



2024-2025

Procurement Report



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1. Introduction

1.1 This Report details procurement activities undertaken as follows:

- Section 2: Summary of Completed Regulated Procurement
- Section 3: Review of Regulated Procurement Compliance
- Section 4: Summary of Community Benefits Summary
- Section 5: Summary of Supported Businesses Summary
- Section 6: Summary of Future Regulated Procurement Summary
- Section 7: Other Considerations - this provides an overview of some of the key procurement developments being undertaken by the College.

1.2 The categorisations of procurement expenditure referred to within this Report are defined as follows:

- **Non-Pay Expenditure** – all College expenditure – both influenceable and non-influenceable – that does not include remuneration costs.
- **Non-Influenceable Spend** – expenditure that relates to fixed and statutory requirements – such as irrecoverable VAT, property rent, rates and examination fees.
- **Influenceable Spend** – all expenditure that the College has an ability to influence.
- **Framework Category A** - commodities used across the public sector, such as utility contracts / insurance / IT supplies, which are negotiated under collaborative contracts at national level.
- **Framework Category B** - commodities such as food/cooking supplies and curriculum support materials, with the procurement being undertaken through framework arrangements with Advanced Procurement for Universities and Colleges (APUC), Scotland Excel (the Centre of Procurement Expertise for the local government sector) and other similar centres of procurement expertise.
- **Contract Category C** - those supplies and services sourced through procurement exercises undertaken by the College (WCS Local) and not associated with any collaborative framework agreement.
- **Regulated and Non-Regulated Procurement** – under the Procurement Reform (Scotland) Act 2014 the definition of regulated procurement is contracts valued at £50,000 or above, excluding VAT for goods and services and £2,000,000 for works. Non-regulated procurements are those contracts below these thresholds.

1.3 The annual expenditure profile of West College Scotland continues to be monitored on a supplier basis to identify areas for efficiency, improvement, and collaborative procurement.

The College's non-pay expenditure for 2024-25 totalled **£14.22 million** of which **£3.07 million** (22%) was non-influenceable spend. Therefore, £11.15 million (78%) of College expenditure was influenceable.

The Colleges annual influenceable procurement spend of circa £11.15 million was made up of:

- **£10.06 million** of regulated spend (above threshold and framework agreements)
- **£1.09 million** of non-regulated spend (below threshold).

1.4 The College continues to increase the number and value of contracts it has in place; 82% (£8.26 million) of the £10.06 million regulated spend have contracts in place. This is due to the increasing levels of procurement engagement with stakeholders. This has increased from 79% in 2023-2024.

1.5 The College has been optimising use of national, sectoral, local or regional C1 collaborative contracts and framework agreements. 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. 47% of the College's regulated spend went through collaborative agreements in 2024/25.

2. Summary of Completed Regulated Procurements

2.1 The Procurement Report is required to focus upon regulated procurements. These are defined as goods and services worth more than £50,000 excluding VAT and works contracts worth more than £2,000,000 excluding VAT.

2.2 The College conducted 16 regulated procurements for goods and services during the year, which totalled £3.3 million.

2.3 These are set out in Appendix 1 and relate to a variety of contracts for Estates, Professional Services and the Curriculum.

Categories and Nature of Procurement

Regulated Contracts

2.4 The College conducts all procurement activities in an open and transparent manner in accordance with best practice and legislative requirements.

2.5 The work plan included at Appendix 1 provides details of the description and category of regulated procurement tendering activity that the College progressed during 2024-25. The information provided shows the following:

- the description of the contract;
- date of award;
- category of contract;
- the contract start date;
- the contract end date; and
- the estimated total value over the contract period, including any extension periods

2.6 This information, in conjunction with the publication of the College Contracts Register and use of Public Contracts Scotland (PCS) for all procurement activity over the reporting period, provides complete transparency of the College's 2024-25 procurement activities.

3. Review of Regulated Procurement Compliance

Regulated Procurement Compliance

3.1 The College conducted a total of 16 regulated procurement exercises during 2024-25. These are detailed in Appendix 1.

