



Procurement Strategy 2018-2021

Foreword

This Strategy has been designed to ensure legislative compliance with the Procurement Reform (Scotland) Act 2014 and other relevant legislation. It is aligned with both the College's and the Scottish Funding Council's key strategic outcomes as detailed in our Regional Outcome Agreement

The key elements of the new legislation:

- *require us to publish a procurement strategy and action plan*
- *require us to maintain a public contracts register on our external website*
- *increase the scope of our regulated procurements*
- *require us to publish an annual procurement report*
- *require us to meet the sustainable procurement duty*

This Strategy sets us goals for the development of our procurement activities over the next two years which will be subject to regular and transparent review.

The successful implementation of this Strategy can only be achieved by staff involved in the procurement of goods and services on behalf of the College working together collaboratively with our partners across the wider education and public sector.

Together we can significantly contribute to the future sustainability of the College through the reinvestment of resulting savings and efficiencies from our procurement activities to enhance the College's student learning experience and meet our aspirations as set out in our College's Vision and Values by 2021.

North East Scotland College's vision is to be a College that transforms lives and supports regional development.

Our values are the foundation of all that we do and state what is really important to us. They apply to everyone who comes to the College to learn or work.

Commitment and Excellence

- *Understanding and responding to the needs of our students, staff, key stakeholders and customers*
- *Being business-like and professional*

- *Maintaining clear focus on our goals and ensuring these are achieved through effective planning and organization*
- *Achieving excellence by continually evaluating and improving our services*
- *Ensuring our processes are consistent, accessible, effective and efficient.*

Empowerment and Engagement

- *Creating an environment where innovation and creativity are encouraged and can flourish*
- *Providing clear direction, information and communication*
- *Providing development opportunities to ensure we have the skills, knowledge and confidence to perform to the best of our ability*
- *Giving recognition and praise*
- *Encouraging and supporting collaboration.*

Respect and Diversity

- *Valuing the experience and talent of all*
- *Treating others with dignity and respect*
- *Creating an accessible, inclusive learning and working environment*
- *Being fair, open and transparent to ensure a culture of mutual trust and integrity.*

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1 Formation and approval of our Procurement Strategy

The formation of this Strategy has been guided throughout by the College's procurement team and is the culmination of consultation and engagement with a wide range of staff across the College as well as external stakeholders.

This Strategy has also been informed by the Scottish Procurement's statutory guidance¹ under the Procurement Reform (Scotland) Act 2014 and through the support of Advanced Procurement for Universities and Colleges (APUC) the procurement centre of expertise for all of Scotland's colleges and universities.

The Strategy was approved by the College's Board of Management on the 15th November 2018 and subsequently published on our external facing website.

2 Context

This Procurement Strategy provides the framework within which the procurement activities of the College can develop and help support our strategic objectives and outcomes. It can also be understood as a procurement improvements journey based on a clear understanding of where the College is currently, in terms of our procurement practice and where we want and need to be, and how we should get there.

The College as noted in the Foreword is now legally required to have and maintain a procurement strategy as part of the requirements of the Procurement Reform (Scotland) Act 2014 which provides a national legislative framework for sustainable public procurement that supports Scotland's economic growth through improved procurement practice.

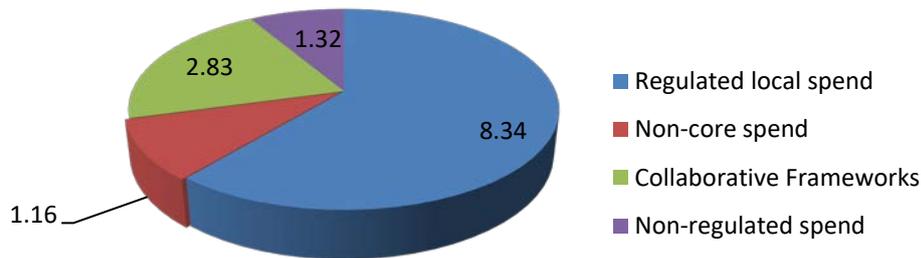
The Act focuses on a small number of general duties on contracting authorities regarding their procurement activities and some specific measures aimed at promoting good, transparent and consistent practice in procurement processes detailed in section 6 below.

