



Annual Procurement Report

1st August 2018 - 31st July 2019

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Executive Summary

The Procurement Reform (Scotland) Act 2014 (PRA) required any public organisation which has an estimated annual regulated¹ spend of £5 million or more to develop a procurement strategy and then review it annually. This requirement took effect from 31st 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 APR covers the period of 1st August 2018 to 31st July 2019 and addresses performance and achievements in delivering Forth Valley College's procurement strategy 2018-2020.

The development of the procurement strategy was the outcome of consultation and discussion with internal and external stakeholders who have an interest in Forth Valley 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 College'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.

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

- EU regulated procurements (goods and services worth more than £181,302; works worth more than £4,551,413)² amounted to £2,274,498.65 There were 3 such procurements completed.
- Lower value regulated procurements (goods and services worth more than £50,000 and works worth more than £2 million) amounted to £844,905. There were 8 such procurements completed.³

More detailed information on the regulated procurements is provided in Section 1, Section 2 and in Annex B of this report.

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 Public contracts (EU) thresholds are revised every 2 years – next revision due on 1st January 2020.

³ Deemed completed when the award notice is published or where the procurement process otherwise comes to an end - covers contracts and framework agreements



Forth Valley College has 676 active suppliers with whom the College did business in the reporting period. At least 50 of these suppliers were from the Forth Valley region.

The total procurement expenditure was £34,464,004 of influenceable spend made up of £33,528,757 regulated expenditure and £935,247 of non-regulated expenditure.

At least £1,279,697 was spent on SMEs during the reporting period who constitute 30% of the total active suppliers. 7 SMEs featured in the award of regulated procurements.

Forth Valley College has been optimising use of national (A), sectoral (B), local (C) or regional (C1) 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. 62% of the College spend went through collaborative agreements in 2017/2018 (latest verified collaborative spend).

This report comprises of five sections that cover mandatory reporting.

Section 1: Summary of Regulated Procurements Completed

Section 2: Review of Regulated Procurement Compliance

Section 3: Community Benefit Summary

Section 4: Supported Businesses Summary

Section 5: Future Regulated Procurements Summary

Report Approved:

By: Forth Valley College's Leadership Team

Report Approved:

By: Forth Valley College's Finance Committee

Signed: Alison Stewart

Position: Vice Principal of Finance and Corporate Affairs

Section 1: Summary of Regulated Procurements Completed

Forth Valley 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 during the period of this report is set out in Annex B. That information, coupled with the publication of our [Contracts Register](#)⁴ 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 B, 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 contract start date
- the category subject matter
- the name of the supplier
- estimated total value of the contract 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.
- the SME and supported business status

⁴See our Contract Register on <http://www.apuc-scot.ac.uk#!/institution?inst=34>

Section 2: Review of Regulated Procurement Compliance

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.

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

Our CIP is based on the Scottish Government Procurement & Commercial Improvement Programme (PCIP). The PCIP is a useful tool through which the College is periodically assessed and which can provide valuable benchmarks by which necessary improvements might be identified, consulted over, planned and implemented.

The College's most recent assessment was conducted in October 2019 and at the point of publishing, the indicative score fell into the gold band (lite assessment), an increase from the silver banding assessment in 2017. The intention now is to continue to improve upon this score for the next assessment due in 2021.

We also measure progress against our 5 procurement strategic objectives in our Procurement Action Plan (See Annex F and G).

Forth Valley College 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 in our Procurement Strategy and the following general duties and specific measures of the Procurement Reform (Scotland) Act 2014.

Contributing to the Carrying out of our Function and the Achievement of our Purposes

Forth Valley College have carried out an analysis of the non-pay expenditure for the reporting period.

The Procurement team analyses non-pay expenditure on a quarterly basis to identify tender and efficiency opportunities and plan procurement activity.

Delivering Value for Money

We have consistently sought to apply the principle of value for money (best balance of cost, quality and sustainability) and we include whole-life costing in our regulated procurements.

Where appropriate, Forth Valley College has made use of collaborative contracts to deliver improved contract terms, supported contract and supplier management,

sustainable procurement outcomes and the best balance of cost, quality and sustainability.

Key contracts and suppliers are pro-actively managed to ensure contract deliverables and objectives are achieved.

It is estimated that during the reporting period, locally tendered savings were £2.4m at BT1 (generally versus previous price paid). These savings are particularly high due to the new Falkirk Campus. Savings through framework agreements facilitated by the Procurement team were approximately £96k at BT1 and £238k at BT2, pending APUC verification of 2018/19 savings figures.

Treating Relevant Economic Operators Equally and without Discrimination

The College has conducted all its regulated procurements in compliance with EU Treaty Principles of equal treatment, non-discrimination, transparency, proportionality and mutual recognition.

All regulated procurements are published on Public Contracts Scotland (PCS) and we have made use of separate lots, where appropriate.

In our tender documents, we have included straightforward output based specifications and clear evaluation criteria to ensure the procurement is accessible to as many bidders as possible.

Acting in a Transparent and Proportionate Manner

We ensure that procurement documentation is simplified wherever possible, using plain English and contain the appropriate number of evaluation criteria (questions) to reduce the resource impact on tenderers. The evaluation criteria and scoring methodology are clearly stated in our invitation to tender documents which we publish on Public Contracts Scotland.

We actively take steps to make our contracts accessible to smaller and local businesses through the use of Public Contracts Scotland Quick Quote, information contained on the Procurement page of the College website and attending supplier/buyer engagement events and meetings.

Sustainable Procurement Duty

We consistently give consideration to environmental, ethical, economic and social impacts as well as the promotion of positive impacts and innovation relating to all regulated procurements throughout the procurement journey.

