



# Procurement STRATEGY AND ACTION PLAN

2025-2030

| Status                      | Approved                            |
|-----------------------------|-------------------------------------|
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| Responsibility for Review   | Director of Finance and Estates     |
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# 1. Introduction

**The Procurement Reform (Scotland) Act 2014 requires a contracting authority with expected annual procurement spend above £5 million to produce a procurement strategy.**

This document sets out our Procurement Strategy covering September 2025 to August 2030 and fully reflects the Scottish Model of Procurement, the College strategic objectives and outcomes, and Scottish Funding Council (SFC) key priorities and commitments.

The Procurement Strategy (in conjunction with our Procurement Policies and Procedures and the Colleges Financial Regulations Policy) sets out our strategic approach to procurement with realistic goals for the development of our procurement activities over the next 5 years.

The formation of this Strategy has been guided throughout by the College's Procurement service and is the culmination of engagement with different stakeholder groups affected by the College's approach to procurement. This Strategy has also been informed by the Scottish Procurement's statutory guidance under the Procurement Reform (Scotland) Act 2014 with the support of APUC, the procurement centre of expertise for all of Scotland's Colleges and Universities.

This Strategy is aimed at all internal and external stakeholders involved in or impacted by the College's procurement activities. This includes College staff, suppliers and potential suppliers, students, users of our contracts, residents in our local communities and the wider public.

The Strategy was approved by the College's Leadership Management Team and the Corporate Development Committee (CDC) and subsequently published on our website. We will review this Strategy annually in compliance with the Procurement Reform (Scotland) Act 2014 to make sure it remains fit for purpose.

The CDC Committee will approve, review and monitor the progress of the procurement strategy, reporting into the College's Board of Management or equivalent, where required.

Progress against strategic objectives will be reported to the CDC and the Audit and Risk Committee annually.

## 2. Our Spend Profile

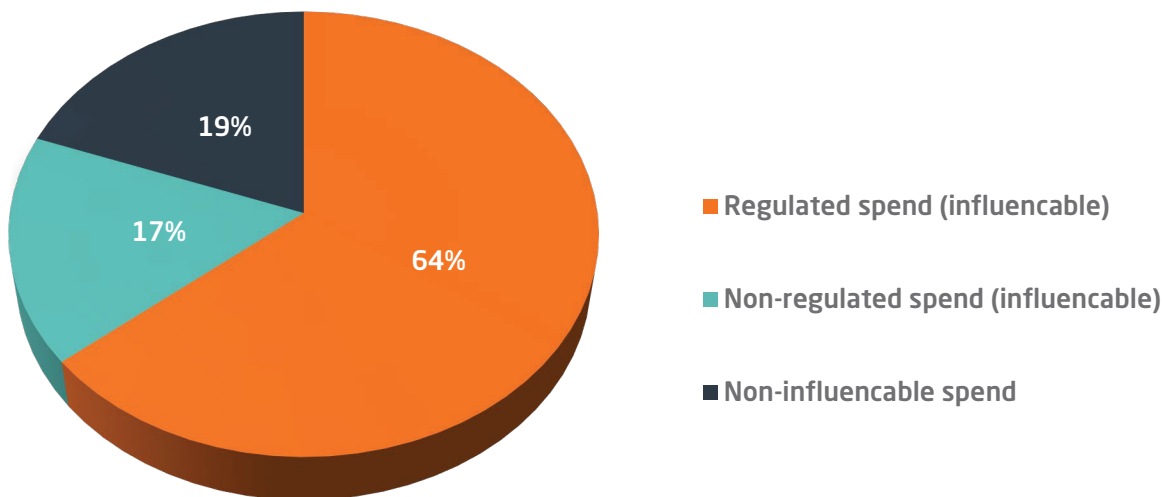
The College's non-pay expenditure for the Financial Year 2023-24 was in the region of £12.55 million, of which;

- £2.43 million (19%) was non-influenceable spend
- £10.12 million (81%) of College expenditure was influenceable

The Colleges annual influenceable procurement spend for 2023-2024 of circa £10.12 million was made up of:

- £8.038 million of regulated spend (above Threshold and framework agreements)
- £2.082 million of non-regulated spend (below Threshold)

