



# Procurement Strategy and Action Plan

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In accordance with the Procurement Reform (Scotland) Act 2014 (the Act), Sections 8 and 15, this strategy aligns with SRUC's Strategic Plan and describes SRUC's approach to procuring the goods and services that support its Education, Research and Consultancy activities.

This procurement strategy is aligned with SRUC's strategic focus to become recognised as Scotland's Enterprise University at the heart of our sustainable natural economy. SRUC will be regional, accessible, market-focused, and responsive to a diverse range of rural challenges. The diversity of SRUC's activities and locations is directly reflected in the breadth of projects that our Procurement Service successfully supports.

Used in conjunction with SRUC's Procurement Policies, this strategy and action plan sets out our planned approach to procurement within the prevailing regulatory, political, and economic climate. Awareness and recognition of the economic turbulence at national and global levels helps to ensure that the College can respond quickly to external drivers and risks, and capitalise on opportunities for innovation, collaboration, and efficiency, as they emerge.

The scope of SRUC's procurement strategy therefore seeks, wherever practicable, to leverage sustainable and environmental benefits that deliver best value for money and add synergy to our requirements for specific goods, services, and capital works.

## STRATEGY APPROVAL

**Professor Wayne Powell**  
**Principal and Chief Executive**

23 April 2024

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## 1. Introduction

1.1 This Procurement Strategy aligns with SRUC's corporate aims and objectives, established collaborative initiatives and mandatory, regulatory compliance. The strategy is developed and managed by the Procurement Service within SRUC's Finance Group and represents on-going consultation and engagement with the different stakeholder groups and suppliers that are supported by SRUC's approach to procurement. In addition, our Procurement Team support and collaborate closely with [Advanced Procurement for Universities and Colleges](#) (APUC), the procurement centre of expertise for all of Scotland's universities and colleges. SRUC's procurement strategy therefore benefits from exposure to both internal and external scrutiny which strengthens understanding and the successful delivery of the associated procurement policies, aims and objectives.

1.2 SRUC's Procurement Service continues to place partnership working, equal opportunity, non-discrimination, and transparency at the core of its activities. By operating in such a manner, we seek align the College with the principles of the [Public Procurement Strategy for Scotland](#). All stakeholders, and in particular the suppliers of our goods and services, can therefore be assured that SRUC recognises that its sustainability is intrinsically linked to theirs and that the College buys in a manner which is:

- good for businesses and employees;
- good for society;
- good for places and communities;
- open and connected.

The consistency and proportionality of our approach signals that SRUC is a responsible Public Body that is good to do business with now, and for the long term.

## 2. SRUC's Procurement Strategy

2.1 This Procurement Strategy sets out the strategic institutional approach to procurement. The Action Plan (see Note 7) translates key organisational strategic objectives and desired outcomes into the detailed actions and processes required to maintain a cost-effective, efficient, sustainable, and legally compliant procurement system. Further, the Action Plan is relevant to all staff involved in acquiring goods and services on behalf of SRUC, including managerial staff responsible for authorising and monitoring purchase transactions, and the contractual responsibilities of appointed suppliers.



2.2 In addition, the Procurement Strategy adopts the spirit of SRUC's four core values, which frame how we work together and how we achieve balance in respect of our strategic and daily activities. The values guide and remind us that the Procurement Service must:

- **Respect** everyone's contribution
- **Innovate** for success
- and **Support** each other
- to **Excel** in everything we do.

### 3. SRUC's Procurement Mission and Strategic Objectives

3.1 SRUC is committed to obtaining best value for money. When seeking to acquire goods and services all staff are required to consider SRUC's wider responsibilities in terms of its legal, moral, social, economic, and environmental impact. Effective procurement will support the key institutional objectives set out in SRUC's Strategic Plan and support the Scottish Government's vision for public procurement to be an accelerator for achieving a net zero economy.

3.2 SRUC's Strategic Plan articulates the key drivers for SRUC, now and in the future. The key objectives of the Strategic Plan that are supported by the strategic objectives of the Procurement Service are set out in the table below:



