Item 13
For Approval

GLASGOW KELVIN COLLEGE

BOARD OF MANAGEMENT OF 12 DECEMBE 2022

PROCUREMENT STRATEGY AND ACTION PLAN

2022 – 2024

REPORT BY VICE PRINCIPAL OPERATIONS AND HEAD OF GLASGOW REGION PROCUREMENT TEAM

1. Introduction and Purpose

The purpose of this report is to seek Board of Management approval for the College Procurement Strategy and Action Plan 2022 – 2024. As members will be aware, the College has a legislative requirement to publish and maintain a Procurement Strategy under the Procurement Reform (Scotland) Act 2014. The Procurement Strategy is attached as an Appendix to this report and seeks to outline a framework for College procurement activities in order to support strategic objectives and outcomes.

2. Procurement Strategy and Action Plan 2022 – 2024

The main changes to the existing strategy since being previously approved by the Board of Management are provided for members information below.

- Section 2 of the strategy has been updated to provide an accurate reflection of the College procurement spend profile; and
- Section 8 of the strategy has been updated to demonstrate progress made against objectives and any forthcoming actions expected to be achieved in the period covered by the Action Plan.

3. Resource Implications

Effective implementation of the Procurement Strategy and Action Plan 2020 – 2022 will allow the College to operate its procurement function within a designated framework, resulting in efficiency savings and will, in turn, contribute to the long-term sustainability of the College.

4. Impact on Students

There are no negative impact on students identified as a consequence of anything within this report.

5. Equalities

No adverse impacts on individuals with protected characteristics have been identified as a consequence of this report.

6. Risk

Risks associated with procurement activity will be mitigated and monitored in line with the College and departmental/functional Risk Registers.

7. Recommendations

Members of the Board of Management are recommended to:

i) note the contents of this report and its Appendix; and
ii) approve the Procurement Strategy and Action Plan 2022 - 2024 included as an Appendix to this report.

8. Further Information

Members can obtain further information on the contents of this report from Jeanette Evans, Vice Principal – Operations, jevans@glasgowkelvin.ac.uk or Yvonne Dalgarno, Head of Glasgow Region Procurement Team, apuc-scot@ac.uk

JE/YD
December 2022

Appendix

Procurement Strategy and Action Plan 2022 - 2025

Policy and Procedure	Procurement Strategy and Action Plan
Owner	Procurement
Approval	College Board of Management
Proposed Review Date	December 2024

Glasgow Kelvin College Procurement Strategy and Action Plan 2022 - 2025

Foreword by Vice Principal Operations

This Strategy has been designed to ensure legislative compliance with the Procurement Reform (Scotland) Act 2014[1] and other relevant legislation and is aligned with the Glasgow Kelvin College's ("College") and the Scottish Funding Council's key strategic outcomes as detailed in our Regional Outcome Agreement[2] and the College Strategic Plan[3].

The key elements of the new legislation:

- *require us to publish a procurement strategy and action plan[4]*
- *require us to maintain a public contract register on our external website[5]*
- *increase the scope of our regulated procurements[6]*
- *require us to publish an annual procurement report[7]*
- *require us to meet the sustainable procurement duty[8]*

This Strategy sets us challenging but realistic goals for the development of our procurement activities over the next 4 years which will be subject to regular and transparent review.

The College procurement strategy take cognisance of the account management model provided by APUC and the shared service regional procurement model. This model has been developed over a number of years with City of Glasgow College and Clyde College. The College believes this way of working will continue to offer excellent value for money, will be effective in meeting the challenges associated with the new legislation and, through coordinated, collaborative procurement it will avoid unnecessary duplication of effort across the three Glasgow Colleges.

The successful implementation of this Strategy can only be achieved by all of us involved in the procurement of goods and services on behalf of the College working in partnership with our Procurement Manager, Regional Procurement service, APUC and collaboratively with our partners across the wider education and public sector.

Working 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 our students learning experiences and outcomes and meet our aspirations as set out in our College's, Mission, Vision and Strategic Plan[9].