3.2 Of these regulated procurements, 6 were WTO GPA regulated procurements [goods and services worth more than £179,087 (exc 20% VAT)]. 5 of these were procured through framework agreements.

3.3 The College continues to seek to access to and utilises collaborative procurement approaches wherever possible, including the use of procurement framework agreements with APUC and other centres of procurement expertise.

3.4 The College has where possible, consolidated procurement opportunities into combined tender packages and will always seek opportunities for cross campus collaboration on an ongoing basis.

Low Value / Low Risk Purchases

3.5 The College utilises Public Contracts Scotland (PCS) electronic portal to conduct procurement exercises including sourcing competitive quotes for non-regulated procurement via the Quick Quote system in line with College Financial Regulations, and to issue Prior Information Notices and Contract Notices for procurement exercises over the regulated thresholds.

3.6 Continued use of this approach has resulted in the inclusion of local suppliers wherever possible during the tendering of Category C local contracts. The adoption of the PCS portal systems as the default method to conduct procurement exercises across the College ensures compliance and transparency in the processes adopted.

3.7 The increased usage of further competition via framework agreements demonstrates the College's commitment to participating in collaborative procurement at a national and sectoral level.

3.8 The College Procurement Strategy will continue with a mix of further competition using framework agreements, direct awards, open tenders, and quick quotes. This will be informed by intelligence on the overall College expenditure allied with the market knowledge to match this data to appropriate procurement routes wherever possible.

4. Community Benefit and Fair Work Practices Summary

4.1 The provision of Community Benefits is obligatory under the terms of the Procurement Reform (Scotland) Act 2014 for contracts with a total value over £4,000,000. The College is committed to maximising any opportunities to obtain Community Benefits from procurement activities.

4.2 The general College Procurement Policy on identifying community benefit requirements is to conduct risk and opportunities assessments through stakeholder consultation and engagement. On a case by-case basis the question is asked, '*could a community benefit clause be usefully included*'? Part of this assessment process takes into consideration any negative effect on choice or value for money that seeking Community Benefits may have on a contract below the mandatory Community Benefits level of £4,000,000.

4.3 Where relevant and proportionate to the subject matter of the procurement, the requirement is then built into the procurement specification and into the standard quotation documentation which includes a section inviting bidders to provide Community Benefits.

4.4 Tender documentation for regulated procurements includes a method statement response on Community Benefits that may be provided specific to the contract, where appropriate.

4.5 Relevant Community Benefits may include but are not restricted to:

- The provision of supplies and/or services to support College curriculum activities and student welfare.
- Upskilling opportunities for students and staff.
- Student workplace and vocational training opportunities.
- Direct involvement in College schemes or programmes.
- Educational support initiatives.
- Presentations for staff and students.

4.6 In the reporting period, the College has engaged with suppliers who provide Community Benefits via contractual commitments. These are detailed as follows:

Company	Community Benefits offered
Competence Matters Ltd	<ul style="list-style-type: none">- Apprenticeship programme- School talks
Softcat (HP Inc)	<ul style="list-style-type: none">- Planned network review- Access to free MC Licensing Specialists/technical support on new MS projects