<b>SRUC Strategic Objectives</b>	<b>Procurement Strategic Objectives</b>
<p>We will be recognised as Scotland's enterprise University at the heart of our sustainable natural economy. Our faculties in North, Central and South-West Scotland will include a nationwide consultancy network offering world leading, integrated research, education and consultancy with local, national, and global reach and impact.</p>	<p>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.</p>
<p>We will evidence added-value impact from the integration of our research, teaching, veterinary surveillance and testing, and commercial consultancy.</p>	<p>To work with SRUC's internal budget holders to achieve a co-ordinated purchasing effort, based on realistic, sustainable, deliverable specifications and requirements, which will encourage all suppliers to deliver innovative, sustainable solutions that minimise environmental impact while still offering best value to the organisation.</p>
<p>We will grow revenue and we will reinvest surpluses to deliver our vision.</p>	<p>To promote the delivery of value for money through exemplary procurement practice, reuse/recycling/redeployment of existing assets and resources within the business, and optimal use of procurement collaboration opportunities.</p>
<p>We will have a regional presence that considers sustainability in all our activities and which will shape economic, skills and training strategies at local and regional levels.</p>	<p>To embed sound ethical, social, and environmental policies within the Institution's procurement function that encourage local SME supplier participation, in compliance with relevant Scottish, UK and where still relevant, EU legislation in performance of the sustainable procurement duty.</p>
<p>We will be a lean, agile and consistently high performing organisation.</p>	<p>To implement transparent processes that will enhance existing procurement management information and tools to measure and improve procurement and supplier performance in support of corporate planning and strategy.</p>
<p>We will be recognised as an employer of choice where a culture of equality, diversity, innovation, and excellence thrives.</p>	<p>In accordance with the <a href="#">Scottish Public Sector Equality Duty</a>, professional development opportunities shall enrich and enhance the experience and capability of procurement practitioners and we shall work with the supply chains to ensure continued value, managed performance, and minimal risk throughout the life of contracts, to the benefit of students, staff and other stakeholder groups.</p>



3.3 The Procurement Service utilises the [Scottish Government's Procurement Journey](#) to plan and manage procurement activities. In addition to the aims noted in 3.2, this will help SRUC achieve:

- Compliance with the annual Scottish Funding Council (SFC) Outcome agreement;
- Alignment with the Public Procurement Strategy for Scotland;
- Leverage of investment opportunities to support core activities;
- Delivery of a strategically focused and sustainable infrastructure and capital investment programme to improve the quality of staff and student facilities, across our facilities;
- Curriculum and funding reviews that provide the foundation for long term financial sustainability;
- A supply chain that is reputable, reliable, and financially stable, and that can deliver innovative, quality goods and services at sustainable competitive prices. SRUC will seek to develop open, strong, innovative, and sustainable partnership relationships with its suppliers;
- To work in partnership with our supply chain to ensure mutual value, managed performance, and minimal risk throughout the life of contracts, for the benefit of all customers, including our students.

3.4 The Procurement Service shall support SRUC's Climate Change Action Plan's (CCAP) objective of reducing the College's total carbon emissions by 20% by 2025 (from the 2020 baseline) by developing tender specifications that encourage the participation of suppliers that offer innovative and new technologies that reduce energy consumption, increase energy efficiency, reduce / eliminate supply chain waste, and ultimately minimise adverse environmental impact. In partnership with SRUC's Campus and Estate Department and our Finance Department, five key actions have been developed to ensure that sustainability is considered in all stages of procurement:



Action	Objective / Benefit
Working with colleagues in finance, develop a sustainable procurement toolkit.	Ensure innovative and sustainable thinking is applied to the development of procurement strategies and processes
Implement circularity principles in tenders where the whole life cost of the goods and services purchased is given full consideration.	Ensure we leave a positive legacy for future generations in the form of high-quality materials and resources that offer the maximum opportunity for recycling while minimising waste.
Develop reporting mechanisms for scope three sources, these include contractor emissions, procurement and supply chain and business accommodation.	Comply with emerging reporting legislation.
Seek out opportunities to collaborate with other organisations within HE/FE and the wider Public Sector.	To enhance procurement activities by sharing knowledge of best practice and lessons learned while partnering on tenders to achieve benefits of scale and reduce cost of tendering.

Progress against these actions and objectives is monitored on a quarterly basis. This includes the development of “From now to 2030 climate impact plans (FNT2030)” for key commodity groups. Planning at a commodity level (e.g. livestock feed, waste, furniture, travel, etc) acts to strengthen organisation-wide/cross-departmental planning for reduction of SRUC’s climate impact. FNT2030 plans aim for supply chains being net-zero by 2030 or for emissions to be as low as possible. This includes critical assessment of demand that may result in the need for certain commodities being reduced or eliminated. As part of the FNT2030 approach, where net zero cannot be achieved, plans will look to the longer term, beyond 2030 to ensure progress to net zero remains at the forefront of procurement activities.

#### 4. Compliance with the Procurement Reform (Scotland) Act 2014 (the Act)

The following table confirms how SRUC will deliver the key requirements of the Procurement Reform (Scotland) Act.