### West College Scotland spend profile 2023/2024



<sup>1</sup> Advanced Procurement for Universities and Colleges

# 3. Procurement Mission and Strategic Objectives

Our Procurement mission supports West College Scotland's vision, purpose, values and strategic aims as set out in the Strategic Plan 2019-25 and is to

**“provide a professional customer focused service, driving legislative compliance, maximising the use of resources, promoting efficiencies and innovation, improving teamwork and communication across the College, capturing savings and adopting sustainable practices which enhance equality and diversity.”**

The Procurement Strategy will therefore assist the College in demonstrating best value, continuous improvement, sound performance management, partnership working, community benefits and sustainable development.

The Procurement Strategy provides a clear and well-structured approach to the College's procurement activities outlining what will be done, how and when it will be achieved. In developing the Procurement Strategy, the following four strategic objectives have been set:

## 1. Robust and Transparent Contract Renewal, Monitoring and Supplier Management Process

To adhere to the Scottish Government Procurement Journey guidance and ensure full compliance through application of the Procurement Reform (Scotland) Act 2014, the Public Contracts (Scotland) Regulations 2015 and the Procurement (Scotland) Regulations 2016.

## 2. Efficiency and Effectiveness

To secure value for money by working closely with the people who use the goods, services and supplies that the College requires to:

- (a) articulate their requirements early in the process;**
- (b) deliver financial savings;**
- (c) generate community and other benefits; and**
- (d) identify and promote collaborative and shared services opportunities.**

## 3. Sustainable Procurement

To embed sound ethical, social and environmental policies within the procurement function and to comply with relevant Scottish, UK and EC legislation in performance of the sustainable procurement duty. The College will treat all suppliers fairly, equally and without discrimination through making procurement transparent and accessible to all businesses especially Small and Medium Sized Enterprises (SMEs), the third sector and supported businesses.

## 4. Skills Enhancement

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.

The College shall also support the vision of the Public Procurement Strategy for Scotland 2023 to 2028 and delivery of its objectives, namely to conduct its procurement activity in a way which is:



We will help deliver the College’s Strategic Plan and the Public Procurement Strategy for Scotland through what we procure, how we procure, and through the wider economic and social considerations included in our contracts as shown below.

We will design our contract and procurement process to contribute to the College’s and Scotland’s strategic objectives and outcomes, in a way that achieves value for money and makes contracts accessible to business, the third sector and supported businesses.

## Procurement objectives mapped to the College Strategic Plan Priorities;

| College Strategic Plan Priority                               | Procurement Objective                |                                   |                              |                         |
|---|--------------------------------------|-----------------------------------|------------------------------|-------------------------|
|   | 1<br>Contract renewal and monitoring | 2<br>Efficiency and Effectiveness | 3<br>Sustainable Procurement | 4<br>Skills Enhancement |
| <b>Personalisation</b>  |                                      |                                   |                              |                         |
| Developing Bespoke solutions, Fast                            | ✓                                    | ✓                                 |                              |                         |
| Raising Aspirations and Enabling Students to achieve outcomes |                                      | ✓                                 |                              |                         |
| Recruiting and Retaining Talented People                      | ✓                                    | ✓                                 |                              | ✓                       |
| <b>Collaboration</b>  |                                      |                                   |                              |                         |
| Creating Learning Pathways                                    |                                      | ✓                                 |                              |                         |
| Immersive Partnerships  |                                      | ✓                                 | ✓                            |                         |
| Delivering Inclusive Growth                                   |                                      |                                   |                              | ✓                       |
| <b>Agile and Adaptive</b>                                     |                                      |                                   |                              |                         |
| Developing new income opportunities                           |                                      | ✓                                 |                              |                         |
| Developing the Market   | ✓                                    | ✓                                 |                              |                         |
| Utilising Specialist Capabilities                             |                                      | ✓                                 |                              |                         |
| Managing for Resilience                                       | ✓                                    |                                   | ✓                            | ✓                       |
| <b>Digital</b>  |                                      |                                   |                              |                         |
| Using data  |                                      |                                   |                              | ✓                       |
| Inspirational learning  |                                      |                                   | ✓                            | ✓                       |
| Developing the skills base                                    |                                      |                                   |                              | ✓                       |

