

# Procurement Strategy and Action Plan

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In accordance with the Procurement Reform (Scotland) Act 2014 (the Act), Sections 8 and 15, this strategy aligns with SRUC’s Strategic Plan 2018-2023 and describes SRUC’s approach to procuring the goods and services that support its Education, Research and Consultancy activities.

At the time of preparing this strategy, Scotland and the rest of the UK is coming to terms with, and adapting to the challenges posed by both the on-going COVID-19 pandemic, and the UK’s final departure from the EU. While the last 12 months have been highly challenging, SRUC continued to secure the goods and services that underpin its business activities in a manner that delivers value for money, equal opportunity for suppliers, sustainability, and compliance with the Scottish and UK Governments’ legislation governing Public Procurement. In line with Scottish Procurement Note [SPPN 5/2020](#), SRUC continues to support its supply base through this difficult period. For suppliers in industries placed under particular pressure by the pandemic, we extend some contracts beyond their natural end date and into 2021. This provided surety for the suppliers and importantly, a measure of security for their employees.

As we move forward into 2021, the National vaccination programme provides hope that normality will return soon. The recently published [Cabinet Office Green Paper “Transforming Public Procurement”](#) provides a reference point for a post-Brexit and post-COVID approach to public procurement. The Paper places emphasis on increasing value for money, and the widening of opportunity for innovative, home grown small businesses, charities and social enterprises to support and partner with Public Bodies. In addition, by considering long term sustainability, environmental benefits can be leveraged beyond the primary requirement of specific goods, services and capital works. The ethos of the Green Paper therefore resonates with SRUC’s forward strategy, and we embrace and look forward to meeting the challenges of the coming years, as we have the last 12 months.

## STRATEGY APPROVAL



**Professor Wayne Powell**  
**Principal and Chief Executive**  
 26 April 2021

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## 1. Introduction

- 1.1 This Procurement Strategy aligns with SRUC's corporate aims and objectives, established collaborative initiatives and necessary regulatory compliance. The strategy is developed and managed by the Procurement Team within SRUC's Finance Group and represents the culmination of consultation and engagement with different stakeholder groups affected by the SRUC's approach to procurement. This has included discussion with internal stakeholders, suppliers, and external stakeholders including [Advanced Procurement for Universities and Colleges](#) (APUC). The strategy therefore benefits from exposure to both internal and external scrutiny. This strengthens the understanding of the strategy and the prospect of achievement of its policies, aims and objectives.

## 2. SRUC's Procurement Strategy

- 2.1 This Procurement Strategy, used in conjunction with [SRUC's Procurement Policies](#), sets out the strategic institutional approach to procurement within the prevailing regulatory environment, including measures introduced as a result of the COVID-19 pandemic and the UK's exit from the European Union. The Action Plan element of this Strategy (see Note 7) translates key organisational strategic objectives and desired outcomes into the detailed actions and processes required to maintain a cost-effective, sustainable and legally compliant institutional procurement operation. Further, the Action Plan is relevant to all staff involved in buying goods and services on behalf of SRUC, including management staff responsible for authorising Purchasing Orders and monitoring associated purchase transactions.

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

- 3.1 SRUC is committed to obtaining value for money from all purchases of goods and services, and in conducting its procurement activities in a transparent manner. When acquiring goods and services all staff are required to consider SRUC's wider responsibilities in terms of its legal, moral, social, economic and environmental impact. Effective procurement will support the key institutional objectives across the important operational dimensions, which are set out in [SRUC's Strategic Plan](#).
- 3.2 SRUC's Strategic Plan articulates the key drivers for SRUC, now and in the future. It sets out SRUC's mission, vision and global aims as it seeks to become recognised a new and unique University for the 21st century that is regional, accessible, market-focused and responsive to a diverse range of rural challenges.