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[1] Procurement Reform (Scotland) Act 2014
[2] Glasgow Colleges - Regional Outcome Agreement
3 Glasgow Kelvin College Strategic Plan 2022-27
[4] Procurement Strategy
[5] Contracts Register
[6] Regulated contracts
[7] Annual Procurement Report
[8] The sustainable procurement duty is a new requirement of the Procurement Reform (Scotland) Act 2014
[9] College Mission Statement

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1 FORMATION AND APPROVAL OF OUR PROCUREMENT STRATEGY

The formation of this Strategy has been guided throughout by the APUC Glasgow Regional Procurement Team and is the culmination of consultation and engagement with a wide range of staff involved in procurement as well as external stakeholders.

This Strategy has also been informed by the Scottish Procurement's statutory guidance[10] under the Procurement Reform (Scotland) Act 2014 with the support of APUC[11], the procurement centre of expertise for all of Scotland's colleges and universities.

The updated Strategy was approved by the College's Board of Management on 7 December 2022 and subsequently published on our external facing website.

The APUC Glasgow Regional Procurement Team will as a minimum, review this Strategy bi-annually in compliance with the Procurement Reform (Scotland) Act 2014, thus maintaining the alignment of our procurement activity with our broader priorities and allow the College where necessary to revise the Strategy and its related Action Plan.

See Annex A at the end of this document for a concise summary of the application of the Procurement Reform Act and Public Contracts (Scotland) Regulations 2016 and the key strategic and operational requirements therein.

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.

As above, the College 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 £6.3m of which circa £1.2m is non-core or non-influenceable spend.[12]

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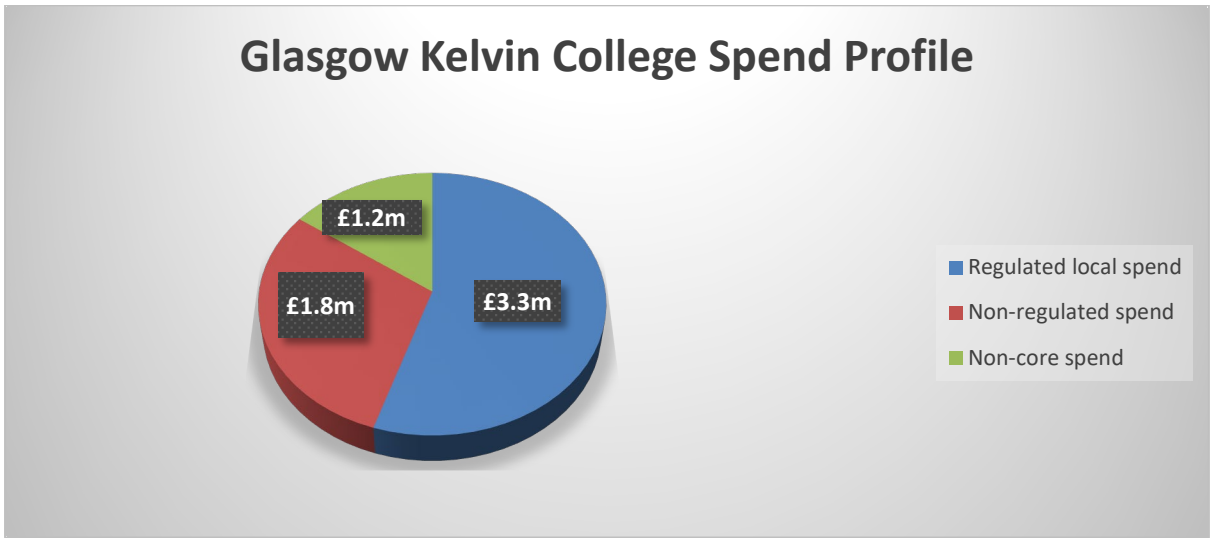
[10] Statutory Guidance under the Procurement Reform (Scotland) Act 2014

[11] APUC (Advanced Procurement for Universities and Colleges)

[12] For example, spend on statutory requirements (tax etc.) and other expenditure not covered by procurement legislation



Thus our 2021-22 annual influenceable procurement spend is approximately £5.1m made up of £3.3m of regulated spend[13] (above threshold) and £1.8m of non-regulated spend (below threshold). In addition, of the £3.3m of regulated local spend £1.9m is collaborative. Of the £1.8m of non-regulated, £193k is collaborative spend.