Heales Health Services Ltd	<ul style="list-style-type: none"> - Curriculum support for schools – delivery of CV workshops - Educational opportunities for students (e.g. work experience placement)
Dalia Operations Limited	<ul style="list-style-type: none"> - Assistance with a community/college project - Work experience opportunity for student - Sponsorship of an award at student's Graduation
MKM Building Supplies (Holdings) Limited	<ul style="list-style-type: none"> - Donation to the College for students completing active travel surveys - Talks on new developments in the industry
Dalkia Scotshield Limited	<ul style="list-style-type: none"> - 4 apprenticeships (1 for each year of the contract) - 4 Careers events (1 for each year of the contract)
Rentokil Initial UK Ltd	<ul style="list-style-type: none"> - 4 x support with career events - 4 x volunteer time to assist with College projects
Imperial Chemical Industries Limited	<ul style="list-style-type: none"> - 10 x Apprentice training packs
MKM Building Supplies (Holdings) Limited	<ul style="list-style-type: none"> - Donation to the College for students completing active travel surveys - Talks on new developments in the industry
Decco Limited	<ul style="list-style-type: none"> - Talks on new developments in the industry
Campbells Prime Meat Ltd	<ul style="list-style-type: none"> - Industry talk - Apprenticeship scheme in Butchery & Fishmongery
Bright Digital Marketing Ltd (t/a Bright Signals)	<ul style="list-style-type: none"> - Delivery of talks on industry developments (covering marketing, UX design, the role of AI in digital marketing, etc) - Provision of pro-bono creative services to a local charity - Sponsorship of elements of the College's Graduation day
The British Electrical & Manufacturing Company Limited	<ul style="list-style-type: none"> - Donation of electrical equipment
D. McGhee & Sons	<ul style="list-style-type: none"> - Donations of bakery items
Central Laundry	<ul style="list-style-type: none"> - Donations of towels and clothes for the College's Green Room

4.7 The College will ensure that, where suppliers have committed to provide Community Benefits as part of a contract, they will prepare a report on the delivery of these benefits on a six-monthly basis as part of the Contract Management programme as appropriate.

4.8 The College has achieved Living Wage Accreditation and will continue to promote payment of the Living Wage and Fair Work Practices for all relevant procurements.

5. Supported Businesses Summary

5.1 A Supported Business is defined as one where at least 30% of their workforce are classed as disabled or disadvantaged. (The Public Procurement Directive allows public bodies to make the decision to reserve public contracts for Supported Businesses. This is enacted in Scotland by Regulation 21 of the Public Contracts

(Scotland) Regulation 2015 and as a public body, you can make use of these regulations to restrict the tendering process for goods or services to Supported Businesses only.)

5.2 Higher-value procurements, regulated procurements (between £50,000 and financial threshold and those equal to and above the financial thresholds) are conducted in line with Routes 2 and 3 respectively of the Scottish Government Procurement Journey. Both Routes 2 and 3 mandate the use of the Single Procurement Document (SPD). The SPD covers exclusion, selection and award criteria and includes questions relating to companies self-certifying themselves in terms of size (micro, small or medium), or whether they are Supported Businesses.

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

5.4 During the reporting period, the College had an agreed arrangement with WEEE Scotland to recycle IT hardware. WEEE Scotland is a Supported Business. This enables the College to recycle IT hardware in a compliant manner and contribute to the College's aims to meet its sustainable obligations and work with local Support Businesses.

5.5 It is anticipated that opportunities for engagement with Supported Businesses will continue to increase going forward. External bodies such as APUC and Scotland Excel continue to promote opportunities for Supported Businesses along with small and medium enterprises (SMEs) and micro business. The College will continue to engage with businesses via this route as well as in its own local contracting arrangements.

6. Future Regulated Procurement Summary

6.1 The College has prepared a summary of the anticipated regulated procurement schedule over the next two years – for the period covering 2025-26 to 2026-27 as shown in *Appendix 2*. This is estimated as the College receives funding on an annual basis and the level of purchasing requirement cannot therefore be predicted with certainty.

6.2 The College will continue to publish Prior Information and Contract Notices via Public Contracts Scotland to alert the supply base to tender opportunities.

6.3 Significant capital work on the College estate and ad hoc procurement requirements may arise in-year which have not been included, and it is anticipated that further regulated procurement exercises will be identified throughout the next year.

7. Other Considerations

7.1 In this section, the College is highlighting procurement/process improvements that support better procurement. These improvements support the achievement of the Procurement Strategy objectives and promote improved compliance.

Procurement Influenced Spend

7.2 Procurement spend information has had greater analysis, leading to the forward plan to reduce non-compliant spend. Short, medium and longer-term tasks have been set and stakeholders are engaged in the reduction of non-compliant spends. The procurement department is committed to increasing engagement across the College to actively promote the use of compliant contracts and reduce non-compliant activity.