The key objectives of the Strategic Plan that are supported by the strategic objectives of Procurement are set out in the table below:

<b>SRUC Strategic Objectives</b>	<b>Procurement Strategic Objectives</b>
We will be recognised as Scotland's national rural University. Our faculties in North, Central and South West Scotland will include a nationwide consultancy network offering world leading, integrated research, education and consultancy with local, national and global reach and impact.	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.
We will evidence added-value impact from the integration of our research, teaching, consultancy and veterinary surveillance.	To work with internal budget holders across SRUC and encourage suppliers to deliver innovative sustainable solutions that minimise environmental impact and offer best value to the organisation through the development of an effective and co-ordinated purchasing effort within the Institution.
We will grow revenue to £100 million by 2023. We will reinvest surpluses to deliver our vision.	To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities.
We will have a regional presence which shapes economic, skills and training strategies at local and regional levels.	To embed sound ethical, social and environmental policies within the Institution's procurement function and to comply with relevant Scottish, UK and where still relevant, EU legislation in performance of the sustainable procurement duty.
We will be a leaner, more agile and consistently high performing organisation.	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 processes.
We will be recognised as an employer of choice where a culture of engagement, innovation and excellence thrives.	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

3.3 The Procurement function will utilise the [Scottish Government's Procurement Journey](#) to plan and manage procurement activities. In addition to the aims noted above this will help SRUC achieve:

- Compliance with the annual Scottish Funding Council (SFC) Outcome agreement;
- Leverage of investment opportunities to support core activities;
- Delivery of a strategically focused infrastructure programme to improve quality of staff and student accommodation and facilities, at the North, Central and South West Scotland faculties;
- Curriculum and funding reviews that ensure financial sustainability;
- A supply chain that is reputable, reliable and financially stable, and that can deliver innovative, quality goods and services at a competitive price. SRUC will seek to develop open, strong, innovative, and sustainable partnership relationships with its suppliers;
- To work in partnership with our supply chain to ensure mutual value, managed performance and minimal risk throughout the life of contracts, for the benefit of all customers, including our students;
- A reduction in CO<sub>2</sub> emissions in support of the Scottish Government's [Climate Change Plan](#). The target for 2021/22 and subsequent years will be determined with reference to SRUC's Climate Change Action Plan (CCAP). Procurement shall support the CCAP by developing tender specifications that encourage the participation of suppliers that offer innovative and new technologies that reduce energy consumption, and increase energy efficiency. In partnership with SRUC's Campus and Estates and Finance departments, the return on such investments will consider carbon reduction and financial savings.

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

##### **4.1 Community Benefits**

For every procurement over £4m, SRUC will consider how it can improve the economic, social and environmental wellbeing of the communities in which it operates. This will be supported by the inclusion of community benefit clauses, to assist with its strategic objective of being an exemplary, socially responsible employer, successful in recruiting, developing and retaining outstanding people within an environment that nurtures equality, inclusion and diversity and supports communities locally, nationally and internationally.

It is expected that such community benefits will come through SRUC's capital investment projects and through the mandated delivery by suppliers of training opportunities or subcontracting opportunities within such projects. Where possible and proportionate, such requirements may be included in procurements below £4m.

##### **4.2 Project Bank Accounts**

In accordance with the Scottish Government's [Construction Policy Note CPN1/2019](#), from 19 March 2019, SRUC shall operate a Project Bank Account (PBA) for all relevant contracts. It is anticipated that for SRUC this will be restricted to building works and/or capital investment projects of £2m and over.

##### **4.3 Consultation**

For each regulated procurement, SRUC will develop a strategy that will include consideration of the stakeholder groups affected by the resultant contract and will

ensure that any affected organisations/persons are consulted (e.g. impact on service for students, impact on small or medium sized enterprises as a result of combining requirements under one contract). Approval of such strategies will come through SRUC's established routes and will be sought before the commencement of any regulated procurement action.

Whenever possible, SRUC will meet with stakeholder groups to discuss its requirements and refine its approach. This approach includes Procurement hosting "meet the buyer" events and meetings where opportunities can be discussed with prospective suppliers in an open and transparent manner.