This Strategy recognises that our procurement practice is based on the Scottish Model of Procurement[14] 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[15] by enabling and supporting the College community in achieving value for money through continually improving 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 [16]. 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.

[13] Regulated contracts
[14] The Scottish Model of Procurement
[15] College Mission Statement
[16] Scottish Government's Procurement Journey

Policy is essentially about maintaining the integrity of process and combined with this Strategy will set out the College's strategic approach to procurement.

5 STRATEGIC PROCUREMENT OBJECTIVES

Our strategic procurement objectives as defined below form the core of our Procurement Strategy. Each objective is mapped to the five strategic areas defined by the Public Procurement Reform Act: Sustainability, Access, Efficiency and Collaboration, Savings and Benefits and Capability which in turn have been aligned with Scottish Funding Council's (SFC) Strategic Aims as further detailed in the College's Regional Outcome Agreement[17], 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

Glasgow Regional Outcome Agreement Aims	Sustainability	Access	Efficiency & Collaboration	Savings & Benefits	Capability
Ensure that curriculum widens access, provides opportunities to people from under-represented groups and reaches those who can benefit from college learning.		✓	✓		
Provide students with high performing, financially sustainable institutions to ensure that high levels of learners attain qualifications, report satisfaction and progress successfully onto employment or further study.	✓	✓			✓
Provide a regional curriculum that meets current and future skills needs and is effectively supporting inclusive economic growth.	✓	✓	✓		✓
Develop Innovative approaches in service delivery contributing to improved workplace productivity and to regional and national prosperity.	✓		✓	✓	

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**]

[17] Glasgow Colleges - Regional Outcome Agreement

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 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)[18] 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 'UK regulated procurements' [Goods and Services worth more than £213,447 and Works worth more than £5,336,937 and 'lower value regulated procurements' [Goods and Services worth more than £50,000 and Works worth more than £2 million (Procurement Reform Act 2014)][19].

[18] https://www.procurementjourney.scot/pcip/pcip-overviewPCIP focuses on the policies and procedures driving procurement performance and more importantly, the results they deliver and replaces the previous Procurement Capability Assessment regime.
[19] Scottish lower value regulated threshold subject to periodic review by the Scottish Government

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.

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 duties[20] 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 Union[21]; 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 Scotland[22] (PCS) and Public Contracts Scotland-Tender[23] (PCS-T) 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.

[20] Section 8 Procurement Reform (Scotland) Act 2014
[21] Principals deriving from the treaty on the function of the European Union
[22] Public Contracts Scotland
[23] Public Contracts Scotland - Tender

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 Quick Quotes, the provision of training and/or provide information on third party training opportunities[24] 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 delivered through procurement activity will be made 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 Greater Glasgow region.

The College is committed to providing a meaningful contribution to the Scottish Government's response to the Global Climate Emergency. The College will seek to take account of climate impacts and the circular economy in its procurement activity. This contributes to the Scottish Colleges Statement of Commitment on Climate Emergency and to the global climate agenda.

To support compliance with the duty the College will endeavour to make use of available tools and systems [25] such as the Scottish Public Procurement Prioritisation Tool, the Sustainability Test, Life Cycle Impact Mapping, the Scottish Flexible Framework as well as APUC's[26] Sustain Supply Chain Code of Conduct, Supply Chain Management (SCM) Tool, EcoVadis and Electronics Watch where relevant and proportionate to the scope of the procurement.

The College recognises its responsibilities with the publication of its Modern Slavery Act Statement and affirms the College commitment to understanding potential Modern Slavery risks related to its activities, and to minimising the risk of slavery and human trafficking in relation to its procurement activities and associated supply chains.

6.7 Policy on the use of community benefits – The College will consider for each of its procurements over £4m[27] how it can improve the economic social or environmental wellbeing of the Glasgow region through the inclusion of community benefit clauses[28] aligned with the College's own strategic outcomes as well as a number of the Scottish Government's National Outcomes[29] 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.