The College's annual spend profile is displayed below with a total non-pay spend in the region of £13.64M of which circa £1.16M is non-core or non-influenced spend.²

¹ [Statutory Guidance under the Procurement Reform \(Scotland\) Act 2014](#)

² For example spend on statutory requirements (tax etc.) and other spend not covered by procurement legislation

North East Scotland College Spend Profile (£M's)



Thus our annual influenced procurement spend is approximately £12.48M made up of £11.17M of regulated spend³ (above threshold) and £1.32M of non-regulated spend (below threshold).

This Strategy recognises that our procurement practice is based on the Scottish Model of Procurement⁴ which sees procurement as an integral part of policy development and service delivery and is essentially about achieving the best balance of cost, quality and sustainability.

A key element of this Strategy is about moving the balance of procurement effort away from the buying or tendering phase and towards a greater emphasis on the planning and post contract phases of procurement. Included in this is an increasingly greater engagement with our stakeholders both internal and external.

3 Procurement Mission

Our procurement mission is to support the College's wider mission by enabling and supporting the College community in achieving best value for money through continually improving and applying our sustainable procurement practice.

4 Procurement Policy

Our Procurement Policy sets out the operational framework of how we conduct procurement and is largely based on the [Scottish Government's Procurement Journey](#). This will facilitate our regulated procurements being conducted in accordance with best practice in a legally compliant manner that is consistent with the rest of the Scottish public sector in achieving value for money for our stakeholders.

The policy is essentially about maintaining the integrity of process and in combination with this Strategy it sets out the College's strategic approach to procurement.

³ [Regulated contracts](#)

⁴ [The Scottish Model of Procurement](#)

5 Strategic Procurement Objectives

Our strategic procurement objectives form the core of our Procurement Strategy. Each objective is mapped to the five strategic areas defined by the PPRB⁵; Sustainability, Access, Efficiency and collaboration, Savings and benefits and Capability which in turn have been aligned with SFC's Strategic Aims⁶ as further detailed in the College's Regional Outcome Agreement, namely:

- Ensuring an efficient regional structure
- Delivering high quality and efficient learning
- Providing access to people from the widest range of backgrounds
- Delivering the right learning in the right place
- Creating a developed workforce for the region and
- Creating a sustainable institution.

Figure 5 Aligning Key Outcomes	Sustainability	Access	Efficiency and collaboration	Savings and benefits	Capability
Ensuring an efficient regional structure	✓		✓	✓	
Delivering high quality and efficient learning					✓
Providing access to people from widest range of backgrounds		✓			
Delivering the right learning in the right place		✓			✓
Creating a developed workforce for the region	✓				
Creating a sustainable institution	✓		✓	✓	

- 5.1 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.
[Access; Efficiency and collaboration; Savings and benefits]
- 5.2 To work with internal academic budget holders, professional support service colleagues and suppliers to deliver innovation and best value to the teaching and learning, and service support communities, through the development of an effective and co-ordinated purchasing effort within the College.
[Access; Efficiency and collaboration; Savings and benefits]
- 5.3 To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities.
[Savings and benefits; Efficiency and collaboration]
- 5.4 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

⁵ See "[Transforming Procurement, Accelerating Delivery](#)" pages 5 and 6 - Areas for Further Work: Phase Three "The Public Procurement Reform Agenda: 2014 – 17"

⁶ [Delivering College Outcome Agreements \(AY 2016-17\)](#)

risk throughout the life of contracts for the benefit of customers and students.
[Capability; Savings and benefits]

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

[Efficiency and collaboration; Access]

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

[Sustainability; Capability]

These objectives are measured and supported in three ways; through the Procurement Action Plan within this Strategy (section 8), through our involvement in the Scottish Government's Procurement and Commercial Improvement Programme (PCIP)⁷ and through the publication of an Annual Procurement Report (section 7).

6 Ensuring compliance with general duties and specific measures of the Procurement Reform (Scotland) Act 2014

6.1 Introduction – as required by the Act the College must comply with a small number of general duties and some specific measures which will be embedded in Procurement Policy or in our Action Plan (section 8) but for clarity and to ensure full compliance with the Act are stated below:

6.2 Contribute to the carrying out our function and the achievement of our purposes – the College will analyse its third party expenditure, identify 'EU regulated procurements' [Goods and Services worth more than £181,133 and Works worth more than £4,551,413 (OJEU Thresholds that apply to the College as a public sector contracting⁸ and 'lower value regulated procurements' [Goods and Services worth more than £50,000 and Works worth more than £2 million (Procurement Reform Act 2014)]⁹.