7.3 Development of digital tools has enabled procurement to include more compliant suppliers onto ordering platforms with digital catalogues. This is aimed to increase end user experience and encourage compliant spend. Further work is being done to increase the number of suppliers available on a digital ordering platform (PECOS).

As at November 2025, 21 live catalogues are currently available on PECOS (ranging from e-market place/punch-out to local catalogues). Training has been delivered to staff across the following departments on using PECOS for ordering and receipting (including the use of catalogues);

- Construction Curriculum
- ICT
- Hair & Beauty Department
- Health & Safety
- Print Room/College Admin
- Estates Department

Procurement Procedures

7.4 Procurement procedures are in place to provide best practice information, reflect legislative requirements and to ensure meeting the requirements of the Procurement Strategy 2025-2030.

A procurement e-learning module has been rolled out for all staff with ordering and budget approving responsibilities to complete. This is being further consolidated by in-person training to ensure the College's Financial Regulations are fully complied with.

The Procurement procedures are sited on a Procurement Hub on the College Intranet site and cover a range of procurement subjects to enhance communication, engagement, competence, and compliance. These procedures are aligned to the Scottish Government Procurement Journey, support the College Strategic Plan 2025-2030 and are reflected in the College Financial Regulations.

7.5 The Procurement procedures also includes a Contract and Supplier Management (CSM) Strategy which identifies the following;

- Key roles and responsibilities of staff involved in CSM;
- CSM Categories to establish the level of Contract and Supplier Management required; and
- Summary of the CSM process (including monitoring of contracts using Management Information and KPI's)

This Strategy is supported by a CSM contract dashboard and standard CSM meeting agenda to ensure all of the College's awarded contracts are monitored effectively.

7.6 Procurement are also aligning to the College's digital strategy with further use of the Intranet for procurement information and the digitisation of the New Supplier Request form.

Summary

This report outlines the College's commitment to compliant, proactive, and best practice procurement. The College continues to actively engage with the aims of the Procurement Reform (Scotland) Act 2014 and maintains an ethos of continuous improvement for both current procurement activities and future planned work. The College seeks to continue to expand the already increased awareness and engagement with procurement by staff, students, and the supply base to achieve further improvement in the period 2025-26.

Appendix 1; List of Regulated Procurements Completed in the Reporting Period 1 Aug 2024 – 31 Jul 2025

Regulated Procurements

<u>Contract Description</u>	<u>Supplier Name</u>	<u>Date of Award</u>	<u>Owner; Cat A/B or C</u>	<u>Contract Start Date</u>	<u>Contract End Date</u>	<u>Extension Available (months)</u>	<u>Contract Value over full contract period</u>
CITB assessment services	Competence Matters Ltd	01/08/2024	C	01/08/2024	31/07/2027	12	£768,000.00
Supply of natural gas (SP 23 03)	TotalEnergies Gas and Power Ltd	01/04/2025	A	01/04/2025	31/03/2027	0	£600,000.00
Supply and delivery of Microsoft licenses	Softcat	07/01/2025	B	01/09/2024	31/08/2027	0	£304,000.00
Provision of occupational health service	Heales Health Services Ltd	30/06/2025	B	05/06/2025	04/06/2027	36	£234,161.00
Provision of mechanical PPM and re-active Services	Dalkia Operations Limited	08/11/2024	B	01/12/2024	30/11/2026	24	£187,623.63
Supply and delivery of building & roofing materials	MKM Building Supplies (Holdings) Limited	27/11/2024	B	02/12/2024	01/12/2026	24	£186,000.00
Fire alarm testing, intruder alarm testing & CCTV maintenance	Dalkia Scotshield Limited	16/12/2024	C	13/01/2025	12/01/2027	24	£171,344.00