[24] Supplier Development Programme
[25] Sustainable Procurement Processes (section 3.4.1 Statutory Guidance
[26] susproc | APUC (apuc-scot.ac.uk)

[27] Section 25(1) community benefit requirements in major contracts
[28] Community Benefit Clauses
[29] National Outcomes

Examples of the scope of community benefits clauses will include the delivery of training opportunities or subcontracting opportunities within the Glasgow region 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 those detailed in the National Standards for Community Engagement[30] 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 Scottish 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. Glasgow Kelvin College is an accredited Scottish Living Wage employer. In compliance with the Act the College will consider fair work practices and the First Work First criteria and will decide before undertaking a procurement, whether it is relevant and proportionate to include a question on fair work practices along with other relevant criteria, whilst ensuring the appropriate balance between quality and cost of the contract, paying regard to the statutory guidance[31] including the application of the Scottish living wage.[32]

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.

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[30] National Standards for Community Engagement

[31] Fair work and procurement - Public sector procurement - gov.scot (www.gov.scot)

[32] Scottish Living Wage

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.

The College will continue to utilise APUC and TUCO framework agreements for the majority of its food and catering requirements. The products and services under these agreements comply with all relevant legislation and standards.

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" [33]

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 complies with the current Scottish Procurement Policy Note (SPPN) on prompt payment in the supply chain. [34]

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:

[33] Catering for Change – Buying food sustainably in the public sector

[34] https://www.gov.scot/publications/prompt-payment-in-the-supply-chain-sppn-2-2022

- 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.
- 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 the College 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 as outlined at 8.2 consists of a number of specific actions and commitments in relation to each of the strategic objectives and their desired outcomes.

Progress against this Action Plan will be regularly monitored by the APUC Regional Procurement Team.

As part of the formal annual review of this Strategy the Action Plan will be reviewed and updated, as required, to maintain alignment of the College's procurement activity with its broader priorities.

8.2 Procurement Action Plan

Objective (Reference 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.

Outcome Ref	Outcomes	Main Actions & Commitments	Key Performance Indicators/Benchmark Data	Completion Date	Responsibility	Priority - H/M/L	RAG STATUS	Status as at July 2022
1	Optimised use of Cat A, B and C1 collaborative contracts and extension of early procurement contributions of value to all areas of influenceable expenditure.	Scrutinise annual expenditure analysis to improve its utility. Identify collaborative regulated procurements and categorise Establish contracts register	Numbers and values for A B and C1 business as % of totals Number and value of contracts covered by register	Annually by March	APUC HoP, APUC Account Manager, Procurement Officer	HIGH	G	Analysis of 2020/21 spend data is complete and additional tendering has been identified which has been added to the forward contracting plan.
2	Established network with APUC, other sector consortia, sector representative bodies for collaborative and professional development	Benchmarking of good practice standards and procurement performance standards	Use of BPIs	Per APUC PCIP Timescales	APUC (via PCIP)	MEDIUM	G	PCIP completed in December 2019 and achieved 87%.
3	Extension of best practice methods and ethical values to all phases of the procurement process.	Processes mapped to the Procurement Journey using internal and external training resources	Details of training delivered and numbers involved	As and when required	APUC HoP & APUC Account Manager	MEDIUM	G	College procedures and related guidance are available on intranet and the Procurement team provide advice and support as required.
4	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. Analyse contract spend and advise of non-contracted spend to inform the forward contracted plan for the college and the region.	Number and value of contracts covered by contracting strategies expressed as % of totals	Annually by March	APUC HoP & APUC Account Manager	MEDIUM	G	2 year tendering plan established which was added to the annual report published in December 2021. Plan updated 2022.

Objective (Reference 5.2)

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.