#### **4.4 Living Wage**

SRUC has paid the Living Wage since November 2014 and achieved Accredited Living Wage employer status in June 2019. As such, SRUC recognises the positive impact that the payment of a living wage has on employees, their families, and the communities in which they live. Where relevant and proportionate, SRUC will consider the fair work practices of suppliers in its procurements, including application of the Living Wage and by extension, the dignity at work that a living wage provides.

SRUC recognises that payment of a living wage may place pressure on the finances and sustainability of some of its suppliers, particularly those classified as small or medium sized. SRUC's regulated procurement strategies will therefore seek to balance how suppliers can support its living wage policy, while ensuring an appropriate balance between quality and cost. Engagement with potential suppliers as early as possible in the procurement journey is therefore vital and the Procurement Team is proactive in its engagement with current and potential suppliers (see 4.3).

To the extent permitted by law, SRUC will encourage all suppliers to pay, or work towards paying, their employees a living wage, and to adopt fair working practices. This approach will be applied to contracts for goods, as well as those for labour intensive services.

#### **4.5 The Health and Safety at Work Act 1974**

SRUC is committed to contracting only with suppliers that comply with all appropriate and relevant legislation, including Health & Safety legislation. Where appropriate, and on a contract-by-contract basis, SRUC will assess the legislation applicable to a procurement and take steps to ensure bidders comply with such legislation. Where proportionate, the institution may also assess the compliance of subcontractors and other tiers of the supply chain. This will be reflected in the strategy for each regulated procurement (see 4.3).

Prior to initiating a procurement project, consideration of Health & Safety will be included in the project's procurement strategy. Supplier Health & Safety policies and safety record shall be subject to review at tender evaluation stage and where required, guidance and support shall be sought from SRUC's Lead Health & Safety Business Partner.

#### **4.6 Ethical Trading**

SRUC supports the sourcing and use of goods that are ethically and fairly traded. Where relevant SRUC shall make use of appropriate standards and labels as benchmarks against which the fair and ethical trading practices of its suppliers can be assessed.

SRUC will always invite and consider equivalent fairly and ethically traded offerings in its tenders. It will also consider the whole life cost of its procurements, including the opportunity to donate its end-of-life assets to support less favoured areas, both domestically and internationally. SRUC will also consider use of contract conditions that provide assurances on fair and ethical practices through all tiers of its supply chains.

#### **4.7 Contracts for the provision of Food**

As a leading global provider of research, innovation, education, training and consulting, in support of global food and environmental security, sustainable rural development, and animal and human well-being, SRUC is uniquely placed to find practical ways to source healthy, fresh, seasonal, and sustainably, locally grown food which represents value for money, and improves the health, wellbeing and education of our stakeholders.

SRUC will therefore work to put in place affordable contracts, which meet the nutritional requirements for food for all users of our catering services. In addition, SRUC will seek to support procurement activities across the education and wider public sectors as they work to meet the Scottish Government's targets on food and health.

#### **4.8 Payment of Suppliers**

Section 15(5d) of the Act requires, so far as is reasonably practicable, that payments to contractors and subcontractors are made within 30 days of a valid invoice, or similar claim, being received.

SRUC is committed to paying suppliers within the terms agreed at the outset of each contract. For contracts let under SRUC's Terms and Conditions, SRUC commits to pay within 30 days of receipt of a valid invoice, bearing a valid purchase order number. Where contracts include sub-contractors, SRUC's standard Terms and Conditions are varied to include payment to those sub-contractors within 30 days. To further support prompt payment, SRUC operates weekly BACS payment runs to suppliers and supplements these with daily direct payments via CHAPS / Faster Payment.

Under the direction of the Financial Controller, SRUC monitors its payment performance and adjusts the timescales embedded in its system to ensure that where reasonably practicable, payment terms are achieved.