<b>Community Benefits</b>	<p>For every procurement over £4m, SRUC will consider how it can improve the economic, social and environmental wellbeing of the communities in which it operates. This will be supported by the inclusion of community benefit clauses, to assist with its strategic objective of being an exemplary, socially responsible employer, successful in recruiting, developing, and retaining outstanding people within an environment that nurtures equality, inclusion and diversity and supports communities locally, nationally and internationally.</p> <p>Community benefits will come through SRUC’s capital investment projects and through the mandated delivery by</p>
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	<p>suppliers of training opportunities, apprenticeships, or subcontracting opportunities within such projects. Where possible and proportionate, such requirements may be included in procurements below £4m.</p> <p>We will also encourage our suppliers to consider where possible the inclusion of community benefits that support the <a href="#">Fairer Scotland Duty</a> and provide opportunities for individuals and communities that suffer from socio-economic disadvantage (see also The Living Wage, and Fair Work First below).</p>
<p><b>Use of Project Bank Accounts</b></p>	<p>In accordance with the <a href="#">Scottish Government's Construction Policy Note CPN1/2019</a>, from 19 March 2019, SRUC shall operate a Project Bank Account (PBA) for all relevant contracts. It is anticipated that for SRUC this will principally be in relation to building works and/or capital investment projects of £2m and over. Where possible and proportionate, such requirements may be included in similar procurements of value below £2m.</p>
<p><b>Consultation</b></p>	<p>Prior to a procurement exercise, SRUC will consider the impact on stakeholder groups affected by the resultant contract and will ensure that any affected organisations/persons are consulted (e.g. impact on service for students, impact on small or medium sized enterprises because of combining requirements under one contract). Such consultation will always be on a scale and approach relevant to the procurement in question.</p> <p>Whenever possible, SRUC will meet with stakeholder groups to discuss their requirements and so refine its procurement requirements. This includes “meet the buyer” events and meetings where opportunities can be discussed with prospective suppliers in an open and transparent manner.</p>
<p><b>The Living Wage, and Fair Work First</b></p>	<p>SRUC has been an Accredited Living Wage employer since June 2019. As such, SRUC recognises the positive impact that the payment of a living wage has on employees, their families, and the communities in which they live. Where relevant and proportionate, SRUC will consider the fair work practices of suppliers in its procurements, including application of the Living Wage and by extension, the dignity at work that a living wage provides.</p> <p>To the extent permitted by law, SRUC will encourage all suppliers to pay, or work towards paying, their employees a living wage, and to adopt fair working practices that align with the <a href="#">Scottish Government's Fair Work First</a> initiative. This will allow SRUC to also act as an anchor institution that supports <a href="#">Community Wealth Building</a> in relation to contracts for goods, as well as those for labour intensive services.</p>



<p><b>Health and Safety</b></p>	<p>SRUC is committed to contracting only with suppliers that comply with all appropriate and relevant legislation, including Health &amp; Safety legislation. Where appropriate, and on a contract-by-contract basis, SRUC will assess the legislation applicable to a procurement and take steps to ensure bidders comply with such legislation. Where proportionate, the institution may also assess the compliance of subcontractors and other tiers of the supply chain.</p> <p>Prior to initiating a procurement project, consideration of Health &amp; Safety and its impact on the resulting contract shall be made. Supplier Health &amp; Safety policies and safety record shall be subject to review at tender evaluation stage and where required, guidance and support shall be sought from SRUC's Lead Health &amp; Safety Business Partner.</p>
<p><b>Fairly and ethically traded goods and services</b></p>	<p>SRUC supports the sourcing and use of goods that are ethically and fairly traded. Where relevant SRUC shall make use of appropriate standards and labels as benchmarks against which the fair and ethical trading practices of its suppliers can be assessed.</p> <p>SRUC will always invite and consider equivalent fairly and ethically traded offerings in its tenders. It will also consider the whole life cost of its procurements, including the opportunity to donate its end-of-life assets to support less favoured areas, both domestically and internationally. SRUC will also consider use of contract conditions that provide assurances on fair and ethical practices through all tiers of its supply chains.</p>
<p><b>Contracts for the provision of Food</b></p>	<p>As a leading global provider of research, innovation, education, training, and consulting, in support of global food and environmental security, sustainable rural development, and animal and human well-being, SRUC is uniquely placed to find practical ways to source healthy, fresh, seasonal, and sustainably, locally grown food which represents value for money, and improves the health, wellbeing and education of our stakeholders.</p> <p>SRUC will therefore put in place affordable contracts, which, working in partnership with our suppliers, meet the nutritional requirements for food for all users of our catering services. In addition, SRUC will seek to support procurement activities across the education and wider public sectors as they work to meet the Scottish Government's targets on food and health.</p>