We make use of available sustainability tools and systems including the Scottish Public Procurement Prioritisation Tool, the Sustainability Test, Life Cycle Impact Mapping, the Scottish Flexible Framework as well as APUC Supply Code of Conduct,



Sustain and Electronics Watch where relevant and proportionate to the scope of the procurement.

We take proportionate actions to involve SMEs, third sector bodies and supported businesses in our procurement activities where relevant.

Community Benefits

The College considers for each of its procurements over £4m how it can improve the economic, social or environmental wellbeing of the Forth Valley region through the inclusion of community benefit requirements. There were no procurements of this value in 2018/2019 although we are still receiving benefits from the Construction contract awarded in 2016/2017.

In addition, for procurements <£4m, the College has included Community Benefits criteria where appropriate.

Further details of fulfilled community benefits are provided in Section 3 and Annex C.

Consulting and Engaging with those Affected by its Procurements

As part of the development of project strategies prior to the publication of regulated procurement tenders, we carry out market research, consult and engage with both relevant internal and external stakeholders to ensure the procurement is aligned to the College's strategic aims and objectives, stakeholders' views are taken into account and they can contribute to the development of the project strategy.

We offer debriefs to all tenderers (successful and unsuccessful alike) with an aim to demonstrate transparency and ensure a full internal stakeholders and suppliers regarding our procurement activity.

Living Wage

As an organisation who is a Living Wage Accredited Employer, where relevant and proportionate, sustainability requirements including support for Fair Working Practices and the Living Wage have been considered for all regulated procurements. A Living Wage statement is incorporated within Invitation to tender documents and scored where appropriate.

Promoting Compliance with the Health and Safety at Work Act 1974

As an organisation that holds the Healthy Working Lives Gold award, Forth Valley College is committed to contracting only with suppliers that comply with Health and Safety legislation and we consider Health Safety at projects strategy stage.

Where appropriate, the College assesses the legislation applicable to a procurement and has taken steps to ensure bidders comply with such legislation. Where proportionate, the College also seeks to assess the compliance of subcontractors.

Procurement of Fairly and Ethically Traded Goods and Services

As an organisation which holds Fairtrade status, we actively support the sourcing of goods that are fairly and ethically traded.

We consider sustainability including fairly and ethically traded goods and services throughout the procurement journey in our regulated procurements from project strategy to contract and supplier management.

Provision of Food and Improving the Health, Wellbeing and Education of Communities in the College's Area, and the Promotion of the Highest Standards of Animal Welfare

The College utilises APUC and TUCO framework agreements for the vast majority of our food and catering requirements, and the products and services under these agreements comply with all relevant legislation and standards.

Where relevant, the nutritional requirements of food and the welfare of animals are taken into account in our regulated procurements.

Payment terms

The College recognises the importance of paying suppliers promptly once a service has been delivered.

Our standard payment terms are within 30 days of the date of receipt of a valid invoice. On an exception basis, it is possible to reduce these standard payment terms if requested.

During the reporting period the average number of days between invoice date and payment was 31.

Section 3: Community Benefit Summary

For every procurement over £4m, Forth Valley College considers how it can improve the economic social or environmental wellbeing of its area through inclusion of community benefit clauses, to assist with achieving sustainability in 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.

Forth Valley College's approach to identifying community benefit opportunities is carried out with stakeholder consultation and engagement on a case-by-case basis. 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.

Forth Valley College has not awarded a regulated procurement >£4m this year however for the Furniture Contract for the new Falkirk Campus which was <£4m, we have incorporated Community Benefit clauses. It is expected that these benefits shall be realised in 2019/2020.

Forth Valley College is still realising community benefits from the new Campus Build Project. See Annex C for a summary of Community Benefits fulfilled during the reporting period.

Section 4: Supported Business

Forth Valley College 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 College (using the [Supported Business Register](#)⁵ currently available and published by Ready for Business).

During the reporting period there were no regulated procurements awarded to supported business.

The Procurement team will continue to promote supported business with internal stakeholders and engage with supported business suppliers. We hope to be in a position to award a contract to a supported business in the near future. We have utilised 2 supported business suppliers within this financial year:

- Capture All –£2,455
- Hey Girls – £2,300

⁵ See Ready for Business website: <http://readyforbusiness.org/wp-content/uploads/2017/07/RfB-Supported-Business-Register-030317.pdf>

Section 5: Future Regulated Procurements

Forth Valley 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 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: Annual Procurement Report Summary

<u>1. Organisation and report details</u>	
a) Contracting Authority Name	Forth Valley College
b) Period of the annual procurement report	1 August 2018 – 31 July 2019
c) Required by s18 Procurement Reform (Scotland) Act 2014 to prepare an annual procurement report? (Yes / No)	Yes
<u>2. Summary of Regulated Procurements Completed</u>	
a) Total number of regulated contracts awarded within the report period	11
b) Total value of regulated contracts awarded within the report period	£3,119,403.65
c) Total number of unique suppliers awarded a place on a regulated contract awarded during the period	15
i) how many of these unique suppliers are SMEs	7
ii) how many of these unique suppliers how many are Third sector bodies	0
<u>3. Review of Regulated Procurements Compliance</u>	
a) Number of regulated contracts awarded within the period that complied with your Procurement Strategy	10
b) Number of regulated contracts awarded within the period that did not comply with your Procurement Strategy	1
<u>4. Community Benefit Requirements Summary</u>	
Use of Community Benefit Requirements in Procurement:	
a) Total number of regulated contracts awarded with a value of £4 million or greater.	0
b) Total number of regulated contracts awarded with a value of £4 million or greater that contain Community Benefit Requirements.	0
c) Total number of regulated contracts awarded with a value of less than £4 million that contain a Community Benefit Requirements	1