Outcome Ref	Outcomes	Main Actions & Commitments	Key Performance Indicators/Benchmark Data	Completion Date	Responsibility	Priority - H/M/L	RAG STATUS	Status as at July 2022
5	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. Optimise use of intranet to communicate.	Record of number, frequency and forms of communications	College Head meetings as and when required. GRPT annually June	APUC HoP, APUC Account Manager, Procurement Officer	MEDIUM	G	College procedures and related guidance are available on intranet and the Procurement team provide advice and support as required. Procurement staff meet as required with College Heads in line with the forward contracting plan. GRPT steering group ensures strategic oversight of procurement function.
6	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 to include counter fraud and conflict of interest issues	Annually by June	Finance & Procurement teams. Organisational Development	LOW	G	GRPT procurement staff undertake APUC training including counter fraud and conflict of interest training.
7	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.	Outputs of stakeholder and supplier satisfaction surveys	As and when required throughout the year	APUC HoP, APUC Account Manager, Procurement Officer	HIGH	G	Guidance is available on the Procurement section of the College website. Supplier satisfaction surveys to be issued June 2022. .

8	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 & PCS-T	Record number and types of etransactions quarterly/annually and as % of total transaction type and total value of transaction type e.g. orders, invoices and monitor over time. Total number of notes of interest and bids submitted in PCS or PCS-T, plus total No. of bids submitted from SMEs in last FY	Quarterly	APUC HoP, APUC Account Manager, Procurement Officer, Finance Manager	MEDIUM	G	P2P training to relevant staff was completed at intervals through the period. Refresher training is undertaken as and when required.
9		Robust internal control systems for procurement processes and systems	Clean audit report	Annually Internal Audit August	APUC HoP, APUC Account Manager, Procurement Officer, Finance Manager	MEDIUM	G	2022 Procurement and Creditors internal audit report concluded that there is a good level of assurance in this area with the system meeting the control objectives. Knowledge about procurement processes and related templates is maintained through ongoing APUC training.

Objective (Reference 5.3)

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

Outcome Ref	Outcomes	Main Actions & Commitments	Key Performance Indicators/Benchmark Data	Completion Date	Responsibility	Priority - H/M/L	RAG STATUS	Status as at July 2022
10	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, Expenditure data sorted into categories as part of contract plan Contracts with stakeholder agreed strategies, regulated procurements. Training of organisational 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 services and % of total expenditure influenced by procurement, Totals of maverick and compliant spend in last FY. Increase % of contract uptake on collaborative frameworks . Record % of savings-cash and non-cash	Per Timescales Outlined in Forward Contracting Plan	APUC HoP, APUC Account Manager, Procurement Officer	HIGH	G	Procurement staff meet as required with College Heads in line with the forward contracting plan.
11	Periodic and annual savings and benefits reports to SMT and stakeholders	Recorded savings and benefits calculated according to agreed sector and national criteria Reports to Management & stakeholders	Savings monitored through GRPT Procurement report/Hunter database APUC Annual benefits statement and collaborative uptake%	Annually by December	AP Finance & Infrastructure	HIGH	G	APUC 2020/21 Benefits Statement was analysed and the collaborative uptake for the college was submitted to SMT and relevant Board Committee 2020/21 Annual Procurement Report was submitted to SMT in Dec 20 and subsequently published on College website.

Objective (Reference 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 risk throughout the life of contracts for the benefit of customers and students

Outcome Ref	Outcomes	Main Actions & Commitments	Key Performance Indicators/Benchmark Data	Completion Date	Responsibility	Priority - H/M/L	RAG STATUS	Status as at July 2022
12	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 or MSc per £m of influenceable expenditure	Per APUC training plan	APUC HoP	MEDIUM	G	Procurement staff undertake APUC training in line with APUC training plans.
13	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 Number of procurement officers to have undertaken formal training & development in the past year	Annually by June	APUC HoP, APUC Account Manager	MEDIUM	G	College procedures and related guidance are available on intranet and the Procurement team provide advice and support as required. The Procurement Team review the documents annually and make changes as and when required throughout the year.

Objective (Reference 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 fair and transparent process

Outcome Ref	Outcomes	Main Actions & Commitments	Key Performance Indicators/Benchmark Data	Completion Date	Responsibility	Priority - H/M/L	RAG STATUS	Status as at July 2022
14	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	Annually by September	APUC HoP	MEDIUM	G	Customer surveys to be issued.
15	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	Cost reduction and service improvements reports	Annually various dates over the period linked to contract review dates	Relevant College Contract Lead, HoP & APUC Account Manager	MEDIUM	G	Currently the College has regular contract management reviews with key strategic suppliers, such as catering, cleaning, MFDs, waste management etc. APUC contract management templates are available for use as required. The College will continue to expand this process to apply to other relevant contracts as required.
16	A robust procurement risk register	Consider developing a weighted impact-and-probability procurement risk assessment methodology – or embed within existing departmental/functional Risk Registers.	Data drawn from risk criticality rating matrix	June 23	APUC HoP + AP Finance and Infrastructure	Medium	G	The procurement risk register shall be reviewed every six months.