In addition the College will sort regulated procurements into procurement categories and give consideration to appropriate and effective consultation that aligns individual procurement strategies with the College's own aims and objectives and in turn their contribution to the National Outcomes as detailed in the College's Regional Outcome Agreement.

⁷ [PCIP](#) focuses on the policies and procedures driving procurement performance and more importantly, the results they deliver and replaces the previous Procurement Capability Assessment regime.

⁸ EU Thresholds subject to review every two years – current thresholds in until 31st December 2019

⁹ Scottish lower value regulated threshold subject to periodic review by the Scottish Government

Finally the College will consider, where appropriate, the effective use of contract and supplier management to monitor and further improve the regulated procurement contract outcomes.

6.3 Deliver value for money – value for money as defined by the Scottish Model of Procurement is not just about cost and quality, but about the best balance of cost, quality and sustainability.

The College through its Procurement Policy and practice will seek to consistently apply the above principle albeit the balance of cost, quality and sustainability will vary for a regulated procurement depending on the particular commodity, category and market.

The College will consider the whole-life cost of what is being procured and when applying the above principle of value for money, ensure that it does so in a clear, transparent and proportionate manner; in line with the Treaty on the Functioning of the European Union of equal treatment, non-discrimination, transparency, proportionality and mutual recognition and in complying with the general duties¹⁰ of the Act as well as the sustainable procurement duty – see 6.6 below

6.4 Treating relevant economic operators equally and without discrimination - The College will conduct all its regulated procurements in compliance with the principles of the Treaty on the Functioning of the European Union¹¹; equal treatment, non-discrimination, transparency, proportionality and mutual recognition and will consider early engagement with the supply market where relevant prior to the publication of a contract notice.

All regulated procurements will be posted on portals such as Public Contracts Scotland¹² (PCS) and shall strive to ensure the appropriate use of separate lots with straightforward output based specifications and clear evaluation criteria to ensure the procurement is accessible to as many bidders as possible.

6.5 Acting in a transparent and proportionate manner – the College will ensure it engages widely with its local supply market on an ongoing basis and though the College's Procurement Policy will mandate the use of clear and precise language in its specifications and ensure contracts are awarded using appropriate quality, risk and sustainability factors as well as cost according to declared score weightings specific to each contract.

The College will actively take steps to make it easier for smaller and local businesses to bid for contracts through; the use of Public Contracts Scotland and

¹⁰ [Section 8 Procurement Reform \(Scotland\) Act 2014](#)

¹¹ [Principles deriving from the treaty on the functioning of the European Union](#)

¹² [Public Contracts Scotland](#)

Quick Quotes, the provision of training and/or provide information on third party training opportunities¹³ to build suppliers capacity to better navigate the public tender process and by publishing a contracts register to highlight contracts that local suppliers may be interested in bidding for.

6.6 The Sustainable Procurement Duty – in compliance with the Act the College will give consideration to the environmental, social and economic issues relating to all regulated procurements and how benefits can be accrued, on a contract-by-contract basis by taking proportionate actions to involve SME's, third sector bodies and supported businesses in our procurement activities and in so doing benefit not only the College but the wider Aberdeenshire region.

To support compliance with the duty the College will endeavour to use available tools and systems¹⁴ such as the Scottish Public Procurement Prioritisation Tool, the Sustainability Test, Life Cycle Impact Mapping, the Scottish Flexible Framework as well as APUC's¹⁵ Code of Conduct, Sustain and Electronics Watch where relevant and proportionate to the scope of the procurement.

6.7 Policy on the use of community benefits – the College will consider for each of its procurements over £4M¹⁶ how it can improve the economic social or environmental wellbeing of Aberdeenshire through the inclusion of community benefit clauses¹⁷ aligned with the College's own strategic outcomes as well as a number of the Scottish Government's National Outcomes¹⁸ namely outcomes 2, 3, 4 and 7; namely (2) We realise our full economic potential with more and better *employment opportunities* for our people; (3) We are better educated, more skilled and more successful, renowned for our *research and innovation*, (4) Our young people are successful learners, confident individuals, effective contributors and responsible citizens and (7) We have tackled the significant inequalities in Scottish society.