## Procurement objectives mapped to the Public Procurement Strategy for Scotland 2023 to 2028 objectives;

|  | Procurement Objective                |                                   |                              |                         |
|--|--------------------------------------|-----------------------------------|------------------------------|-------------------------|
|  | 1<br>Contract renewal and monitoring | 2<br>Efficiency and Effectiveness | 3<br>Sustainable Procurement | 4<br>Skills Enhancement |
| <b>Public Procurement Strategy for Scotland 2023 to 2028 objectives</b>  |                                      |                                   |                              |                         |
| <b>Good for businesses and their employees</b>   |                                      |                                   |                              |                         |
| Maximising the impact of procurement to boost a green, inclusive and wellbeing economy, promoting and enabling innovation in procurement.  |                                      | ✓                                 | ✓                            | ✓                       |
| <b>Good for society</b>  |                                      |                                   |                              |                         |
| Ensuring that we are efficient, effective and forward thinking through continuous improvement to help achieve a fairer and more equal society.   |                                      | ✓                                 | ✓                            | ✓                       |
| <b>Good for places and communities</b>   |                                      |                                   |                              |                         |
| Maximising the impact of procurement with strong community engagement and development to deliver social and economic outcomes as a means to drive wellbeing by creating quality employment and skills. | ✓                                    | ✓                                 | ✓                            |                         |
| <b>Open and connected</b>  |                                      |                                   |                              |                         |
| Ensuring procurement in Scotland is open, transparent and connected at local, national and international levels.   | ✓                                    | ✓                                 |                              | ✓                       |

The Procurement Action Plan (see Section 6) shows the outcomes that we will deliver, and the associated actions and commitments. These actions are measured and reported through our involvement in the Scottish Government’s Procurement and Commercial Improvement Programme (PCIP) and through the publication of an Annual Procurement Report (see Section 5).



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

As required by the Act the College must comply with a small number of general duties and some specific measures which are embedded in our Procurement Policy and Procedures or in our Action Plan. For clarity and to ensure full compliance with the Act these duties and measures are stated below:

### 4.1. Contributing to the carrying out of our function and the achievement of our purposes

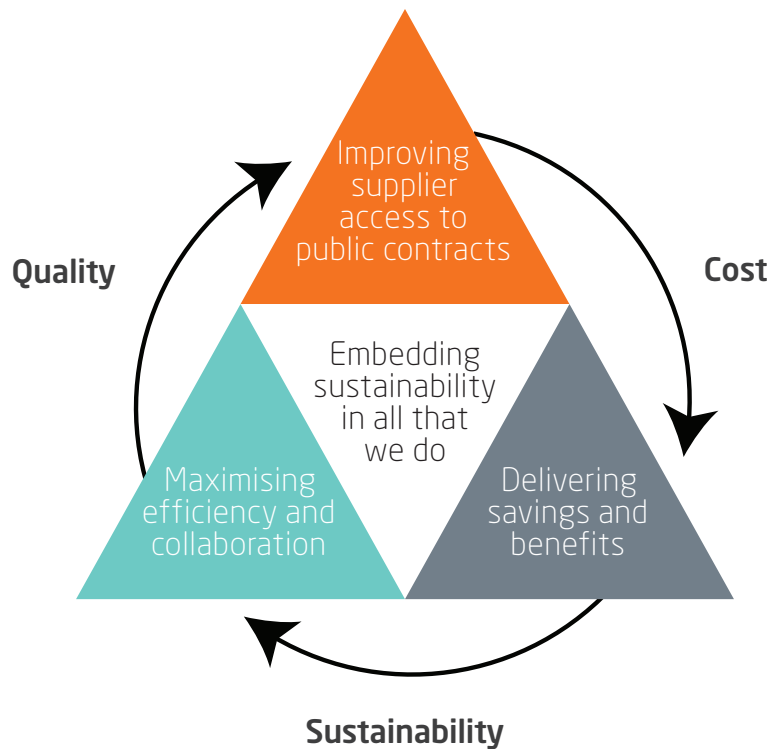
Effective procurement makes a key contribution to providing high quality learning in an inclusive, efficient and sustainable way by optimising the resources available for learning priorities. This includes:

- ◆ **Analysing our non-pay expenditure to identify regulated procurements.**
- ◆ **Seeking best value through competitive procurement exercises.**
- ◆ **Whole life costing products and services.**
- ◆ **Ensuring that project strategies align to the College's strategic objectives and outcomes.**
- ◆ **Effective use of contract and supplier management to monitor and further improve our contract outcomes.**

### 4.2. Delivering Value for Money

Value for money, as defined by the Scottish Model of Procurement (below), is not just about cost and quality but about the best balance of cost, quality and sustainability.

## Scottish Procurement



## Scottish Model of Procurement

The College through its Procurement Policy and Procedures will seek to consistently apply the principle of Value for Money, albeit the balance of cost, quality and sustainability will vary for each 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 principles of non-discrimination, transparency, procedural fairness and in complying with the general duties of the Act as well as the sustainable procurement duty.

### 4.3. Treating relevant economic operators equally and without discrimination

The College will conduct all its regulated procurements in compliance with the principles of non-discrimination, transparency, procedural fairness and we 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 (PCS) and Public Contracts Scotland-Tender (PCS-T) and shall strive to ensure the use of separate lots, where appropriate, with straightforward output-based specifications and clear evaluation criteria to ensure the procurement is accessible to as many bidders as possible.

#### 4.4. Acting in a transparent and proportionate manner

The College will engage with its local supply market and use clear and precise language in our specifications.

The College shall ensure contracts are awarded using appropriate quality, risk and sustainability factors as well as cost according to declared score weightings specific to each contract.

The College will actively take steps to make it easier for smaller and local businesses to bid for contracts through:

- ◆ **The use of Public Contracts Scotland and Quick Quotes.**
- ◆ **Information contained on the Procurement page of the College website.**
- ◆ **The provision of training and/or provide information on third party training opportunities (such as the Supplier Development Programme).**
- ◆ **Attending local supplier/buyer engagement events (such as Meet the Buyer).**

#### 4.5. Sustainable Procurement Duty

The College will seek to take account of climate impacts and the circular economy in its procurement activity contributing to the College's Sustainability Strategy 2021-2025. As part of the Scottish Colleges' Statement of Commitment on the Climate Emergency, West College Scotland has pledged to reach a net zero target by 2040, five years ahead of the Scottish Government target.

The College will seek to involve SMEs, third sector bodies and supported businesses in our procurement activities. In so doing, these areas shall benefit not only the College but the wider West College region as well as contribute to the wider global climate agenda.

With regards to the Public Sector Equality Duty (PSED) under the Equality Act 2010, the College (as a Public Authority) will, within its procurement practices, give due regard to the need to:

- ◆ **Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act.**
- ◆ **Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.**
- ◆ **Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.**

The College will manage procurement in ways that will promote equality and fairness, by embedding equality considerations in its Procurement Policy and Procedures.

The College meets the Sustainable Procurement Duty through the use of the following Scottish Government tools :

- ◆ **Scottish Public Procurement Prioritisation Tool.**
- ◆ **Sustainability Test.**
- ◆ **Life Cycle Impact Mapping.**
- ◆ **The Scottish Flexible Framework.**

We also ask our suppliers to meet the APUC's Sustain Code of Conduct and the Electronics Watch Code where relevant and proportionate to the scope of the procurement.

#### **4.6. Our policy on applying community benefit requirements in our contracts**

A community benefit requirement is defined in the Procurement Reform (Scotland) Act 2014 as a contractual requirement imposed by a contracting authority:

- (a) relating to:**
  - (i) training and recruitment, or**
  - (ii) the availability of sub-contracting opportunities, or**
- (b) which is otherwise intended to improve the economic, social or environmental wellbeing of the authority's area in a way additional to the main purpose of the contract in which the requirement is included.**

The delivery of community benefits through procurement is in line with the College strategic objective of 'driving transformation to deliver a sustainable future.'

If there is an opportunity to benefit the community, we will include appropriate requirements in our contracts. We will consider these opportunities at the development phase of all regulated procurements (£50,000 and above for goods and services, £2 million and above for works).