<p><b>Prompt Payment of Suppliers</b></p>	<p>SRUC recognises the importance of cashflow for itself, the financial well-being of all suppliers, and to small and medium sized enterprises. SRUC is therefore committed to paying suppliers accurately, promptly and on time.</p> <p>SRUC's Terms and Conditions are aligned with Section 15(5d) of the Act and so far as is reasonably practicable, commits to paying contractors and subcontractors within 30 days of a valid invoice (quoting a valid purchase order number), or similar claim, being received, SRUC commits to pay within 30 days of receipt. To support prompt payment, all suppliers are actively encouraged to submit their invoices electronically to the Purchase Ledger Team within our Finance Department.</p> <p>Further, as noted above, for each building and/or capital investment project over £2m in value, SRUC in partnership with its main contractor(s) shall operate a PBA. The adoption of a PBA ensures that main contractors' and their subcontractors' cash flows are consistent, payments through the supply chain are protected, and the risks of business insolvency, and the associated negative impacts on individuals and communities, are minimised.</p>
<p><b>The Sustainable Procurement Duty</b></p>	<p>SRUC will undertake regulated procurements in compliance with the sustainable procurement duty. Consideration of environmental, social and economic issues and how benefits can be delivered through the procurement will be made. When relevant and proportionate to the scope of the procurement, and on a contract-by-contract basis, action plans and contracting strategies will be developed to provide focus for high risk and/or influenceable commodities. SRUC will utilise available tools and systems such as prioritisation methodology, Government Buying Standards, Flexible Framework, APUC's Code of Conduct, etc.</p> <p>SRUC is fully committed to providing a meaningful contribution to the Scottish Government's response to the Global Climate Emergency and drive to bring forward the date for reaching net zero emissions to well before 2045. To meet this challenge, all of the public and private sectors must fundamentally change how they work. This includes how public bodies such as SRUC procure products and services, and, in turn, how privately owned companies must develop new products and services and update their operational activities to successfully deliver public sector contracts.</p>
<p><b>Ensure compliance with duty to treat relevant economic operators equally and without discrimination.</b></p>	<p>SRUC will conduct all regulated procurements in compliance with Scottish and UK regulations and will continue to follow the EU Treaty Principles of equal treatment, non-discrimination, transparency, proportionality, and mutual recognition.</p>



	<p>SRUC will take steps, including lotting of contracts, to make it easier for smaller businesses to bid for contracts by using portals, including <a href="#">Public Contracts Scotland (PCS)</a>, to publish its procurement opportunities. Publication of a contracts register to highlight contracts due for retender, and appropriate use of lotting, output-based specifications and clear evaluation criteria shall be adopted to ensure that procurement opportunities are accessible to as many bidders as possible.</p>
<p><b>Use procurement to contribute to the global climate emergency response - and report progress in their annual procurement reports.</b> (as required by <a href="#">SPPN 3/2022</a>)</p>	<p>In response to the global climate emergency SRUC will align corporate commitments to work towards net zero greenhouse gas emissions.</p> <p>SRUC has a strong focus on supporting responsible public procurement, in particular on climate and the circular economy by promoting strategic thinking on demand management, re-use, re-design, remanufacture with prioritisation placed on where the greatest impacts can be made.</p> <p>SRUC will monitor and report progress through its annual procurement report and its <a href="#">Public Bodies Climate Change Duties (PBCCD) Annual Reports</a>. In parallel new and existing suppliers shall be encouraged to register with APUC's <a href="#">Ecovadis</a> database.</p>
<p><b>Equality, Diversity, and Inclusivity</b></p>	<p>SRUC is committed to embedding equality, diversity, and inclusion across all its work as an employer, tertiary education and research institution, and service provider. It is dedicated to and strives for equality of opportunity for all its students and staff (existing and prospective), and recognises and celebrates the diversity of all stakeholders, including those within the College's supply chain.</p> <p>In support of this commitment, we will incorporate questions into tenders that require prospective suppliers to explain, with evidence (including a copy of their Equal Opportunities Policy, and if appropriate a copy of their published Gender Pay-Gap Report), their approach to embedding and enhancing equality, and diversity and inclusivity within their workforce.</p> <p>SRUC's equality impact assessment toolkit will be used to guide staff to assess and inform when equality should be included in procurement criteria, and to ensure our public sector equality duties continue to be delivered through any third party.</p>
<p><b>Approach to Regulated Procurement</b></p>	<p>SRUC conducts all regulated procurements in compliance with the principles of equal treatment, non-discrimination, transparency, proportionality, and mutual recognition. To meet this commitment, SRUC will analyse its third-party expenditure to identify 'UK regulated procurements' and 'lower value regulated procurements' (goods and services</p>