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

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

5. Fair Work and the real Living Wage

a) Number of regulated contracts awarded during the period that have included a scored Fair Work criterion.	1
b) Number of unique suppliers who have committed to pay the real Living Wage in the delivery of a regulated contract awarded during the period.	1
c) Number of unique suppliers who are accredited Living Wage employers and were awarded a regulated contract awarded during the period.	0
d) Number of unique suppliers who have signed up to the Scottish Business Pledge and were awarded a regulated contract awarded during the period.	Not recorded

6. Payment performance

a) Number of valid invoices received during the reporting period.	8500
b) Percentage of invoices paid on time during the period (“On time” means within the time period set out in	86%

the contract terms.)

c) Number of regulated contracts awarded during the period containing a contract term requiring the prompt payment of invoices in public contract supply chains.

10

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

0

7. Supported Businesses Summary

a) Total number of regulated contracts awarded to supported businesses during the period

0

b) Total spend with supported businesses during the period covered by the report, including:

£4755

i) spend within the reporting year on regulated contracts

0

ii) spend within the reporting year on non-regulated contracts

£4755

8. Spend and Savings Summary

a) Total procurement spend for the period covered by the annual procurement report.

£34,464,004

b) Total procurement spend with SMEs during the period covered by the annual procurement report.

£1,279,697

c) Total procurement spend with Third sector bodies during the period covered by the report.

£4,755

d) Percentage of total procurement spend through collaborative contracts.

*62%

e) Total targeted cash savings for the period covered by the annual procurement report

Not recorded

i) targeted cash savings for Cat A contracts

Not recorded

ii) targeted cash savings for Cat B contracts

Not recorded

iii) targeted cash savings for Cat C contracts

Not recorded

f) Total delivered cash savings for the period covered by the annual procurement report

£2,573,921

i) delivered cash savings for Cat A contracts

**£22,877

ii) delivered cash savings for Cat B contracts

**£73,222

iii) delivered cash savings for Cat C contracts

£2,477,822

g) Total non-cash savings value for the period covered by the annual procurement report

£2,722,436

9. Future regulated procurements

a) Total number of regulated procurements expected to commence in the next two financial years	18
b) Total estimated value of regulated procurements expected to commence in the next two financial years	£2,674,000

*Latest validated figure from 2017/2018

**Estimated savings for 2018/209, final figure still pending from APUC Ltd

Annex B: List of Regulated Procurements Completed in the Reporting Period 1 August 2018 – 31 July 2019

Compliant

Category Subject	Supplier Name	Date of Award	Cat A, B, C or C1	Start Date	Current End Date	End Date including Extensions	Value over Contract period (GBP)	SME Status	Supported Business
Soft Drinks under TUCO Soft Drinks and Associated Products and Services Framework Agreement	AG Barr PLC Coca Cola Enterprises Bewleys	26/10/2018	B	01/10/2018	30/09/2020	30/09/2022	178,180.00	No No Yes	No No No
Fresh Fruit and Vegetables	Total Produce PLC	18/12/2018	B	20/12/2018	19/12/2020	19/12/2022	176,000.00	Yes	No
Microsoft Campus Licences	Softcat	30/01/2019	B	01/02/2019	31/01/2022	N/A	70,969.00	No	No
Move Management Services for New Falkirk Campus	Space Solutions	27/02/2019	C	05/03/2019	04/01/2020	N/A	84,720.00	Yes	No
Fresh Butcher Meat	Campbell Prime Meats	21/03/2019	B	05/03/2019	04/03/2021	04/03/2023	271,800.00	Yes	No
Supply of Electricity (HH, NHH and Domestic)	EDF Energy	31/03/2019	A	01/04/2019	31/03/2022	31/03/2025	1,690,921.00	No	No
Taxi Services	Premier Executive (Scotland) Ltd Express Taxis Ltd Saturn (Scotland) LLP	01/05/2019	C	13/06/2019	12/06/2022	12/06/2024	50,000.00	Yes Yes Yes	No No No
Provision of TQFE Programme	University of Dundee	22/05/2019	B	05/06/2019	04/06/2021	04/06/2023	94,656.00	No	No
Internal Audit Services	MHA Henderson Loggie	29/05/2019	B	01/06/2019	31/05/2022	31/05/2023	68,880.00	No	No
Non-life Insurance Services under APUC INS1001 AP Framework	Zurich Municipal	05/07/2019	B	01/08/2019	31/07/2021	31/07/2023	311,777.65	No	No

Non-Compliant

Category Subject	Supplier Name	Date of Award	Cat A, B, C or C1	Start Date	Current End Date	Value over contract period (GBP)	Compliance Issue	Proposed Solution
Project Director Services for the New Campus	Gardiner and Theobald	01/09/2018	C	01/09/18	29/02/2020	121,500	Not advertised via PCS	This is a one-off procurement which related to the new Falkirk Campus Project, where prior knowledge and experience of the college and the project were essential to ensure continuity at a critical time in the project. Approval from SFC was given to proceed on this basis.
				Appendix B (Compliant and Non-Compliant Spend)	Total	3,119,403.65		

Annex C: List of Regulated Procurements with Community Benefit Requirements Fulfilled

Category Subject	Supplier Name	Start Date	End Date	Value over Contract Period (GBP)	Benefit Value	Benefit Type
New Falkirk campus – Main Design and Build Contractor	Balfour Beatty	23/10/2017	12/2019	53,724,446	<p>N.B Although this contract achieved some Community Benefits 17/18, below are additional benefits achieved for 18/19.</p> <ul style="list-style-type: none"> • 17,932 apprentice hours • 53 hours spent in local schools • 1,288 pupils/students given STEM experience 	BT14