Examples of the scope of community benefits clauses will include the delivery of training opportunities or subcontracting opportunities within Aberdeenshire relevant and proportionate to the particular procurement. The College will strive to engage with internal stakeholders including students where relevant as well engage with the local and wider supplier community to ensure suppliers understand the use of community benefits and how to respond where they are included. Where possible and proportionate, such clauses may also be included in procurements below £4m.

6.8 Consulting and engaging with those affected by its procurements - the College will take note of available good practice/principles of engagement including

¹³ [Supplier Development Programme](#)

¹⁴ [Sustainable Procurement Processes \(section 3.4.1 Statutory Guidance](#)

¹⁵ [APUC toolset for sustainability](#)

¹⁶ [Section 25\(1\) community benefit requirements in major contracts](#)

¹⁷ [Community Benefit Clauses](#)

¹⁸ [National Outcomes](#)

those detailed in the National Standards for Community Engagement¹⁹ as well as ensuring procurement staff have or will be developed to have the relevant communication and engagement skills. The College will consider each procurement, the community affected by the resultant contract and ensure any affected organisations/persons are consulted (e.g. impact on service for students, or a local contract that could be combined with other similar institution's needs). Such consultation will always be on a scale and approach relevant to the procurement in question. All of the above will be embedded in the College's procurement practice.

6.9 The living wage – the College recognises the value of a well-motivated and dedicated workforce both in its own organisation and in those of its suppliers. The College is a Living Wage employer. In compliance with the Act the College will consider, before undertaking a procurement exercise, whether it is relevant and proportionate to include a question on fair work practices as part of the competition paying regard to the statutory guidance²⁰ including the application the living wage.²¹

6.10 Promoting compliance with the Health and Safety at Work Act 1974

The College is committed to contracting only with suppliers that comply with all appropriate and relevant legislation, including Health and Safety 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 such legislation. Where proportionate, the College also seek to assess the compliance of subcontractors.

6.11 The procurement of fairly and ethically traded goods and services - The College supports the sourcing of goods that are fairly and ethically traded.

Where directly relevant it shall make use of appropriate standards and labels in its procurements to take account of fair and ethical trading considerations as well as considering equivalent offerings from suppliers that can demonstrate they can meet the specified criteria without necessarily having the specific certification.

6.12 The 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 will find practical ways to supply healthy, fresh, seasonal, and sustainably grown food which represents value for money whilst improving the health, wellbeing and education of our teaching and learning communities, coupled with promoting the highest standards of animal welfare.

¹⁹ [National Standards for Community Engagement](#)

²⁰ [Statutory Guidance on the Selection of Tenderers and Award of Contracts - Addressing Fair Work Practices, including the Living Wage, in Procurement](#)

²¹ [Scottish Living Wage](#)

The College will work to put in place affordable contracts, which meet the nutritional requirements for food for all users of our catering services and will use available good practice and guidance such as “Catering for Change – Buying food sustainably in the public sector”²²

6.13 Payment terms - The College recognises the importance of paying suppliers promptly once a service has been performed or goods delivered and that late payment is particularly detrimental to SMEs, third sector bodies and supported businesses.

The College will comply with the Late Payment legislation²³ and will review on a contract by contract basis whether such obligations should be enforced and monitored further down its supply chain.

7 Annual Procurement Report

7.1 Statutory Requirement

In accordance with requirement of the Procurement Reform (Scotland) Act 2014 the College will publish an Annual Procurement Report as soon as practicable after College’s financial year end and will describe as required by the Act how it has discharged its obligations under the Act and how it has exercised discretion and judgement as permitted by the public procurement rules to secure strategic objectives in compliance with the Act.

This report will also provide a commentary on the progress of this Strategy and its Action Plan.

7.2 Contents of our Annual Procurement Report

The Annual Procurement Report in compliance with the Act will contain as a minimum the following:

- A summary of the regulated procurements that have been completed during the year covered by the Report
- A review of whether these procurements complied with this Strategy
- The extent that any regulated procurements did not comply, a statement of how the College intends to ensure that future regulated procurements do comply
- A summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year of the Report including for example; apprenticeships completed, curriculum support activities, business support activities, support to communities and resource efficiencies achieved in terms of materials, waste or water.