	<p>worth more than £50,000 and works worth more than £2 million) as mandated by the Scottish Government.</p> <p>SRUC will analyse its regulated procurements into procurement categories. How these goods, services and works are bought - joint purchasing (including collaboration with similar organisations), use of local, regional, and national framework agreements, consolidated contracting – will be subject to regular review with APUC and through user consultation, development of category strategies, aggregation of opportunities to exploit benefits of scale, and the most appropriate procurement routes to market chosen.</p> <p>SRUC shall utilise portals including PCS, and <a href="#">PCS Quick Quotes</a> and the UK Government's <a href="#">Find a Tender</a> service to publish its procurement opportunities. Where appropriate we shall use lotting, output-based specifications, and transparent evaluation criteria to ensure that procurement opportunities are accessible to as many bidders as possible. This will underpin SRUC's commitment to making it easier for smaller businesses to bid for contracts. While legislative constraints prohibit discrimination in favour of local suppliers, the local dimension can be addressed through the structure of tenders, and the use of PCS and Quick Quotes. Further, the publishing of <a href="#">SRUC's Contracts Register</a> will highlight and give advanced warning of contracts for which local organisations may be interested in bidding.</p> <p>Adoption of the <a href="#">Single Procurement Document (Scotland)</a> shall ensure a focus on awarding contracts to businesses (and by extension any sub-contractors) that are capable, reputable, reliable and, where relevant, that can demonstrate that they meet high ethical standards and values in the conduct of their business.</p> <p>In making regulated procurement contract awards, tender evaluation shall be based on quality, risk, sustainability factors and cost, according to declared score weightings on a contract-by-contract basis.</p> <p>SRUC will make appropriate use of collaborative contracting arrangements (e.g. national, sectoral or local framework agreements or contracts) to deliver improved contract terms, contract and supplier management, sustainable procurement outcomes and value for money.</p>
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## 5. Key Performance Indicators

5.1 To assess the robustness of SRUC's procurement activities and ensure continuous improvement, KPIs will be used as the basis of performance and compliance reports, including:



- Publication of Annual Procurement Report;
- Publication of Annual Procurement Strategy;
- Procurement and Commercial Improvement Plan (PCIP) assessment score;
- Procurement Return on Investment – the savings and efficiencies generated by contracting with suppliers divided by the cost of the professional procurement function;
- Annual summary of cost savings and efficiencies generated by bespoke contracting and use of framework agreements;
- Percentage of spend under contract;
- Proportion of spend to SME suppliers in the last Financial Year;
- Payment performance in the last Financial Year.

## 6. Annual Report

6.1 In line with Section 18 of the Procurement Reform (Scotland) Act 2014, SRUC produces and publishes on its website, a [Procurement Annual Report](#) that summarises progress against the objectives noted above. This report, produced as soon as practicable after the end of the financial year, describes how SRUC 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.

6.2 The Annual Report includes:

- a summary of the regulated procurements that have been completed during the year covered by the report;
- a review of whether those procurements complied with SRUC's procurement strategy;
- a summary of any regulated procurements that did not comply, along with a statement of how SRUC will ensure that future regulated procurements do comply;
- a summary of any community benefit requirements that were included as part of a regulated procurement, and how they were fulfilled during the year covered by the report;
- 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 SRUC expects to commence in the next two financial years.



**7. Action Plan**



Objective	Outcomes	Main Actions & Commitments	Benchmark Data	Completion Target	Responsibility	Priority H/M/L
To sustain and further develop partnerships within the sector (including APUC), 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.	Optimised use of Cat A, B and C1 collaborative contracts and extension of early procurement contributions of value to all areas of influenceable expenditure.	Review organisational expenditure to identify potential collaborative and regulated procurement opportunities.  Maintain and update contracts register.	Numbers and values for A B and C1 business as % of totals.	Annual	Head of Procurement (HoP) & APUC Account Manager	HIGH
	Extension of best practice methods and ethical values to all phases of the procurement process.	Processes mapped to the Procurement Journey	Tender files contain auditable evidence of compliance with stages of the procurement journey.	Annual	HoP & APUC Account Manager	MEDIUM
	Development of a shared, integrated procurement strategy development process	Develop forward contracting plan and strategies and relate these to sectoral, regional and national contracting plans	Number and value of contracts covered by forward contracting plan.	On-going	HoP & APUC Account Manager	MEDIUM
	Effective supplier management development and performance measurement processes	Apply risk analysis to awarded contracts and develop supplier relationship management processes accordingly. Implementation of Contract Management Plan that includes early identification of risk and sets a mutually acceptable exit strategy.	Maintenance of a procurement risk register and associated contract management plans.	On-going	HoP & APUC Account Manager	MEDIUM
	Development of understanding of supplier capability and strategy	Conduct regular market analysis. Conduct current pre-tender engagement with incumbent and potential suppliers.	Utilise market updates from APUC, Scottish Procurement, etc and analysis of SRUC purchase ledger transactional data (Spikes) to identify suppliers and value of business done locally, regionally and nationally.	On-going	HoP & APUC Account Manager	MEDIUM