Overseeing delivery of community benefits will be made part of our contract management arrangements and we will keep a record of the benefits delivered.

We will collect information about delivered benefits and we will report on this in our formal report of our performance against this Strategy.

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<sup>1</sup> [www.gov.scot/policies/public-sector-procurement/sustainable-procurement-duty/](http://www.gov.scot/policies/public-sector-procurement/sustainable-procurement-duty/)

<sup>2</sup> [www.sustainableprocurementtools.scot/](http://www.sustainableprocurementtools.scot/)

#### **4.7. Our policy on consulting and involving those affected by our procurements**

Where appropriate, we work with users, potential suppliers and others to help us design procurements and the route each procurement will take.

Individual procurements are in response to an identified need and we identify and involve the relevant stakeholders as appropriate.

The College considers for each procurement, the community affected by the resultant contract and ensures any affected organisations/persons are consulted (e.g. impact on service for students, persons or groups with relevant protected characteristics where reasonable adjustments may be considered as part of a specification, 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.

#### **4.8. Our policy on paying the Living Wage to people involved in delivering our contracts**

The College became an accredited Living Wage employer in March 2022. This is a clear commitment to pay the Living Wage for all staff we directly employ and those who work on our contracts by actively encouraging employers to pay the Living Wage as part of a package of fair work practice in relevant contracts.

Our policy on paying the Living Wage to those who deliver our public contracts is influenced by our belief that a positive approach to fair work practices can have a positive effect on the quality of the services, goods and work delivered. We target this policy through award criteria which are in proportion to and relevant to the contract. The College also follows the Scottish Government statutory guidance on Fair Work First .

If a commitment has been made in a tender to pay the Living Wage, it will form part of the contract, and we will monitor it through our contract and supplier management processes. Information on which of our contractors pay the Living Wage is included in our annual report of our performance against this strategy.

#### **4.9. Our policy on making sure our contractors and subcontractors keep to the Health and Safety at Work Act 1974 and any provision made under the act**

It is important that those bidding for our contracts are able to demonstrate that they responsible contractors who keep their legal duties, including duties to health and safety.

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<sup>4</sup> [www.gov.scot/publications/publication-of-updated-fair-work-first-in-procurement-guidance/](http://www.gov.scot/publications/publication-of-updated-fair-work-first-in-procurement-guidance/)

It is a standard condition of our contracts that the contractor must adhere to all laws that apply, all requirements of regulatory organisations, and good industry practice. This also includes any relevant health and safety law. Also, whenever contractors' staff are on our premises, under the terms of our standard contracts they must keep to our health and safety requirements.

Where appropriate, and on a contract-by-contract basis, health and safety will be monitored as part of our contract management processes. Where proportionate, the College also seek to monitor the compliance of subcontractors.

#### **4.10. Our policy on procuring 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. The College will also consider equivalent offerings from suppliers that can demonstrate they can meet the specified criteria without necessarily having the specific certification.

#### **4.11. Our policy on using contracts involving food to improve 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 work to put in place affordable contracts, which meet the nutritional requirements for all users of our catering services and will use available good practice and guidance such as that made available by The University Catering Organisation (TUCO) and any other relevant bodies.

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

#### **4.12. Our policy on paying invoices in 30 days or less to our contractors and sub-contractors**

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.

Our standard payment terms are within 30 days from receipt of valid invoices. We also require contractors to pay sub-contractors in no more than 30 days after the receipt of a valid and payable invoice. We will report our payment performance in our Annual Procurement Report.

The College also complies with the Scottish Procurement Policy Note (SPPN) on prompt payment in the supply chain, which came into force in June 2022 .

# 5. Annual Procurement Report

Under the Procurement Reform (Scotland) Act 2014 we have to prepare a procurement report each year. Our first report for this Strategy will cover the period 1st August 2025 to 31st July 2026. It will include as a minimum:

- ◆ **information on regulated procurements that have been completed during the period.**
- ◆ **a review of whether those procurements kept to this procurement strategy.**
- ◆ **that if any procurements did not comply with regulations, a statement of how we intend to ensure they do in future.**
- ◆ **a summary of community benefit requirements set as part of a regulated procurement that were fulfilled during the financial year covered by the report.**
- ◆ **a summary of any steps we have taken to involve supported businesses in regulated procurements during the year.**
- ◆ **a summary of the regulated procurements we expect to commence in the next two financial years; and**
- ◆ **such other information as the Scottish Ministers may by order specify and where applicable that demonstrates compliance with other legislation that places specific requirements on the College with respect to its procurement activities.**

We will publish our report online on our website and make sure it is accessible.