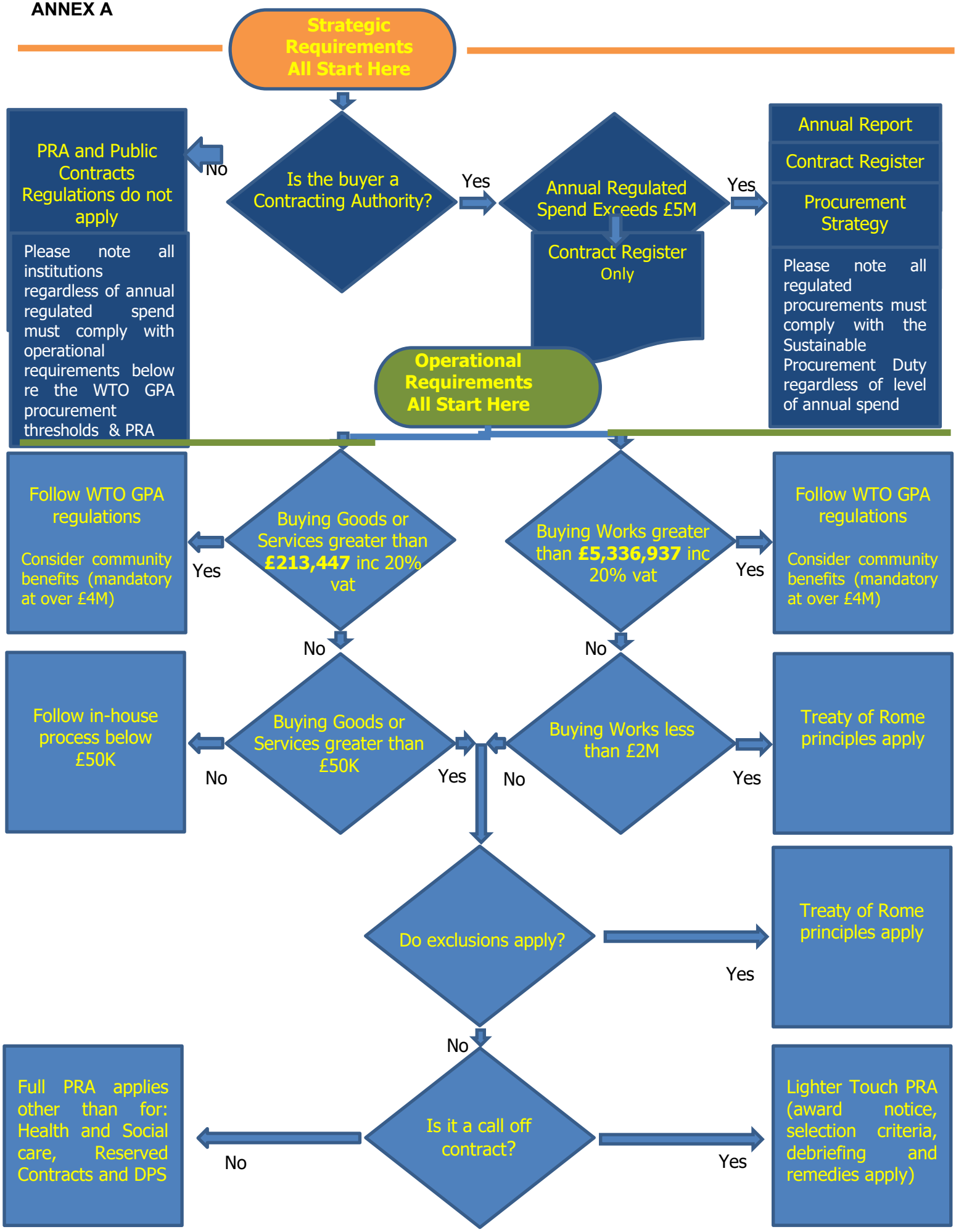
Objective (Reference 5.6)