Objective	Outcomes	Main Actions & Commitments	Key Performance Indicators/Benchmark Data	Completion Target	Responsibility	Priority H/M/L
To work with internal budget holders across SRUC, and suppliers to deliver innovation and best value to the organisation through the development of an effective and co-ordinated purchasing effort within the Institution.	Procurement information routinely communicated to people who need to know	Co-ordinate procurement initiatives and disseminate procurement information from external sources e.g. APUC contract and advisory information.	Contract register holds key dates for all contracts including commencement of re-tendering.	Quarterly review	HoP	MEDIUM
	Procurement training and/or guidance systematically applied to points of need	Ensure all staff involved in procurement process can receive appropriate training	Record of staff attending individual training events, also e-learning modules covering Modern Slavery awareness and legal compliance including bribery, counter fraud and conflict of interest issues	Ongoing	HoP + SRUC Training and Development + APUC	LOW
	Implementation of efficient procurement processes e.g. tendering, requisitions, approvals, order and invoicing processes.	Review processes and optimise use of e-tools Including PCS for all regulated procurements.  Robust internal control systems for purchasing processes and systems	Record number and types of transactions e.g. e-tenders received, e-invoices and monitor over time.  Audit reports confirm compliance with policies and processes	Annual (but internal audit may be less frequent)	HoP + SRUC Finance + Internal Audit	MEDIUM
	Suppliers and potential suppliers provided with guidelines and advice on doing business with Institution and with APUC	Clear communication on procurement issues and links on website.  Supplier engagement including "meet the buyer" events	Supplier feedback and satisfaction surveys	Ongoing	HoP + SRUC IDS	MEDIUM
	Strengthened senior management appreciation of role purpose and value contribution of procurement	Provision of periodic reports plus annual report on procurement activity	Reporting of trends and key projects	Quarterly + Annual	HoP + SRUC Chief Financial Officer + APUC Manager	HIGH
	Wider stakeholder buy-in	Review communications and methods	Stakeholder engagement record	Annual & Ongoing	SRUC Procurement Team	MEDIUM

Objective	Outcomes	Main Actions & Commitments	Benchmark Data	Completion Target	Responsibility	Priority H/M/L
To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities.	Clear specifications and procurement strategies agreed with stakeholders  Regular review of the need for and performance of contracts prior to developing replacement procurement strategies	Review organisational expenditure data to identify contracts in place, contracts with agreed strategies, regulated procurements  Training of procurement staff on best procurement practice including appropriate approaches to regulated procurements in use of specifications, selection and award criteria.	Total expenditure on projects, goods and service and % of total expenditure influenced by procurement,  % of total expenditure covered by Cat A, Cat B, Cat C1 and Cat C contracts  % expenditures by Category  % of total value covered by contracts in the last FY  % of total expenditure covered by a Contracts register	Annual & Ongoing  Training provided according to needs assessment	HoP + SRUC Budget Holders +APUC Account. Managers	HIGH
	Category contract strategies that detail the organisational approach to regulated procurements	Expenditure data sorted into categories	% by value and number of contracts that are above regulated thresholds,	Annual & Ongoing	HoP + SRUC Budget Holders	MEDIUM
	Minimisation of duplication of procurement activity within the institution and between the institution and partners	Review expenditure on goods and services covered by duplicate contracts and remove duplicated effort where feasible and beneficial	% by value and number of contracts that are 'lower value regulated procurements' (i.e. goods and services > £50k and works > £2m),	Annual & Ongoing	HoP + SRUC Budget Holders	MEDIUM
	Management and measurement of performance of contracts in line with stakeholder and supplier agreements over the lifetime of the contracts	Develop commodity strategies in line with Procurement Journey  Contract and supplier management processes applied to all significant contracts and associated suppliers securing service improvement and/or opportunities for innovation	% savings, cost avoidance or other efficiencies i.e. cash and non-cash savings  Totals of out of policy ("maverick") spend and non-compliant expenditure in last FY  Procurement cost as % of influenceable non-salary expenditure	Annual & Ongoing	HoP + SRUC Budget Holders	HIGH
	Periodic and annual savings and benefits reports	Recorded savings and benefits calculated according to agreed sector and national criteria		Annual & Ongoing	HoP + SRUC Finance and Budget Holders	HIGH