²² [Catering for Change – Buying food sustainably in the public sector](#)

²³ [The Late Payment of Commercial Debts \(Scotland\) Regulations 2015](#)

- A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the Report
- A summary of the regulated procurements the College expects to commence in the next two financial years
- Such other information as the Scottish Ministers may by order specify and where applicable that demonstrate compliance with other legislation that places specific requirements on a contracting authority with respect to its procurement activities and the College will also consider including:
 - What it has learned from its consultation and engagement with stakeholders and those affected by its procurements, and what it is doing to respond to these views
 - What it is doing to improve its performance and impact, drawing on relevant information – for example spend analysis – and what improvements have been achieved since its last report; and
 - How it is working with other bodies – for example procurement centres of expertise – to maximise effectiveness and efficiency.

The College will seek to publish its annual procurement report in an inclusive way that takes into account equality and accessibility issues and allows stakeholders to form a clear view of the College's performance.

8 Procurement Action Plan

8.1 Introduction

The Action Plan consists of a number of specific actions and commitments in relation to each of the strategic objectives and their desired outcomes these are also cross referenced to the relevant section of the Procurement and Commercial Improvement Programme (PCIP).

Progress against the Action Plan (see section 8.2 below) will be regularly monitored and reviewed by the College's Procurement Team.

8.2 Action Plan

Objective (reference 5.1)	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
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.	Scrutinise annual expenditure analysis to improve use of Cat A, B and C1 collaborative contracts. Identify collaborative regulated procurements and categorise. Maintain the contracts register.	Numbers and monetary values for A, B and C1 business Number and value of contracts covered by register	Ongoing with annual review	Head of Procurement <i>APUC Account Manager²⁴</i>	HIGH	Dashboard 2.1 3.3	
	Establish network with APUC, other sector consortia and other sector representative bodies for collaborative and professional development. Establish mechanisms for and contribute to sharing best procurement practice with the sector.	As above	Ongoing with periodic progress reports	Head of Procurement <i>APUC Account Manager</i>	MEDIUM	1.5	
	Embed procurement best practice and ethical values. Align procurement procedures to the Procurement Journey. Use internal and external training resources.	Details of training delivered and numbers involved	Annual	Head of Procurement <i>APUC Account Manager</i>	MEDIUM	1.4	
	Develop forward contracting plan and contract/project strategies and relate these to sectoral, regional and national contracting plans.	Number and value of contracts covered by contract strategies expressed as % of total	Annual Contracting Priorities	Head of Procurement <i>APUC Account Manager</i>	MEDIUM	1.2 2.1	
	Establish a supplier management and performance measurement process using a segmentation analysis technique	Evidence of analysis and segmentation of spend and some key suppliers being managed	Annual	Head of Procurement <i>APUC Account Manager</i>	MEDIUM	3.1	

²⁴ APUC Account Managers act in a supporting capacity only – they cannot be held responsible for delivery of outcomes that they cannot manage

Objective (reference 5.2)	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
<p>To work with internal budget holders, professional support service colleagues and suppliers to deliver innovation and best value to the learning and service support communities through the development of an effective and co-ordinated purchasing effort within the Institution.</p>	<p>Establish departmental procurement contact list.</p> <p>Co-ordinate procurement initiatives and disseminate procurement information from external sources e.g. APUC contract and advisory information.</p>	<p>Record of number, frequency and forms of communications</p>	<p>Quarterly review and Annual Report</p>	<p>Head of Procurement</p>	<p>MEDIUM</p>	<p>1.5</p>	
	<p>Deliver appropriate training and guidance to all staff involved in procurement process to points of need.</p> <p>Procurement induction programmes for all new appointees involved in procurement.</p>	<p>Record of staff attending individual training events, also to include counter fraud and conflict of interest issues</p> <p>Record of staff inductions</p>	<p>Ongoing linked to changes and turnover</p>	<p>Head of Procurement Human Resources APUC</p>	<p>HIGH</p>	<p>1.4 1.5 1.6</p>	
	<p>Implement efficient tendering and requisition processes.</p> <p>Optimise efficiencies by use of e-tools e.g. Pecos, e-Catalogues, PCS for all regulated procurements.</p>	<p>Record number and types of e-transactions quarterly/annually and as % of total transaction type and total value of transaction type e.g. bids,²⁵ orders, invoices and monitor</p>	<p>Monthly, Quarterly, Annual reports</p>	<p>Head of Procurement Finance</p>	<p>MEDIUM</p>	<p>4.1</p>	
	<p>Implement and maintain website guidance/advice for suppliers and potential suppliers on doing business with the College and APUC.</p>	<p>Outputs of stakeholder and supplier satisfaction surveys</p>	<p>Ongoing – Annual</p>	<p>Head of Procurement ICT</p>	<p>HIGH</p>	<p>3.1 3.2</p>	