Further, as noted in 4.2, for each building and/or capital investment project over £2m in value, SRUC in partnership with its main contractor(s) shall operate a PBA. Use of a PBA will ensure that main construction contractors' and their subcontractors' cash flows are consistent and helps prevent business insolvency, and the associated negative impacts on individuals and communities.

#### **4.9 The Sustainable Procurement Duty**

SRUC will undertake regulated procurements in compliance with the [Sustainable Procurement Duty](#). Consideration of environmental, social and economic issues and

how benefits can be delivered through the procurement will be made, where appropriate and on a contract-by-contract basis (see 3.3).

SRUC has benchmarked its approach to sustainability against the Scottish Government's [Flexible Framework Assessment Tool](#). An improvement plan has been developed and this is reviewed and updated on an annual basis.

SRUC shall also seek to utilise other available tools and systems such as [Sustainable Procurement Tools](#) (including Government Buying Standards, Prioritisation), [Life Cycle Impact Mapping](#), [Sustainability Test](#), APUC's [Supply Chain Code of Conduct](#), APUC's [Sustain](#), and [Electronics Watch](#), where relevant and proportionate to the scope of the procurement.

With the publication of its [Modern Slavery Act Statement](#), SRUC recognises its responsibilities, and affirms its 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.

Finally, Procurement will increase the emphasis within tender specifications on the delivery of "green" goods and services, that provide tangible and positive environmental outcomes. SRUC has world leading expertise and understanding of the impact of climate change and the emerging technologies that can be employed to address and negate it. We will therefore encourage our experts to directly participate in the development of tender specifications and evaluation of submissions, and where possible support procurement across the wider Scottish HE sector. In doing so, SRUC will provide a meaningful contribution to the [Scottish Government's response to the Global Climate Emergency](#).

#### **4.10 Equality, Diversity and Inclusivity**

As a proud member of the [Athena Swan Charter](#), SRUC is committed to and strives for equality of opportunity for all its students and staff (existing and prospective), and recognises and celebrates the diversity of all stakeholders, including those within the College's supply chain.

In support of this commitment, we will incorporate questions into tenders that require prospective suppliers to explain, with evidence (including a copy of their Equal Opportunities Policy, and if appropriate a copy of their published Gender Pay-Gap Report), their approach to embedding and enhancing equality, diversity and inclusivity within their workforce.

#### **4.11 Approach to Regulated Procurement**

While leaving the EU in January 2021 has given the UK the freedom to set its own rules for public procurement, current rules remain aligned with EU Treaty Principles. As such, SRUC will continue to conduct all regulated procurements in compliance with the principles of equal treatment, non-discrimination, transparency, proportionality and mutual recognition. To meet this commitment, SRUC will analyse its third party expenditure in order to identify 'UK regulated procurements' (at the time of writing this relates to goods and services worth more than £189,330 and works worth more than £4,733,252) and 'lower value regulated procurements' (goods and services worth more than £50,000 and works worth more than £2 million) as mandated by the Scottish Government.

SRUC will analyse its regulated procurements into procurement categories. How these goods, services and works are bought - joint purchasing (including collaboration with similar organisations), use of local, regional and national framework agreements, consolidated contracting – will be subject to regular review with APUC and through user consultation, development of category strategies, aggregation of opportunities to exploit benefits of scale, and the most appropriate procurement routes to market chosen.

SRUC shall utilise portals including [Public Contracts Scotland](#) (PCS), and PCS [Quick Quotes](#) and the UK Government's [Find a Tender](#) portal to publish its procurement opportunities. Where appropriate we and shall use lotting, output based specifications and transparent evaluation criteria to ensure that procurement opportunities are accessible to as many bidders as possible. This will underpin SRUC's commitment to making it easier for smaller businesses to bid for contracts. While legislative constraints prohibit discrimination in favour of local suppliers, the local dimension can be addressed through the structure of tenders, and the use of PCS and Quick Quotes. Further, the publishing of SRUC's [Contracts Register](#) will highlight and give advanced warning of contracts for which local organisations may be interested in bidding.