Annex D: List of Regulated Procurements planned to commence in next two financial years 2019/20 and 2020/21

Category Subject	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 (including extensions)	Estimated Value over contract period (GBP)
Catering Light Equipment	B	New	August 2019	October 2019	December 2019	December 2019	69,000.00
New Fitness Equipment	B	New	August 2019	October 2019	December 2019	December 2019	100,000.00
Removal Services for New Campus	C	New	August 2019	October 2019	December 2019	December 2019	163,000.00
Fire Wall	C	New	September 2019	October 2019	December 2019	December 2019	55,000.00
Interactive Touch Screens	B	New	September 2019	October 2019	December 2019	December 2019	297,000.00
Laptops	B	New	September 2019	October 2019	December 2019	December 2019	425,000.00
Salon Equipment	B	New	October 2019	November 2019	December 2019	December 2019	63,000.00
Equipment for welding and fabrication workshop for New Falkirk Campus	C	New	October 2019	November 2019	December 2019	December 2019	100,000.00
Laundry Services	C	New	January 2020	April 2020	May 2020	April 2023	65,000.00
Plumbing Consumables	B	New	January 2020	March 2020	May 2020	May 2024	70,000.00
Graphic Design Services	C	Re-tender	February 2020	April 2020	May 2020	May 2024	70,000.00
Associate Trainers	C	New	March 2020	June 2020	August 2020	August 2024	170,000.00
Occupational Health and Health Surveillance Services	A	Re-tender	March 2020	May 2020	June 2020	June 2024	70,000.00
Grocery, Chilled and Frozen Food	B	New	January 2020	March 2020	August 2020	June 2024	440,000.00
Digital Marketing Service	A	Re-tender	May 2020	July 2020	August 2020	August 2024	65,000.00
ECITB Training for Oil Apprentices	C	Re-tender	June 2020	October 2020	February 2021	February 2024	86,000.00
Business Travel Services	B	Re-tender	November 2020	April 2021	July 2021	July 2024	66,000.00
Temporary Staff	B	New	August 2020	March 2021	June 2021	June 2025	300,000.00
						Total	2,674,000

*Note: Supply and Delivery of Furniture was advertised in 2018/2019 and awarded just after the start of the financial year therefore it is not part of planned procurements in 2019/2020 but will be reported as complete in 2019/2020.

Annex E: Glossary of Terms

A, B, C and C1 Contracts

Category A	Collaborative Contracts available to all public bodies <ul style="list-style-type: none"> <input type="checkbox"/> Scottish Procurement
Category B	Collaborative Contracts available to public bodies within a specific sector <ul style="list-style-type: none"> <input type="checkbox"/> Scottish Procurement <input type="checkbox"/> APUC and other UK FHE Consortia <input type="checkbox"/> Scotland Excel <input type="checkbox"/> 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.

BT1 - Direct Price Based Savings - for new contracts that replace pre-existing supply agreements, these savings are calculated versus previous price paid at the end of the previous contract(s) period. For contracts that are for something that has not been bought before / an ad hoc requirement – the benchmark is the average price of the top 5 acceptable compliant (or all the bidders if there are less than 5) highest ranked bids.

BT2 - Price Versus Market Savings – these savings are reported against market pricing instead of, or in addition to, the savings achieved against previous baseline prices (i.e. the savings described at BT1 above). The purpose of BT2 savings is to identify the savings that would be lost if the procurement had not been conducted by the organisation.

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 - a collection of commodities or services sourced from the same or similar supply base, which meet a similar consumer need, or which are inter-related or substitutable.

Community Benefits - requirements which deliver wider benefits in addition to the core purpose of a contract. These can relate to social- economic and or environmental. Benefits. Community Benefit Contract 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 and procurement category).

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 - those whose values require that they are conducted in compliance with the Public Contracts (Scotland) Regulations 2015, Procurement (Scotland) Regulations 2016 and the Procurement Reform (Scotland) Act 2014.

Flexible Framework - Self-Assessment Tool (FFSAT) that 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](#)⁶ page.

Hunter - Hunter has been developed by the APUC eSolutions team. It is a database solution which uses standard Microsoft packages (Access and SQL Server) enabling organisations to effectively monitor and report on collaborative contracting activities.

As a solution, it is operational within the HE/FE sector in Scotland and is also being utilised by the HE consortia in England and Wales that also provide collaborative contracting services to the sector. Hunter has a multi-level structure which allows consortia to share collaborative agreements, make them visible to their member organisations, and in turn enabling them to record their own contracts.

Institutional Dashboard - is the area within the APUC Buyers Portal 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. Public contracts (EU) thresholds are revised every 2 years and the present thresholds are (net of VAT): - for Supply, Services and Design Contracts, £181,302, for Works Contracts £4,551,413.

⁶See website:

<http://www.gov.scot/Topics/Government/Procurement/eCommerce/ScottishProcurementInformationHub>

These thresholds will be revised on 1st January 2020.

Output Specification - requirements are set out in terms of what you want to achieve, leaving the tenderers to decide on how they will deliver those requirements. This can lead to innovation by the tenderers. The services detailed in the output specification should be capable of objective assessment so that the performance of the supplier can be accurately monitored.

Prioritisation - the Sustainable Public Procurement Prioritisation Tool which is a tool to aid all procuring organisations across the Scottish Public Sector designed to bring a standard structured approach to the assessment of spend categories.

Procurement Journey - public procurement toolkit with guidance and templates on the procurement process to facilitate a standardised approach to the market and contract and supplier management.