²⁵ Total number of notes of interest and bids submitted in PCS or PCS-T, plus total number of bids submitted from SMEs in the last financial year

Objective (reference 5.2)	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
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.	Provision of SMT periodic reports plus annual report	Trend reporting in SMT reports	Quarterly & Annual	Head of Procurement Senior Finance post holder	HIGH	1.1	
	Develop communications plan and methodology to engage wider audience and get buy in to procurement	Stakeholder engagement record	Annual & Ongoing	Head of Procurement	MEDIUM	1.5	

Objective (reference 5.3)	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
<p>To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities.</p>	<p>Review organisational expenditure data to identify contracts in place, contracts with stakeholder agreed strategies, regulated procurements</p>	<p>Total expenditure on projects, goods and service and % of total expenditure influenced by procurement</p>	<p>Annual and Ongoing</p>	<p>Head of Procurement Lead Buyers Group <i>APUC Account Manager</i></p>	<p>HIGH</p>	<p>Dashboard 2.1 2.2</p>	
	<p>Expenditure data sorted into categories and prioritised as part of contract plan</p>	<p>%'s of total expenditure covered by Cat A, Cat B, Cat C1 and Cat C contracts</p>	<p>Annual and Ongoing</p>	<p>Head of Procurement Lead Buyers Group <i>APUC Account Manager</i></p>	<p>HIGH</p>	<p>Dashboard 2.1 3.3</p>	
	<p>Review expenditure on goods and services covered by duplicate contracts and remove duplicated effort where feasible and beneficial e.g. use of framework agreements</p>	<p>% of total value covered by contracts in the last FY</p>	<p>Annual and Ongoing</p>	<p>Head of Procurement Lead Buyers Group <i>APUC Account Manager</i></p>	<p>HIGH</p>	<p>Dashboard 2.1 3.3</p>	
		<p>% of total expenditure covered by a contracts register [see Note* above]</p>					
		<p>% by value and number of contracts that are EU regulated procurements</p>					
		<p>% by value and number of contracts that are 'lower value regulated procurements' (i.e. goods and services > £50k and works > £2m)</p>					
		<p>% savings, cost avoidance or other efficiencies i.e. cash and non-cash savings</p>	<p>Procurement cost as % of total trade expenditure</p>				