Adoption of the Single Procurement Document (Scotland) shall ensure that SRUC awards regulated procurements only to businesses (and by extension any sub-contractors) that are capable, reputable, reliable and, where relevant, that can demonstrate that they meet high ethical standards and values in the conduct of their business.

In making regulated procurement contract awards, tender evaluation shall be based on quality, risk, sustainability factors and cost, according to declared score weightings on a contract-by-contract basis.

SRUC will make appropriate use of collaborative contracting arrangements (e.g. national, sectoral or local framework agreements or contracts) to deliver improved contract terms, contract and supplier management, sustainable procurement outcomes and value for money.

## 5. Key Performance Indicators

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

- Procurement and Commercial Improvement Plan (PCIP) assessment score;
- Procurement Return on Investment – the savings and efficiencies generated by contracting with suppliers divided by the cost of the professional procurement function;
- Annual summary of cost savings and efficiencies generated by bespoke contracting and use of framework agreements;
- Annual summary of the positive and/or negative environmental impact of the goods and services purchased by SRUC;
- Percentage of spend under contract;
- Number of invoices settled within 30 days of receipt;



- The number of Staff across SRUC that have completed procurement related training.

As in previous years, during 2021, we shall work closely with key suppliers to ensure that where a supplier has made a commitment to follow ethical and sustainable business practices in direct support of an SRUC contract, such activities shall be monitored and reported to SRUC. In parallel, new and existing suppliers shall be encouraged to register with APUC's [Sustain](#).

## 6. Annual Report

6.1 In line with Section 18 of the Procurement Reform (Scotland) Act 2014, SRUC produces and publishes on its website, a [Procurement Annual Report](#) that summarises progress against the objectives noted above. This report, produced as soon as practicable after the end of the financial year, describes how SRUC has discharged its obligations under the Act and how it has exercised discretion and judgement as permitted by the public procurement rules to secure strategic objectives in compliance with the Act.

6.2 The Annual Report includes:

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

**7. Action Plan**

Objective	Outcomes	Main Actions & Commitments	Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref Full/Med	RAG
To sustain and further develop partnerships within the sector, with other publicly funded bodies, with professional bodies and appropriately with supply markets that will yield intelligence, innovation and deliver value to users of procurement services.	Optimised use of Cat A, B and C1 collaborative contracts and extension of early procurement contributions of value to all areas of influenceable expenditure.	Review quarterly / annual organisational expenditure to identify potential collaborative and regulated procurement opportunities.  Maintain and update contracts register.  Analysis of organisational spend at General Ledger Nominal Account level.	Numbers and values for A B and C1 business as % of totals.  Number and value of contracts covered by register.	Annual	Head of Procurement (HoP) & APUC Account Manager	HIGH	Dashboard Qu 1.2 Qu 2.1 Qu 2.2  Qu 3.3	G
	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	Ongoing	HoP & APUC Account Manager	MEDIUM	Qu 1.10	A
	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.	Annual	HoP & APUC Account Manager	MEDIUM	Qu 1.5	G
	Development of a shared, integrated procurement strategy development process	Develop forward contracting plan and strategies and relate these to sectoral, regional and national contracting plans	Number and value of contracts covered by contracting strategies expressed as % of totals.	On-going	HoP & APUC Account Manager	MEDIUM	Qu 1.3 Qu 2.1	A
	Effective supplier management, development and performance measurement processes	Apply Kraljic segmentation analysis to the supplier base and develop supplier relationship management processes accordingly. Implementation of Contract Management Plan that includes early identification of risk and sets a mutually acceptable exit strategy.	Number of suppliers and associated value of business subject to segmentation analysis.	On-going	HoP & APUC Account Manager	MEDIUM	Qu 3.1	A
	Development of understanding of supplier capability and strategy	Conduct regular market analysis. Implementation of Contract Management Plan that includes early identification of risk and sets a mutually acceptable exit strategy.	Utilise Spikes data to identify suppliers and value of business done locally, regionally and nationally. Use of invoice postcode analysis. Analysis on General Ledger nominal accounts.	On-going	HoP & APUC Account Manager	MEDIUM	Qu 2.4	A