Procurement & Commercial Improvement Programme (PCIP) - replaced the previous Procurement Capability Assessment (PCA) and focuses on the policies and procedures driving procurement performance and more importantly, the results they deliver.

PCS (Public Contracts Scotland) - the national advertising portal used to advertise all public sector goods, services or works contract opportunities.

PCS-Tender - the national eTendering system, and is centrally funded by the Scottish Government. The system is a secure and efficient means for buyers and suppliers to manage tender exercises online. The standard templates enable buyers to create consistent tender documentation.

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

Small and Medium Sized Enterprises (SMEs) encompass –

- Micro enterprises: enterprises which employ fewer than 10 persons and whose annual turnover and/or annual balance sheet total does not exceed £1.57 million.
- Small enterprises: enterprises which employ fewer than 50 persons and whose annual turnover and/or annual balance sheet total does not exceed £7.86 million.
- Medium enterprises: enterprises which are neither micro nor small, which employ fewer than 250 persons and which have an annual turnover not exceeding £39.28 million, and/or an annual balance sheet total not exceeding £33.78 million.

Social Enterprises - revenue-generating businesses with primarily social objectives whose surpluses are reinvested for that purpose in the business or in the community, rather than being driven by the need to deliver profit to shareholders and owners.

Supply Chain encompasses all activities, resources, products etc. involved in creating and moving a product or service from the supplier to the procurer.

Supported business - an economic operator whose main aim is the social and professional integration of disabled or disadvantaged persons, and where at least 30% of the employees of the economic operator are disabled or disadvantaged persons.

Supported employment programme - an employment programme operated by an economic operator, the main aim of which is the social and professional integration of disabled or disadvantaged persons, and where at least 30% of those engaged in the programme are disabled or disadvantaged persons.

Sustain - the APUC supply chain sustainability web portal, a central hub where sector suppliers can complete and store sustainability compliance data. The portal is the core supply chain sustainability tool supporting HE and FE institutions and their suppliers in delivering a transparent, environmentally positive, ethical and socially responsible supply chain. This is currently under further development.

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.

**Annex F: Procurement Action Plan
(Refer to Annex G for KPI Actual Figs. and Targets)**

SFC Priority Outcome	<input type="checkbox"/> Efficient and Sustainable						
FVC Strategic Plan Value Statement	<input type="checkbox"/> Leading as a business that is champion for governance, financial control and balanced risk taking <input type="checkbox"/> Delivering a whole system approach. Simply effective, efficient and consistent						
Scottish Model of Procurement Objective	<input type="checkbox"/> Maximising efficiency and collaboration <input type="checkbox"/> Delivering Savings and Benefits						
Procurement Objective 1	Target/Outcome	Main Actions	Benchmark Data/Sources	KPI/Measure	Target Date for Review	PCIP Ref	RAG
To maximise collaborative procurement opportunities in the delivery of value for money and efficiency	To maximise the use of collaborative Framework Agreements and Contracts (CAT A, B and C1)	<input type="checkbox"/> Review expenditure analysis on an annual basis to identify non-pay expenditure not covered by regulated contract	<input type="checkbox"/> Scottish Procurement Information Hub/FVC expenditure analysis <input type="checkbox"/> APUC Annual Benefits Statement	Increase uptake of available Collaborative Framework Agreements and Contracts annually (% of collaborative contracts used)	November 2018 then annually thereafter	<input type="checkbox"/> Dashboard <input type="checkbox"/> Assessment Q2.1 <input type="checkbox"/> Assessment Q3.3	
		<input type="checkbox"/> Develop forward contracting plan and identify opportunities to utilise collaborative opportunities <input type="checkbox"/> Identify any sectoral or regional opportunities to collaborate	<input type="checkbox"/> FVC expenditure analysis <input type="checkbox"/> CoEs and other Publicly funded Bodies Contracts Registers				
		<input type="checkbox"/> Further embed collaborative procurement into policies and procedures (aligned to Procurement Journey) <input type="checkbox"/> Work with relevant College staff to maximise use of Framework Agreements where possible	<input type="checkbox"/> FVC procurement policy and procedures <input type="checkbox"/> Framework Agreement information on FVC SharePoint site <input type="checkbox"/> Periodic departmental review meetings <input type="checkbox"/> Quarterly expenditure reports				

SFC Priority Outcome	<input type="checkbox"/> Efficient and Sustainable <input type="checkbox"/> High Quality Learning <input type="checkbox"/> Right Learning in the right place						
FVC Strategic Plan Value Statement	<input type="checkbox"/> Leading as a business that is champion for governance, financial control and balanced risk taking <input type="checkbox"/> Delivering a whole system approach. Simply effective, efficient and consistent						
Scottish Model of Procurement Objective	<input type="checkbox"/> Maximising efficiency and collaboration <input type="checkbox"/> Delivering Savings and Benefits						
Procurement Objective 2	Target/Outcome	Main Actions	Benchmark Data/Sources	KPI/Measure	Target Date for Review	PCIP Ref	RAG
To further develop a College wide approach to procurement which is co-ordinated, efficient and effective in the achievement of value for money and which supports the delivery of high quality learning	To increase the number of regulated contracts for College wide use for commonly purchased goods, services and works	<ul style="list-style-type: none"> Review expenditure analysis to identify categories of goods, services and works which are not currently covered by a College wide contract 	<ul style="list-style-type: none"> Scottish Procurement Hub/FVC expenditure analysis 	Increase the proportion of annual non-pay expenditure covered by a regulated contract (CAT A, B, C or C1)		<input type="checkbox"/> Dashboard <input type="checkbox"/> Assessment Q3.3	
		<input type="checkbox"/> Engage with relevant departments/staff to understand common requirements and develop appropriate procurement strategy (including route to market) <input type="checkbox"/> Implement College wide contracts, including appropriate contract management approach	<input type="checkbox"/> Stakeholder Focus Groups/Surveys <input type="checkbox"/> CoEs and other Publicly funded Bodies Contracts Registers <input type="checkbox"/> FVC Contracts Register (website) <input type="checkbox"/> FVC SharePoint page (intranet)	Increase the number of regulated contracts in FVC Contracts Register	November 2018 then annually thereafter		

