May 26	450,000
Supply & Installation of AV Equipment & Associated Services	B	EXTENSION	24	EXTENSION	01 Jun 25	01 Aug 25	31 Jul 27	250,000
Photographic Equipment and Consumables	B	RE-LET	24+24	Framework Award	01 Jan 24	01 Feb 24	31 Jan 26	55,000
External Print and Associated Services	B	RE-LET	48+24	Framework Award	01 Jul 24	11 Sep 24	10 Sep 28	90,000
Furniture (Supply, Delivery & Installation of)	B	RE-LET	24+24	Framework Award	04 Oct 23	01 Jan 24	31 Dec 25	80,000
Hair and Beauty Lots 1-5 & 9	B	RE-LET	36+24	Framework Award	01 Jan 24	17 Feb 24	16 Feb 27	170,000
Student Information Management Systems and Associated Services	B	EXTENSION	36	EXTENSION	01 Jun 25	01 Aug 25	31 Jul 28	20,000
IT Related Accessories and Parts (ITRAP)	B	EXTENSION	12	EXTENSION	09 Jun 24	09 Aug 24	08 Aug 25	25,000
Apple Equipment and Services Framework Agreement	B	EXTENSION	24	EXTENSION	02 Mar 25	02 May 25	01 May 27	100,000
Learning Opportunities Services	C	RE-LET	48+24	01 May 24	01 Jul 24	01 Aug 24	31 Jul 28	1,700,000
Occupational Health Services	C	RE-LET	36+24	22 Dec 23	13 Mar 24	01 Apr 24	31 Mar 27	50,000
Audit Services - Internal External and Tax	B	RE-LET	36+24	Framework Award	01 Jun 24	01 Aug 24	31 Jul 27	35,000
Teaching Qualification Further Education (TQFE)	B	RE-LET	24+24	Framework Award	01 Oct 24	04 Dec 24	03 Dec 26	120,000

Annex 5: List of Regulated Procurements Planned to Commence in Next Two Financial Years (23/24 & 24/25) (cont'd)

Category Subject	Cat A/B/C or C1	New, Extended or Re-Let Procurement	Contract Length	Expected Contract Notice Publication Date	Expected Date of Award	Expected Start Date	Expected End Date	Estimated Value Over Contract Period (£)
CCS Network Services 2	B	EXTENSION	24	EXTENSION	05 Mar 25	05 May 25	04 May 27	80,000
Vehicle Lease	B	RE-LET	36+24	Framework Award	01 Sep 24	01 Nov 24	31 Oct 27	55,000
Student Accommodation Services	C	EXTENSION	24	EXTENSION	02 Jun 24	02 Aug 24	01 Aug 26	380,000
Student Assistance and Support Services	B	EXTENSION	12	EXTENSION	01 Jul 24	01 Sep 24	31 Aug 25	80,000
Mobile Voice and Data Services Framework	B	RE-LET	24+24	Framework Award	01 Aug 24	05 Oct 24	04 Oct 26	30,000
Desktop Client Devices	B	EXTENSION	24	EXTENSION	01 Jun 24	01 Aug 24	31 Jul 26	250,000
Provision of Temporary Lecturing Services	C	EXTENSION	24	EXTENSION	01 Jun 24	01 Aug 24	31 Jul 26	5,500,000
Business Travel Management Services	B	NEW	24+24	Framework Award	20 Nov 23	01 Feb 24	31 Jan 26	40,000
Supply of Electricity (HH, NHH and Domestic)	B	RE-LET	36+24	Framework Award	01 Feb 24	01 Apr 24	31 Mar 27	2,715,000
Water & Wastewater Billing Services	B	RE-LET	36+12	Framework Award	01 Mar 24	01 May 24	30 Apr 27	410,000
Supply of Virtual Learning Environment (VLE) Systems & Associated Services	B	NEW	60+36	Framework Award	05 Jul 23	01 Sep 23	31 Aug 28	270,000
Industrial Gasses	B	RE-LET	36+24	Framework Award	01 Jan 24	15 Jan 24	14 Jan 27	65,000
Offsite Reprographic Services	C	RE-LET	48+24	01 Feb 24	01 Apr 24	01 May 24	30 Apr 28	360,000
Pest Protection & Control Services	C	EXTENSION	24	EXTENSION	01 Aug 24	01 Oct 24	30 Sep 26	27,000
Signage Consultancy, Production and Installation	C	RE-LET	48+12	01 May 24	01 Jul 24	01 Aug 24	31 Jul 28	180,000

Annex 6: Glossary of Terms

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

Category A	Collaborative Contracts available to all public bodies - Scottish Procurement
Category B	Collaborative Contracts available to public bodies within a specific sector - APUC - HealthTrust Europe
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 socio-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.

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 (DXC Analytics) - The Scottish Procurement Information Hub is provided by DXC Analytics 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 CSM - 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

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.

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

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 50% 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.