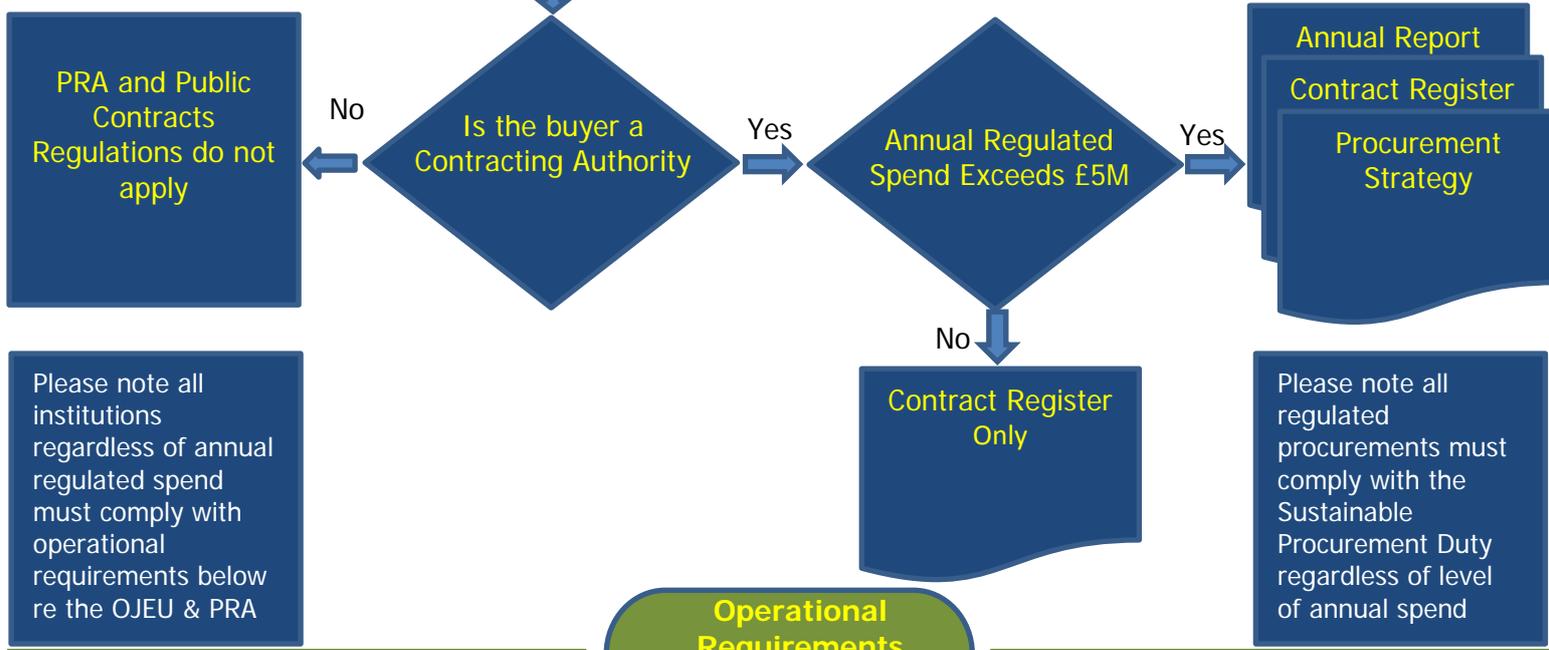
Objective (reference 5.3)	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
<p>To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities.</p>	<p>Train organisation staff on best procurement practice including appropriate approaches to regulated procurements in use of specifications, selection and award criteria</p>	<p>Record of staff attending individual training events</p>	<p>Training provided according to needs assessment</p>	<p>Head of Procurement Lead Buyers Group <i>APUC Account Manager</i></p>	<p>HIGH</p>	<p>Dashboard 2.2 2.3 3.1 3.2 3.3</p>	
	<p>Establish a plan to develop commercial acumen</p>	<p>Record of staff attending individual training events</p>	<p>Training provided according to needs assessment</p>	<p>Head of Procurement Lead Buyers Group <i>APUC Account Manager</i></p>	<p>MEDIUM</p>	<p>1.5</p>	
	<p>Contract and supplier management processes applied to all significant provision and associated suppliers securing service improvement and/or opportunities for innovation</p>	<p>Annual Report on contract improvements/innovation</p>	<p>Annual & Ongoing</p>	<p>Head of Procurement Lead Buyers Group <i>APUC Account Manager</i></p>	<p>MEDIUM</p>	<p>Dashboard 1.2 2.1 3.1</p>	

Objective (reference 5.4)	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
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	Have a high calibre procurement team in place with competency based training and a skills development programme Assess procurement team competencies and conduct gap analysis	Number of people in the procurement team Number of procurement officers with MCIPS or MSc per £m of influenceable expenditure	Ongoing	Head of Procurement	MEDIUM	Dashboard 1.3	
	Address shortfall by encouraging involvement with or attendance at training and development courses and events with results monitored and recorded.	Number of authorised or delegated purchasing staff outside Procurement per £m of influenceable expenditure Number of procurement officers to have undertaken formal training & development in the past year	Ongoing Annual	Head of Procurement Senior Finance post holder Human Resources Budget holders <i>APUC Account Manager</i>	MEDIUM	Dashboard 1.4	
	Through expenditure analysis, identify supplier risk levels and determine appropriate tactical and strategic approaches to supply markets and management	%'s of 'significant' suppliers falling into rethink strategic control leverage positioning categories	Immediate then periodic reviews	Head of Procurement Budget holders	HIGH	3.1	
	Obtain regular customer input/feedback on contract and obtain regular supplier input /feedback on contracts to secure optimum value and opportunities	Survey trend analysis Include in annual reports	Periodic [but important to avoid the process becoming burdensome]	Head of Procurement	MEDIUM	1.5	
	Implement a robust procurement risk register using high/medium and low risk assessment methodology	Data drawn from risk criticality rating matrix	Immediate with regular reviews	Head of Procurement College Senior Management Team	HIGH	1.6	