Objective	Outcomes	Main Actions & Commitments	Benchmark Data	Completion Target	Responsibility	Priority H/M/L
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.	A high calibre procurement team with competency-based training and skills development programmes. Structured recruitment, career development and retention programmes	Conduct high level analysis of procurement competencies and skills profiles required at different levels of procurement engagement and conduct gap analysis	Number of people in the procurement team  Number of procurement officers with MCIPS, Degree or equivalent per £m of influenceable expenditure	Ongoing	HoP	MEDIUM
	Devolved procurement competencies assessed across the institution  Procurement induction programmes for all new appointees	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  The number of Staff with delegated purchasing authority that have undertaken formal training & development in the past year	Ongoing	HoP, SRUC Chief Financial Officer, SRUC Training and Development, SRUC Budget holders, APUC	MEDIUM
	Supplier/customer positioning, development and leveraging to assure optimum value delivery while managing supply side risks and opportunities.	Obtain regular customer input/feedback  Obtain regular supplier input /feedback	Survey trend analysis  Include in annual reports	Periodic and after regulated procurement projects	SRUC Procurement Team	MEDIUM
	A robust procurement risk register	Develop weighted impact-and-probability procurement risk assessment methodology	Data drawn from risk criticality rating matrix and consideration of emerging risks (e.g. COVID)	On-going with regular reviews	HoP	HIGH
	Robust systems analysis and development with optimal exploitation of "e" procurement tools in place	Produce a E-procurement ICT strategy	Benefits reports on - • 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	HoP, SRUC Financial Controller, IDS	LOW

Objective	Outcomes	Main Actions & Commitments	Benchmark Data	Completion Target	Responsibility	Priority H/M/L
To develop sound and useful procurement management information to measure and improve procurement and supplier performance in support of corporate planning conducted through fair and transparent process	Use of benefits measurement to record efficiencies generated by procurement activity.	Adopt efficiency measurement model within Contracts Register	Measures of <ul style="list-style-type: none"> <li>• Price reduction.</li> <li>• Added value.</li> <li>• Risk reduction.</li> <li>• Process re-engineering.</li> <li>• Sustainability.</li> </ul>	Annual	HoP + APUC	HIGH
	Customer satisfaction questionnaires	Established a procurement network to gather and disseminate information	Periodic surveys analysed to show satisfaction trend analysis	Periodic but important to avoid the process becoming burdensome	HoP	MEDIUM
	Annual report records achievement against strategic objectives.	Report that addresses both management needs and the requirements of the PR(S)A.	Benchmark report content and scope compared with peer organisations	Annual – as soon as practicable after each FY	HoP + SRUC Contract Managers	HIGH
	Improved management of suppliers by means of performance review with key suppliers.	Gather data on supplier performance.  Compare supplier performance using data from internal audits and benchmarking information from other organisations of a similar size	Formalised Contract Management Plan that includes early risk identification and exit strategy.  Collection of evidence of supplier insurance coverage and, where available, sustainability and carbon reduction plans	On-going.	HoP + SRUC Contract Managers	MEDIUM

Objective	Outcomes	Main Actions & Commitments	Benchmark Data	Completion Target	Responsibility	Priority H/M/L
To embed sound ethical, social and environmental policies within the Institution's procurement function and to comply with relevant Scottish, UK and EU legislation in performance of the sustainable procurement duty	Appropriate use of tools to embed relevant and proportionate requirements into contracts, encourage good practice and analyse opportunities to maximise social, economic, and environmental outcomes through procurement action	Set out the organisational policy on how regulated procurements are to be undertaken in compliance with the sustainable procurement duty  Apply the prioritisation methodology, Flexible Framework, SUSTAIN etc. to develop FNT2030 commodity plans, contracting strategies and to focus resources	Number and value of relevant contracts as % of total regulated contracts  FNT2030 plans completed for top 20 areas of spend	Annual Reporting  End 2024/25	HoP + SRUC Budget holders  SRUC Procurement Officer	HIGH  MEDIUM
	Consideration of whole life costs, environmental and social impacts in assessment of value for money	Embed sustainable procurement duty processes in commodity and category strategies, tender docs & evaluation criteria	Number and value of contracts with sustainability objectives and criteria embedded as % of relevant total	On-going	HoP + SRUC Contract Managers	HIGH
	Reduced demand for goods and services by cutting down on waste, and encouraging re-use and recycling and use of the least environmentally damaging goods and services	Develop internal training and guidance.  Consolidation of all current waste contracts into one service.	Maintain a waste hierarchy record – • waste prevention, • reused, • recycled, • recovered including energy recovery • safe disposal.	On-going	SRUC Environment Manager	MEDIUM
	Suppliers led to: • 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	Organise supplier engagement sessions to advise on organisational objectives and opportunities under the sustainable procurement duty	Number of suppliers engaged.  Improved outcomes recorded and reported  Forward targets and strategies in place	Ongoing	HoP + SRUC Contract Manager	MEDIUM