# 6. Procurement Action Plan

The Procurement Action Plan 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 (see below) will be regularly monitored by the College’s Procurement service. The CDC Committee will review and monitor the progress of Action Plan, reporting into the College’s Board of Management or equivalent, where required.

As part of the formal annual review of this Strategy, as indicated in section 1 above, this Action Plan will be reviewed and updated as required, to maintain alignment of the College’s procurement activity with its broader priorities.

## Objective 1 Robust and Transparent Contract Renewal, Monitoring and Supplier Management Process

To adhere to the Scottish Government Procurement Journey guidance and ensure full compliance through application of the Procurement Reform (Scotland) Act 2014, the Public Contracts (Scotland) Regulations 2015 and the Procurement (Scotland) Regulations 2016.

### Outcomes

- Full compliance with procurement legislation and internal policies.
- A reduction in non-regulated contractual spend.
- Production of an Annual Procurement Report including an update on how the College has complied with the Scottish Government’s sustainable procurement duty.
- Ensuring procurement practices comply with legislation and good practice, as noted in the bi-annual PCIP review.
- Stronger supplier relationships.

### Ongoing Main Actions & Commitments

- Regularly review and update procurement procedures to ensure compliance.
- Spend analysis to be carried out regularly.
- Maintenance of an up-to-date contract register.
- Ensuring that relevant College staff attend regular procurement awareness training sessions, thereby developing working relationships within the College and increasing awareness and compliance.
- Contract management process consistently and appropriately applied to relevant contracted suppliers.

| Key Measurements   | Target                         | Timescales         | PCIP Lite Reference |
|--|--------------------------------|--------------------|---------------------|
| Compliant regulated expenditure as % of influenceable expenditure.   | Maintain or increase annually. | Annual             | 1.1, 1.5, 1.6, 3.3  |
| Maintaining or improving PCIP score.   | Maintain or increase.          | Bi-Annual          | All                 |
| Numbers of staff that have completed procurement induction training.   | Increase annually.             | Annual             | 1.4, 1.5            |
| Number of Contract and Supplier Management (CSM) meetings carried out across all high value, high-risk, and business critical contracts. | Maintain or increase annually. | Ongoing/ Quarterly | 3.1, 3.2            |

<sup>5</sup> [www.gov.scot/publications/prompt-payment-in-the-supply-chain-sppn-2-2022/](http://www.gov.scot/publications/prompt-payment-in-the-supply-chain-sppn-2-2022/)



## Objective 2 Robust and Transparent Contract Renewal, Monitoring and Supplier Management Process

Securing value for money by working closely with the people who use the goods, services and supplies that the College requires to:

- (a) articulate their requirements early in the process;
- (b) deliver financial savings;
- (c) generate community and other benefits; and
- (d) identify and promote collaborative and shared services opportunities.

### Outcomes

- ▶ Achieving maximum value in procurement decisions.
- ▶ Increase use of Pecos (Electronic Purchase to Pay System) for use of catalogues and receipting.
- ▶ Increased use of collaborative framework agreements and joint procurement initiatives.
- ▶ Contracts that better meet the College's needs through supplier input and sector collaboration.

### Ongoing Main Actions & Commitments

Plan and measure benefits and savings to ensure value for money in all tendering activities.

Provide training and guidance to service staff on use of PECOS for ordering (including use of catalogues) and receipting.

Expenditure analysis to identify and optimise use of collaborative contracts and joint procurement initiatives.