Objective (reference 5.5)	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
To develop sound and useful procurement management information in order to measure and improve procurement and supplier performance in support of corporate planning conducted through fair and transparent process	Optimise use of e-Procurement Tools and produce/review a procurement ICT strategy	Benefits reports on - <ul style="list-style-type: none"> • time saved • faster order-to-delivery • Purchasers directed to approved suppliers, improving compliance and reducing time sourcing items. • price leverage. • reduced costs of stationery, postage, copying and associated admin. • high quality, detailed management information. 	Immediate then periodic review	Head of Procurement Senior Finance post holder ICT	HIGH	1.5	
	Adopt efficiency measurement model to record efficiencies generated by procurement activity	Measures of <ul style="list-style-type: none"> • Price reduction. • Added value. • Risk reduction. • Process re engineering. • Sustainability. • Cash Savings. 	Annual	Head of Procurement <i>APUC Account Manager</i>	HIGH	2.3	
	Carry out annual customer satisfaction questionnaire on procurement function	Periodic surveys analysed to show satisfaction trend analysis	Periodic [but important to avoid the process becoming burdensome	Head of Procurement	MEDIUM	1.5	
	Prepare periodic reports that address both management needs and the requirements of the PR(S)A. Prepare annual report on performance against procurement strategy	Achievement of Strategic Objectives	Annual – as soon as practicable after each FY	Head of Procurement <i>APUC Account Manager</i>	HIGH	1.2	
	Gather data on supplier performance on key contracts	Report on service improvements	Quarterly and Annual	Head of Procurement <i>APUC Account Manager</i>	MEDIUM	3.1 3.2	

Objective (reference 5.6)	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
To embed sound ethical, social and environmental policies within the Institution's procurement function and to comply with relevant Scottish, UK and EC legislation in performance of the sustainable procurement duty	Use appropriate tools to analyse opportunities to maximise social, economic and environmental outcomes through procurement action Apply the prioritisation methodology, Flexible Framework, SUSTAIN etc. or similar to develop action plans, contracting strategies and to focus resources	Measure of sustainability outcomes Progress on achieving the Flexible Framework	Mid 2019 End 2019	Head of Procurement Head of Procurement APUC	HIGH MEDIUM	1.2 2.2 2.4 1.3	
	Embed sustainable procurement duty in processes to take full consideration of whole life costs, environmental and social impacts in assessment of value for money	Number and value of contracts with sustainability objectives and criteria embedded as % of relevant total	Immediate appraisal then annual reporting	Head of Procurement Environmental & Sustainability Manager APUC	HIGH	2.3 2.4	
	Develop internal training and guidance to reduce demand for goods and services by cutting down on waste, and encouraging re-use and re-cycling and use of the least environmentally damaging goods and services	Maintain a waste hierarchy record – <ul style="list-style-type: none"> • waste prevention, • reused, • recycled, • recovered including energy recovery • safe disposal. 	Ongoing	Head of Procurement Environmental & Sustainability Manager APUC	MEDIUM	1.4	
	Organise supplier engagement and supplier 'conditioning' sessions to advise on organisational objectives under the sustainable procurement duty: <ul style="list-style-type: none"> • promote awareness of sustainability objectives • adopt sustainable approaches in production of goods/services within their own supply chains • improve their performance in relation to sustainability objectives • address barriers to entry of SMEs and local suppliers 	Number of suppliers engaged. Improved outcomes recorded and reported Forward targets and strategies in place	Ongoing	Head of Procurement College Senior Management Team APUC	MEDIUM	3.1	

**Strategic Requirements
All Start Here**



**Operational Requirements
All Start Here**