## Glossary of Terms

### A, B, C and C1 Contracts

Category A	<b>Collaborative Contracts available to all public bodies</b> <ul style="list-style-type: none"><li>• <b>Scottish Procurement</b></li></ul>
Category B	<b>Collaborative Contracts available to public bodies within a specific sector</b> <ul style="list-style-type: none"><li>• <b>Scottish Procurement</b></li><li>• <b>APUC and other UK HE Consortia</b></li><li>• <b>Scotland Excel</b></li><li>• <b>NHS National Procurement</b></li><li>• <b>Crown Commercial Service</b></li></ul>
Category C	<b>Local Contracts for use by individual public bodies</b>
Category C1	<b>Local or regional collaborations between public bodies</b>

**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.

**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 Benefits clauses are requirements which deliver wider benefits in addition to the core purpose of a contract. These clauses can be used to build a range of economic, social or environmental conditions into the delivery of institutional contracts.

**Contracts Registers** - these typically provide details of the procurement exercise to capture key information about the **contract** (the goods and services, values, date started, expiry date, procurement category etc.).

**Cost Avoidance** - the act of eliminating costs or preventing their occurrence in the first place. It tends not to show up on, but materially impacts, the bottom-line cost and is normally referred to as a “soft” cost saving i.e. negating supplier requests to increase costs, procuring services/goods/ works under budget, obtaining prices lower than the market average/median.

**Contract management** - or contract administration is the management of contracts made with customers, suppliers, partners, or employees. Contract management activities can be divided into three areas: service delivery management; relationship management; and contract administration.

**Ecovadis** - APUC and Member Institutions have entered into a global sustainable procurement programme with the aim of working with suppliers to help meet commitments on fair and ethical trade, minimising environmental impact and promoting equality, diversity and inclusion. These drivers reflect the concerns of the Institutions and their staff, students and of the wider communities they serve. Key suppliers to the University and College sectors, are encouraged to participate in this programme to help support these



commitments and to allow assessment of social, economic and environmental compliance of supply chains.

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

**Find a Tender** - At 11pm on 31 December 2020, the Find a Tender service replaced Tenders Electronic Daily (TED) in the UK public procurement process. UK buyers who previously published OJEU notices on TED will now do that on Find a Tender.

**Flexible Framework** - Self-Assessment Tool (FFSAT) enables measurement against various aspects of sustainable procurement.

**Hub (Spikes Cavell)** - The Scottish Procurement Information Hub is provided by Spikes Cavell as a spend analysis tool allowing organisations to: -

- Identify non-pay spend on external goods and services
- Identify key suppliers and how many transactions are made with each
- Highlight common spend across suppliers and categories
- Identify spend with SMEs and/or local suppliers

This information means that individual organisations and Centres of Expertise can identify where collaborative opportunities might exist and where transactional efficiencies could be made.

**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** - the area within the APUC Buyers Portal being developed by the APUC eSolutions team providing easy access to institutions' key management reporting data being recorded centrally through **Hunter**. The dashboard currently hosts key regulatory procurement information on



Contracts Registers, forward contracting plans, expenditure reporting and APR Data. The list of reports is planned to expand to cover savings and PCIP dashboard data.

**Lotting** - the Public Contracts (Scotland) Regulations 2015 encourage the use of lots (regulation 47), to promote competitiveness and to facilitate the involvement of SMEs in the public procurement market, by considering the appropriateness of dividing contracts into lots to smaller contracts

**OJEU thresholds** - OJEU is the Official Journal of the European Union, the gazette of record for the European Union. Around 2500 new notices are advertised every week - these include invitations to tender, prior information notices, qualification systems and contract award notices. The European public contracts directive (2014/24/EU) applies to public authorities and the following thresholds will apply to procurement carried out whose value equals or exceeds specific thresholds. The present thresholds are (inclusive of VAT):  
- for Supply, Services and Design Contracts, £189,330 for Works Contracts £4,733,252. Public Contracts (EU) thresholds are revised every 2 years – this is next due on 01/01/2024.

**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** - the 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.

**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.