Promote use of national and sectoral framework agreements.

| Key Measurements  | Target  | Timescales | PCIP Lite Reference |
|---|---|------------|---------------------|
| Benefit Types (cash and non-cash savings) and Community Benefits. Analysis of whole life costs where applicable.  | Maintain or increase annually. Varies year on year depending on activity. | Ongoing    | 1.5, 2.1, 2.3, 2.4  |
| Numbers of staff that have attended PECOS ordering and receipting training.<br>£ spend of orders being raised on PECOS.<br>Number of catalogues available on PECOS. | Increase annually.  | Ongoing    | 4.1                 |
| % of influenceable expenditure through collaborative framework agreements and contracts (directly or indirectly).   | Maintain or increase annually.  | Annual     | 2.1, 3.3            |

## Objective 3 Sustainable Procurement

To embed sound ethical, social and environmental policies within the procurement function and to comply with relevant Scottish, UK and EC legislation in performance of the sustainable procurement duty. The College will treat all suppliers fairly, equally and without discrimination through making procurement transparent and accessible to all businesses especially Small and Medium Sized Enterprises (SMEs), the third sector and supported businesses.

### Outcomes

- 
**All regulated procurements demonstrate compliance with the Sustainable Procurement Duty.**
- 
**Fair Work First principles and ethical sourcing standards are embedded in relevant contracts.**
- 
**Procurement activities contribute to reductions in the College's environmental impact.**
- 
**Climate and circular economy are routinely embedded into specifications, tender evaluations, and contract management, with case studies included into annual reports to evidence impact.**
- 
**Demonstrable progress is made toward the College net-zero targets.**
- 
**Contributing to a strong regional economy.**

### Ongoing Main Actions & Commitments

Use of Sustainable Procurement Tools in all regulated procurements (Sustainability Test, Life Cycle Impact Mapping).

Include Fair Work First, community benefits, climate and other responsible procurement evaluation criteria in all relevant tenders.

Monitor responsible procurement as part of contract management and supplier performance reviews.

Report carbon emissions associated with procured goods and services annually.

Engage suppliers early in the procurement process.

Develop internal training and guidance to reduce demand for goods and services by cutting down on waste and encouraging re-use and re-cycling and use of the least environmentally damaging goods and services.

Maximise opportunities for Quick Quotes where possible.

| Key Measurements   | Target   | Timescales  | PCIP Lite Reference       |
|--|--|---|---------------------------|
| % of regulated contracts with secured sustainability benefits (BT14).        | Maintain or increase. Varies year on year depending on activity. | Ongoing   | 1.5 - Climate Change, 2.4 |
| Number of Sustainable Procurement Tools used in all regulated procurements.  | Increase annually  | Annual  | 2.4                       |
| Number of suppliers with completed SCM (Responsible Procurement).            | Increase annually.   | Annual  | 3.1 - Climate Change      |
| Estimated GHG emissions from procured goods and services.                    | Varies year on year depending on activity.                       | Report annually in the Public Bodies Climate Change Duties Reporting (PBCCD) and in the Annual Procurement Report | 1.5 - Climate Change      |
| Number of service users who have completed internal Sustainability training. | Increase annually.   | Annual  | 1.4                       |
| Number of contracts awarded to SMEs and local companies.                     | Maintain or increase   | Annual  | 2.4                       |

## Objective 4 Skills Enhancement

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

### Outcomes

- ▶ **Having in place a high calibre procurement team with a competency-based training and a skills development programme.**
- ▶ **Through expenditure analysis, identify supplier risk levels and determine appropriate tactical and strategic approaches to supply markets and management.**
- ▶ **Continued development of procurement risk register using high/medium and low risk assessment methodology.**

### Ongoing Main Actions & Commitments

Provide training and guidance to service staff on procurement best practices.

Developing guidance to help all staff involved in procurement to understand roles and processes.

Obtain regular customer input/feedback and obtain regular supplier input/feedback on contracts to secure optimum value and opportunities.

Assess procurement team competencies and conduct staff / skills gap analysis and address any identified gaps by encouraging involvement with or attendance at training and development courses and events with results monitored and recorded.