	<p>To maximise efficiency of processes relating to the requisition and invoicing of goods, services and works</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure procurement policy and procedures maximise efficiency relevant to value/risk of purchase <input type="checkbox"/> Maximise use of available electronic processes and tools <input type="checkbox"/> Reduce the cost of processing orders and invoices throughout the purchasing cycle 	<ul style="list-style-type: none"> <input type="checkbox"/> Relevant staff/stakeholder survey/feedback <input type="checkbox"/> FVC procurement policy and procedures <input type="checkbox"/> P2P purchasing system <input type="checkbox"/> Procurement Cards <input type="checkbox"/> PCS/PCS-T <input type="checkbox"/> P2P purchasing system/Finance system <input type="checkbox"/> Finance Reports 	<p>Reduce total number of Purchase Orders and Invoices processed per annum</p>	<p>November 2018 then annually thereafter</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Dashboard <input type="checkbox"/> Assessment Q2.3 <input type="checkbox"/> Assessment Q4.1 	
	<p>To improve the awareness of procurement policies and procedures amongst relevant College staff and suppliers through various sources of information</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Introduce a short Procurement induction course on Moodle for relevant new staff 	<ul style="list-style-type: none"> <input type="checkbox"/> HR induction plan <input type="checkbox"/> Moodle Report 	<p>Total number of FVC staff that have completed the Induction course</p>	<p>July 2019 then annually thereafter</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Assessment Q1.4 <input type="checkbox"/> Assessment Q1.5 	
				<p>Outputs of staff and supplier surveys/feedback</p>	<p>November 2018 then annually thereafter</p>		
		<ul style="list-style-type: none"> <input type="checkbox"/> Introduce periodical review meetings/training opportunities with departments to provide relevant updates 	<ul style="list-style-type: none"> <input type="checkbox"/> Records of meetings/training sessions held and relevant information discussed. 	<p>Number of training sessions delivered to FVC staff on Procurement topics</p>	<p>July 2019 then annually thereafter</p>		
		<ul style="list-style-type: none"> <input type="checkbox"/> Improve the awareness of procurement information available for College staff 	<ul style="list-style-type: none"> <input type="checkbox"/> Periodical department meetings <input type="checkbox"/> Procurement SharePoint page <input type="checkbox"/> Relevant staff/stakeholder survey/feedback <input type="checkbox"/> E-Focus bulletins 	<p>Increase the satisfaction percentage in the Procurement Satisfaction Survey</p>	<p>November 2018 then annually thereafter</p>		
		<ul style="list-style-type: none"> <input type="checkbox"/> Improve the awareness of procurement information available for suppliers 	<ul style="list-style-type: none"> <input type="checkbox"/> FVC website <input type="checkbox"/> Supplier survey/feedback as appropriate <input type="checkbox"/> Supplier engagement events 	<p>Increase the satisfaction percentage in the Procurement Satisfaction Survey</p>	<p>November 2018 then annually thereafter</p>		

	<p>To ensure that our procurement policies and procedures continue to deliver the requirements of the College in an efficient and effective manner</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Introduce new approaches to gathering feedback from College staff about the service provided by Procurement and suggestions for improvement <input type="checkbox"/> Continue to review and improve our policies and procedures based on feedback received 	<ul style="list-style-type: none"> <input type="checkbox"/> Stakeholder Focus Groups/Surveys <input type="checkbox"/> Procurement SharePoint Page 	<p>Outputs of staff and supplier surveys/feedback</p>	<p>November 2018 then annually thereafter</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Assessment Q1.5 <input type="checkbox"/> Assessment Q1.6 <input type="checkbox"/> Assessment Q2.3 <input type="checkbox"/> Assessment Q3.1 <input type="checkbox"/> Assessment Q3.2 	
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SFC Priority Outcome	<input type="checkbox"/> Efficient and Sustainable						
FVC Strategic Plan Value Statement	<input type="checkbox"/> Leading as a business that is champion for governance, financial control and balanced risk taking <input type="checkbox"/> Delivering a whole system approach. Simply effective, efficient and consistent						
Scottish Model of Procurement Objective	<input type="checkbox"/> Maximising efficiency and collaboration <input checked="" type="checkbox"/> Delivering Savings and Benefits						
Procurement Objective 3	Target/Outcome	Main Actions	Benchmark Data/Sources	KPI/Measure	Target Date for Review	PCIP Ref	RAG
To develop sound and useful procurement management information in order to measure and improve procurement and supplier performance in support of College Strategic Priorities and Objectives	To continue to record savings and efficiencies achieved through procurement activity	<input type="checkbox"/> Record local savings and efficiencies using agreed sector methodology <input type="checkbox"/> Review APUC Annual Benefits Statement for savings and efficiencies achieved through Frameworks	<input type="checkbox"/> FVC procurement savings report/Hunter database <input type="checkbox"/> APUC Annual Benefits Statement	Annual Report to Senior Management Team showing overall totals of: <input type="checkbox"/> Cash Savings <input type="checkbox"/> Non-Cash Savings <input type="checkbox"/> Added Value	November 2018 then annually thereafter	Dashboard Assessment Q2.3 Assessment Q2.4	
	To report the benefits delivered by the Procurement function in support of College objectives	<input type="checkbox"/> Preparation of periodic reports that address the aims and objectives of the College, and the requirements of Procurement Reform (Scotland) Act 2014 <input type="checkbox"/> Prepare Annual Report on performance against Procurement Strategy	<input type="checkbox"/> FVC procurement savings report/Hunter database <input type="checkbox"/> FVC Contracts Register <input type="checkbox"/> Stakeholder Focus Groups/Surveys <input type="checkbox"/> PCIP report <input type="checkbox"/> Forward Contracting Plan	Annual Report showing the achievement of strategic objectives in line with the requirements of the Procurement Reform (Scotland) Act	November 2018 then annually thereafter	Assessment Q1.2 Assessment Q2.4	
	To seek to continually improve supplier performance through the management of performance on contracts	<input type="checkbox"/> Seek feedback from College staff/departments on key suppliers/contracts <input type="checkbox"/> Hold periodic supplier reviews with key suppliers and discuss feedback and/or provide feedback to relevant CoEs for Framework Agreements <input type="checkbox"/> Seek supplier feedback on performance and opportunities to deliver further improvements	<input type="checkbox"/> Stakeholder Focus Groups/Surveys <input type="checkbox"/> Contract KPI's/SLA's <input type="checkbox"/> Supplier feedback/performance improvement reports	Level of staff satisfaction/positive feedback on supplier performance from Focus Groups and Surveys	July 2019 then annually thereafter	Assessment Q3.1 Assessment Q3.2 Assessment Q3.3	