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

Outcome Ref	Outcomes	Main Actions & Commitments	Key Performance Indicators/Benchmark Data	Completion Date	Responsibility	Priority - H/M/L	RAG STATUS	Status as at July 2022
17	Use of benefits measurement to record efficiencies generated by procurement activity.	Record efficiencies within hunter, GRPT steering group reports and recommendation reports.	Measures of • Price reduction. • Added value. • Risk reduction. • Process re-engineering. • Sustainability. • reduction of scope 3 carbon emissions	Per Timescales Outlined in Forward Contracting Plan	APUC HoP, APUC Account Manager	HIGH	G	Recommendation reports are produced for key tenders detailing savings achieved and added value delivered. For example, the waste contract has key sustainability measures including percentage of recycling.
18	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. Take account of climate and circular economy in procurement activity such as tendering and evaluation processes.	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, to develop action plans, contracting strategies and to focus resources	Number and value of relevant contracts as % of total regulated contracts	Ongoing	APUC HoP, APUC Account Manager	HIGH	G	The College embeds sustainable procurement in commodity and category strategies, tender documentation, and evaluation criteria. Manages sustainability KPIs on a contract by contract basis. The College uses APUC framework agreements where appropriate and many of these suppliers have completed the APUC Responsible Procurement Tool SCM and are members of Electronics Watch. The College requests suppliers to complete the Sustain Supply Chain Code of Conduct document.

19	Reduce demand for goods and services by cutting down on waste, encouraging re-use, re-cycling and use of the least environmentally damaging goods and services	Develop internal training and guidance	Maintain a waste hierarchy record – • waste prevention, • reused, • recycled, • recovered including energy recovery • safe disposal.	Per Timescales Outlined in Forward Contracting Plan	APUC HoP, APUC Account Manager	MEDIUM	G	The Procurement Team assess requirements based on the College Forward Contracting Plan
20	Contribute to the College's net zero carbon target	Outline activities and monitor measures for carbon reduction.	Develop 'Now to 2030' Procurement Category Action plans in conjunction with heads of department	November 2022	APUC Procurement Manager	MEDIUM		Draft Procurement Action plans for specific categories for review.
21	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 and supplier 'conditioning' sessions to advise on organisational objectives under the sustainable procurement duty	Number of suppliers engaged. Improved outcomes recorded and reported Forward targets and strategies in place	Dec 2020	APUC HoP, APUC Account Manager	MEDIUM	G	The Scottish Government funded Supplier Development Program (SDP) provides training to suppliers. The Procurement team has added the relevant link to the Procurement section of the College website

ANNEX A


Strategic Requirements All Start Here
Is the buyer a Contracting Authority?
No
PRA and Public Contracts Regulations do not apply
Please note all institutions regardless of annual regulated spend must comply with operational requirements below re the WTO GPA procurement thresholds & PRA
Yes
Annual Regulated Spend Exceeds £5M
Contract Register Only
Yes
Annual Report
Contract Register
Procurement Strategy
Please note all regulated procurements must comply with the Sustainable Procurement Duty regardless of level of annual spend
Operational Requirements All Start Here
Buying Goods or Services greater than £213,447 inc 20% vat
Yes
Follow WTO GPA regulations
Consider community benefits (mandatory at over £4M)
No
Buying Goods or Services greater than £50K
No
Follow in-house process below £50K
Yes
Buying Works greater than £5,336,937 inc 20% vat
Yes
Follow WTO GPA regulations
Consider community benefits (mandatory at over £4M)
No
Buying Works less than £2M
Yes
Treaty of Rome principles apply
No
Do exclusions apply?
Yes
Treaty of Rome principles apply
No
Is it a call off contract?
No
Full PRA applies other than for: Health and Social care, Reserved Contracts and DPS
Yes
Lighter Touch PRA (award notice, selection criteria, debriefing and remedies apply)