Maintain a procurement risk register, review it regularly and communicate key risks to Director of Finance.

| Key Measurements   | Target                         | Timescales | PCIP Lite Reference |
|--|--------------------------------|------------|---------------------|
| Increased number of staff undertaking formal training and development in the year.                         | Maintain or increase annually. | Annual     | 1.4                 |
| Evidence of maximising goods and services obtained through shared service arrangements.                    | Maintain or increase annually. | Annual     | 2.1                 |
| Internal stakeholder satisfaction with procurement outcomes.   | Maintain or increase annually. | Annual     | 1.5                 |
| Supplier engagement satisfaction rate.   | Maintain or increase annually. | Annual     | 1.5                 |
| Maintaining or improving PCIP score.   | Maintain or increase.          | Bi-annual  | All                 |
| Evidence of increasing participation in Scottish Government user groups and intelligence gathering forums. | Maintain or increase annually. | Annual     | 1.4                 |
| Procurement risk register review frequency.  | 2 reviews a year.              | Bi-Annual  | 1.6                 |

# 7. Glossary of Terms








## A, B, C and C1 Contracts

|                    |  |
|--------------------|--|
| <b>Category A</b>  | Collaborative Contracts available to all public bodies   |
|                    |  <b>Scottish Procurement</b>            |
| <b>Category B</b>  | Collaborative Contracts available to public bodies within a specific sector  |
|                    |  <b>Scottish Procurement</b>            |
|                    |  <b>APUC and other UK FHE Consortia</b> |
|                    |  <b>Scotland Excel</b>                  |
|                    |  <b>NHS National Procurement</b>        |
| <b>Category C</b>  | Local Contracts for use by individual public bodies  |
| <b>Category C1</b> | Local or regional collaborations between public bodies   |

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

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

**BT14 - Sustainability Based Benefits** - sustainability benefits where costs are not normally relevant can be reported but will normally be described in narrative including but not limited to the following areas:

-  **Reduction in waste - packaging and / or further use of residue from processes etc.**
-  **Reduction in consumption - use of raw materials (consumables, utilities etc.)**
-  **Recycling and/or re-use of products**
-  **Enhanced Reputation and/or marketing opportunities**
-  **Community Benefits delivery**
-  **Carbon Reduction**
-  **Social, equality and / or environmental improvements**

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

**Community benefits** - requirements which deliver wider benefits in addition to the core purpose of a contract. These can relate to social- economic and or environmental. Benefits. Community Benefit Contract Clauses can be used to build a range of economic, social or environmental conditions into the delivery of institutional contracts.

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

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

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

**Core expenditure/spend** - covers regulated and non-regulated expenditure excluding non-core expenditure.

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

**GPA** – The Agreement on Government Procurement is a plurilateral agreement within the framework of the World Trade Organisation (WTO). For more information visit [WTO website](#).

**GPA Thresholds** – Higher value regulated procurements are advertised in line with GPA Thresholds on a new UK e-notification system called [Find a Tender System \(FTS\)](#).

Public contracts (GPA) Thresholds are revised every 2 years and the present Thresholds are (including VAT): - for Supply, Services and Design Contracts, £213,477, for Works Contracts £5,336,937.

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

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

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

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

For more information, visit the Scottish Government's [Hub](#) page.

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

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

**Institutional dashboard** - is the area within the APUC Buyers Portal providing easy access to institutions' key management reporting data being recorded centrally through Hunter. The dashboard currently hosts key regulatory procurement information on Contracts Registers, forward contracting plans, expenditure reporting and APR Data. The list of reports is planned to expand to cover savings data also.

**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.

**Non-core expenditure/spend** - third-party expenditure excluded from the scope of the Procurement Regulations.

**Non-pay expenditure/spend** - covers all third-party expenditure including non-core expenditure. It excludes directly employed workers and associated costs such as national insurance, pension contributions and administration costs.

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<sup>6</sup> [www.gov.scot/publications/scottish-procurement-information-hub-contract/](http://www.gov.scot/publications/scottish-procurement-information-hub-contract/)

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

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

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

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

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

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

**Sustain Supply Chain 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 Sustain Supply Chain Code of Conduct with respect to their organisation and their supply chain.

**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** - excludes non-core expenditure and it is calculated based upon the total value of invoices paid per annum, excluding VAT, to all suppliers for the purchase of goods, services and works. 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.

**Third Sector** - includes charities, social enterprises and community groups which deliver essential services and helps to improve people's wellbeing and contributes to economic growth.





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