SFC Priority Outcome	<input type="checkbox"/> Efficient and Sustainable						
FVC Strategic Plan Value Statement	<input type="checkbox"/> Leading as a business that is champion for governance, financial control and balanced risk taking						
Scottish Model of Procurement Objective	<input type="checkbox"/> Delivering Savings and Benefits <input type="checkbox"/> Maximising efficiency and collaboration <input type="checkbox"/> Embedding Sustainability in all we do						
Procurement Objective 4	Target/Outcome	Main Actions	Benchmark Data/Sources	KPI/Measure	Target Date for Review	PCIP Ref	RAG
To embed relevant and appropriate procurement strategies to manage or reduce risk to the College.	To understand risks relating to key suppliers/contracts and implement relevant management approach	<input type="checkbox"/> Embed risk as a key consideration when developing contract/commodity strategy <input type="checkbox"/> Through detailed spend analysis, identify supplier/contract risk levels and determine appropriate tactical and strategic approaches to supply markets and contract management <input type="checkbox"/> Review the procurement risk register regularly to collate and manage all identified procurement risks <input type="checkbox"/> Communicate appropriate risks to Senior Management Team for inclusion in College Risk Register	<input type="checkbox"/> FVC Commodity Procurement Strategy in conjunction with relevant FVC staff <input type="checkbox"/> FVC Expenditure Analysis	Review procurement risk register regularly	Quarterly	Dashboard Assessment Q1.5 Assessment Q1.6 Assessment Q3.1	

	To reduce the College's exposure to any forms of risk relating to procurement activity	<input type="checkbox"/> Embed risk management processes into Policy and Procedures, including: <ul style="list-style-type: none"> - Schemes of Delegation - Conflict of Interest - Gifts and Hospitality - Counter Fraud <input type="checkbox"/> Continue to communicate Policy and Procedures to all FVC staff involved in procurement activity	<input type="checkbox"/> FVC procurement policy and procedures <ul style="list-style-type: none"> <input type="checkbox"/> Procurement SharePoint page (intranet) <input type="checkbox"/> Periodical departmental meetings <input type="checkbox"/> Moodle induction 	Total number of FVC staff that have completed the Induction course	July 2019 then annually thereafter		
				Number of training sessions delivered to FVC staff on Procurement topics	July 2019 then annually thereafter		

SFC Priority Outcome	<input type="checkbox"/> Efficient and Sustainable <input type="checkbox"/> High Quality Learning <input type="checkbox"/> A developed workforce <input type="checkbox"/> Equalities						
FVC Strategic Plan Value Statement	<input type="checkbox"/> Cultivating a vibrant learning organisation where learners develop skills, achieve qualifications valued by industry and progress seamlessly <input type="checkbox"/> Instilling an energy and passion for our people, celebrating success and innovation <input type="checkbox"/> Enhancing our position as the business and community partner of choice						
Scottish Model of Procurement Objective	<input type="checkbox"/> Embedding Sustainability in all we do <input type="checkbox"/> Improving supplier access to public contracts						
Procurement Objective 5	Target/Outcome	Main Actions	Benchmark Data/ Sources	KPI/Measure	Target Date for	PCIP Ref	RAG
To embed sound economic, social and environmental procurement policies and to comply with relevant Scottish, UK and EU legislation in performance of the Sustainable Procurement Duty.	To maximise the economic, social and environmental outcomes from our procurement activity	<input type="checkbox"/> Embed sustainability considerations into relevant commodity procurement strategies through the use of the Sustainability Test (including Sustainable Procurement Duty considerations)	<input type="checkbox"/> Scottish Government Public Procurement Prioritisation Tool <input type="checkbox"/> FVC Commodity Procurement Strategy in conjunction with relevant FVC staff	<input type="checkbox"/> Measure of sustainability benefits secured in contracts awarded, including Sustainable Procurement Duty considerations	November 2018 then annually thereafter	Dashboard Assessment Q1.2 Assessment Q2.2 Assessment Q2.4	
		<input type="checkbox"/> Identify and maximise Community Benefit opportunities from contracts where appropriate <input type="checkbox"/> Place at least one contract with a Supported Business <input type="checkbox"/> Seek to maximise opportunities for SMEs and local businesses, particularly for below regulated procurement opportunities	<input type="checkbox"/> FVC Contracts Register (website) <input type="checkbox"/> FVC procurement policy and procedures <input type="checkbox"/> PCS/PCS-T	<input type="checkbox"/> Award a contract to a Supported Business	November 2018 then annually thereafter	Dashboard Assessment Q2.4	