Provision of washroom solution services	Rentokil Initial UK Ltd	25/04/2025	B	28/04/2025	27/04/2029	24	£140,000.00
Supply and delivery of paint and paint sundries	Imperial Chemical Industries Limited	27/11/2024	B	02/12/2024	01/12/2026	24	£127,023.00
Supply and delivery of sustainable timber and associated products	MKM Building Supplies (Holdings) Limited	27/11/2024	B	02/12/2024	01/12/2026	24	£106,500.00
Supply and delivery of power tools and associated products	Decco Limited	27/11/2024	B	02/12/2024	01/12/2026	24	£100,000.00
Provision of teaching qualification further education	University of Aberdeen	05/05/2025	B	01/07/2025	30/06/2028	0	£93,960.00
Supply and delivery of fresh butcher meat	Campbells Prime Meat Ltd	23/08/2024	B	26/08/2024	25/08/2026	24	£80,000.00
Provision of website design and build services	Bright Digital Marketing Ltd (t/a Bright Signals)	21/03/2025	B	31/03/2025	30/03/2028	24	£74,201.50
Supply and delivery of plumbing materials	Wolseley UK Limited	27/11/2024	B	02/12/2024	01/12/2026	24	£69,652.00
Supply and delivery of cables and wiring materials	The British Electrical & Manufacturing Company Limited	13/12/2024	B	16/12/2024	15/12/2026	24	£57,000.00

Appendix 2; List of Regulated Procurements planned to commence in next two Financial Years 25/26 & 26/27;

<u>Contract</u>	<u>New/renewal</u>	<u>Owner; Cat A/B or C</u>	<u>Expected Award Date</u>	<u>Estimated value over contract period</u>
Supply and delivery of audio-visual equipment	New	B	12/01/2026	£500,000.00
Water hygiene services	New	B	12/01/2026	£120,000.00
IT software & consumables	New	B	12/01/2026	£140,000.00
Various automotive components	New	B	12/01/2026	£240,000.00
Supply and delivery of hot beverage products	Renewal	B	12/01/2026	£80,000.00
Mobile phones	New	B	12/01/2026	£280,000.00
Provision of data access services	New	B	12/01/2026	£200,000.00
Provision of lift maintenance	New	B	12/01/2026	£200,000.00
Portable appliance testing services	New	B	12/01/2026	£140,000.00
Learning management system	Renewal	B	12/01/2026	£140,000.00
Academic integrity and assessment management system	New	B	12/01/2026	£100,000.00
Supply and installation of roof lighting at Finnart Workshops, Greenock	New	B/C	12/01/2026	£110,000.00
Supply and delivery of catering kits	New	C	30/01/2026	£104,000.00
Total estate management service	Renewal	B	30/01/2026	£400,000.00
Electrical works - measured term contract	New	C	30/01/2026	£160,000.00
Engineering Consultant - lighting upgrade to Paisley Campus	New	B	30/01/2026	£180,000.00
Local marketing services	New	C	30/01/2026	£81,000.00
Dry riser and fire hydrant maintenance	New	B	30/01/2026	£160,000.00
Lighting upgrade to Paisley Campus	New	B/C	01/03/2026	£3,120,000.00
Advertising services	New	C	02/03/2026	£100,000.00
Window cleaning service	New	C	23/03/2026	£184,000.00
Supply of Paper and Specialist Paper	Renewal	B	23/03/2026	£140,000.00
eLearning Software	New	B	06/04/2026	£96,000.00
Pest Control Services	New	B	20/04/2026	£60,000.00
Building Maintenance Services - Measured Term Contract	New	C	20/04/2026	£112,000.00
Insurance Services	Renewal	B	01/05/2026	£700,000.00
Supply and delivery of welding supplies	New	C	04/05/2026	£96,000.00
Recruitment services	New	B	25/05/2026	£120,000.00

Supply and delivery of sports clothing	Renewal	B	13/06/2026	£120,000.00
Dyslexia support service	New	C	15/06/2026	£64,000.00
Supply and delivery of broadcasting equipment	New	C	22/06/2026	£60,000.00
Janitorial cleaning products and chemicals	Renewal	B	01/07/2026	£180,000.00
ICT infrastructure support	New	B	27/07/2026	£56,000.00
Supply, install and maintenance of construction training machinery	New	C	27/07/2026	£56,000.00
Support for legacy network hardware - Clydebanks and Greenock campuses	New	B	27/07/2026	£68,000.00
Air compressor engineers	New	C	27/07/2026	£120,000.00
ICT Switch Hardware Support	New	B	27/07/2026	£72,000.00
Engineering consumables	New	B	27/07/2026	£120,000.00
Lathe and mill machine maintenance	New	C	27/07/2026	£120,000.00
Supply and delivery of PPE	Renewal	B	31/07/2026	£240,000.00
Legal services	Renewal	B	01/08/2026	£100,000.00
Laundry services	Renewal	B	12/10/2026	£120,000.00
Supply and delivery of library books	Renewal	B	10/05/2027	£500,000.00
Supply and delivery of stationery and general office supplies	Renewal	B	01/06/2027	£100,000.00
Microsoft Licenses	Renewal	B	01/07/2027	£500,000.00

Annex A - Annual Procurement Report

[NOTE: reference to contract is also to be construed as meaning a framework agreement]

<u>1. Organisation and report details</u>	
a) Contracting Authority Name	West College Scotland
b) Period of the annual procurement report	2024-2025
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	16
b) Total value of regulated contracts awarded within the report period	£3,300,263.00
c) Total number of unique suppliers awarded a place on a regulated contract awarded during the period	16
i) how many of these unique suppliers are SMEs	5
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	16
b) Number of regulated contracts awarded within the period that did not comply with your Procurement Strategy	0
<u>4. Community Benefit Requirements Summary</u>	
Use of Community Benefit Requirements in Procurement:	
a) Total number of regulated contracts awarded with a value of £4 million or greater.	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 Requirement	13
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>)	-
e) Number of Apprenticeships Filled by Priority Groups	-
f) Number of Work Placements for Priority Groups	-
g) Number of Qualifications Achieved Through Training by Priority Groups	-
h) Total Value of contracts sub-contracted to SMEs	-
i) Total Value of contracts sub-contracted to Social Enterprises	-
j) Total Value of contracts sub-contracted to Supported Businesses	-
k) Other community benefit(s) fulfilled	-
<u>5. Fair Work and the real Living Wage</u>	
a) Number of regulated contracts awarded during the period that have included a scored Fair Work criterion.	2
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.	4
c) Number of unique suppliers who are accredited Living Wage employers and were awarded a regulated contract awarded during the period.	4
d) Number of unique suppliers who have signed up to the Scottish Business Pledge and were awarded a regulated contract awarded during the period.	Unknown
<u>6. Payment performance</u>	

a) Number of valid invoices received during the reporting period.	8807
b) Percentage of invoices paid on time during the period ("On time" means within the time period set out in 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.	0
d) Number of concerns raised by sub-contractors about the timely payment of invoices within the supply chain of public contracts.	0
<u>7. Supported Businesses Summary</u>	
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:	£602,193.00
i) spend within the reporting year on regulated contracts	£602,193.00
ii) spend within the reporting year on non-regulated contracts	0
<u>8. Spend and Savings Summary</u>	
a) Total procurement spend for the period covered by the annual procurement report.	£11,152,517.09
b) Total procurement spend with SMEs during the period covered by the annual procurement report.	£5,085,906.37
c) Total procurement spend with Third sector bodies during the period covered by the report.	-
d) Percentage of total procurement spend through collaborative contracts.	47%
e) Total targeted cash savings for the period covered by the annual procurement report	£144,012.27
i) targeted cash savings for Cat A contracts	£0.00
ii) targeted cash savings for Cat B contracts	£32,070.61
iii) targeted cash savings for Cat C contracts	£111,941.66

f) Total delivered cash savings for the period covered by the annual procurement report	£208,332.63
i) delivered cash savings for Cat A contracts	£0.00
ii) delivered cash savings for Cat B contracts	£113,158.47
iii) delivered cash savings for Cat C contracts	£95,174.16
g) Total non-cash savings value for the period covered by the annual procurement report	£603,595.63
<u>9. Future regulated procurements</u>	
a) Total number of regulated procurements expected to commence in the next two financial years	45
b) Total estimated value of regulated procurements expected to commence in the next two financial years	£10,659,000.00