	To support the achievement of the College's overall Sustainability targets and objectives	<input type="checkbox"/> Actively participate in the College Sustainability Committee <input type="checkbox"/> Report on economic, social and environmental outcomes from our procurement activity <input type="checkbox"/> Maintain Level 2 of Flexible Framework as a minimum <input type="checkbox"/> Communicate Sustainable Procurement objectives to College stakeholders	<input type="checkbox"/> Sustainability Committee actions/Sustainable Procurement KPI's <input type="checkbox"/> Summary of outcomes contained in Award Recommendation Report <input type="checkbox"/> Annual Report <input type="checkbox"/> Flexible Framework Assessment/Action Plan <input type="checkbox"/> Procurement SharePoint page	<input type="checkbox"/> Annual Report showing the achievement of strategic objectives in line with the requirements of the Procurement Reform (Scotland) Act <input type="checkbox"/> Maintain Level 2 of Flexible Framework	November 2018 then annually thereafter July 2019 then annually thereafter	Assessment Q1.2	
		Increase supplier engagement in relation to FVC's sustainable procurement objectives	<input type="checkbox"/> Improve information available to suppliers on how to do business with the College, and sustainability objectives <input type="checkbox"/> Attend supplier engagement events in the Forth Valley area, such as Meet the Buyer	<input type="checkbox"/> FVC website <input type="checkbox"/> Supplier survey/feedback as appropriate <input type="checkbox"/> APUC Sustain tool <input type="checkbox"/> Supplier engagement events	<input type="checkbox"/> Increase the satisfaction percentage in the Procurement Satisfaction Survey <input type="checkbox"/> Increase the number of suppliers in the APUC Sustain tool		November 2018 then annually thereafter July 2019 then annually thereafter Ongoing

Annex G: - Procurement Action Plan – KPI Figures and Targets

Procurement Objective	KPI	Actual 17/18	Actual 18/19	Target
1	Increase uptake of available collaborative FW Agreements (% of collaboration frameworks used)	62%	Figured still to be confirmed	Figure still to be confirmed
2	Increase the proportion of annual non-pay expenditure covered by a regulated contract	68%	72% *	77%*
	Increase the number of regulated contracts in FVC Contracts Register	29	42**	50**
	Reduce total number of PO's and Invoices processed per annum	Invoices: 8909 P.O's: 2917	Invoices: 8500 P.O's: 2751	
	Total number of FVC staff completed induction course	4	4	4
	Outputs of Staff and supplier surveys/feedback	13 staff – 85% satisfied	11 staff – 91% satisfied	95%
	Number of Training sessions delivered to FVC Staff on Procurement Topics	9	11	Increase by 50% (including refresher courses)
	Internal staff - increase the satisfaction percentage in the Procurement Survey	85%	91%	95%
	Supplier - Increase the satisfaction percentage in the procurement Satisfaction Survey	5 suppliers responded 100% -satisfied	4 suppliers responded 75% - satisfied	100% satisfied
	Outputs of staff and supplier surveys/feedback	Feedback from Internal Staff: -Reminders on what Frameworks are available as we tend not to need this until something comes up and it might be better to know/plan in advance. - Information sessions held for key staff who would then disseminate this information to others within their team -Information and reminders published via sharepoint or in efocus on where we can obtain information on procurement contracts.	Feedback from Supplier Survey: Only one company stated they were dissatisfied with the way Forth Valley College engages with their business – no comments, details to find out reasons why.	100% satisfied
3	Annual report to SMT – showing cash savings Non cash savings Added value	Report presented to SMT on 13 November 18	Report presented to SMT on 12 November 2019	November 2020
	Annual report showing achievement of strategic objectives in line with requirements of Procurement Reform (Scotland) Act	Report presented to SMT on 12 November 18	Report presented to SMT on 12 November 2019	November 2020
	Level of staff satisfaction/positive feedback on supplier performance from Focus Groups and Surveys	1 Returned - Positive feedback	6 survey response from staff – all Positive feedback	Aim for 100% Positive Feedback
4	Review Procurement Risk Register regularly (update to show Bi-annually)	Reviewed March 2018	Review March 2019	Review March 2020
	Total no. of FVC staff that have completed induction course	4	4	Increase by 50%
	No. of training sessions delivered to FVC staff on different Procurement topics	9	11	Increase by 50%

5	Measure of sustainability benefits secured in contracts awarded, including Sustainable Procurement Duty considerations	8	3	3
	Award a contract to a Supported Business	0	0	1
	Annual Report showing the achievement of strategic objectives in line with the requirements of the Procurement Reform (Scotland) Act	November 2018	November 2019	November 2020
	Maintain Level 2 of Flexible Framework	July 2018	July 2019	July 2020
	Increase the percentage in the Procurement Supplier Satisfaction Survey			Achieve 100% (see objective 2)
	Increase the number of suppliers in the APUC Sustain tool			Currently under review

Note: - * Calculated on basis of recurrent without new Campus - Balfour Beatty spend
** There is a spike in figures due to new Campus, but expect this to drop after 2020