Objective	Outcomes	Main Actions & Commitments	Key Performance Indicators/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref Full/Med	RAG
To work with internal budget holders across SRUC, and suppliers to deliver innovation and best value to the organisation through the development of an effective and co-ordinated purchasing effort within the Institution.	Procurement information routinely communicated to people who need to know	Co-ordinate procurement initiatives and disseminate procurement information from external sources e.g. APUC contract and advisory information.	Record of number, frequency and forms of communications	Quarterly review  Include in Annual Report	HoP	MEDIUM	Qu 1.9 Qu 1.10	A
	Procurement training and/or guidance systematically applied to points of need	Ensure all staff involved in procurement process can receive appropriate training	Record of staff attending individual training events, also e-learning modules covering Modern Slavery awareness and legal compliance including bribery, counter fraud and conflict of interest issues	Ongoing	HoP + SRUC Training and Development + APUC	LOW	Qu 1.5 Qu1.8	G
	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  Robust internal control systems for procurement processes and systems	Record number and types of e-transactions quarterly/annually and as % of total transaction type and total value of transaction type e.g. bids* orders, invoices and monitor over time  Clean audit report	Annual report  Periodic	HoP + SRUC Finance + Internal Audit	MEDIUM	Qu 4.1 Qu 4.3  Qu 1.6	G
	Suppliers and potential suppliers provided with guidelines and advice on doing business with Institution and with APUC	Clear communication on procurement issues and links on website.  Supplier engagement including "meet the buyer" events	Outputs of stakeholder and supplier satisfaction surveys	Ongoing	HoP + SRUC IDS	HIGH	Qu 3.1 Qu 3.2	G
	Strengthened senior management appreciation of role purpose and value contribution of procurement	Provision of periodic reports plus annual report on procurement activity	Reporting of trends and key projects	Quarterly + Annual	HoP + SRUC Director of Finance + APUC Manager	HIGH	Qu 1.1	G
	Wider stakeholder buy-in	Review communications and methods	Stakeholder engagement record	Annual & Ongoing	SRUC Procurement Team	MEDIUM	Qu 3.4	G

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Objective	Outcomes	Main Actions & Commitments	Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref Full/Med	RAG
To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities.	Clear specifications and procurement strategies agreed with stakeholders  Regular review of the need for and performance of contracts prior to developing replacement procurement strategies	Review organisational expenditure data to identify contracts in place, contracts with agreed strategies, regulated procurements  Training of procurement staff on best procurement practice including appropriate approaches to regulated procurements in use of specifications, selection and award criteria.  Establish a plan to develop commercial acumen.	Total expenditure on projects, goods and service and % of total expenditure influenced by procurement,  % of total expenditure covered by Cat A, Cat B, Cat C1 and Cat C contracts  % expenditures by Cat  % of total value covered by contracts in the last FY  % of total expenditure covered by a Contracts register  % by value and number of contracts that are EU regulated procurements,  % by value and number of contracts that are 'lower value regulated procurements' (i.e. goods and services > £50k and works > £2m),  % savings, cost avoidance or other efficiencies i.e. cash and non-cash savings	Annual & Ongoing    Training provided according to needs assessment	HoP + SRUC Budget Holders +APUC Account. Managers	HIGH	Dashboard Qu 2.1 Qu 2.3  Qu 1.9	G
	Category contract strategies that detail the organisational approach to regulated procurements	Expenditure data sorted into categories		Annual & Ongoing	HoP + SRUC Budget Holders	MEDIUM	Dashboard	G
	Minimisation of duplication of procurement activity within the institution and between the institution and partners	Review expenditure on goods and services covered by duplicate contracts and remove duplicated effort where feasible and beneficial		Annual & Ongoing	HoP + SRUC Budget Holders	MEDIUM	Dashboard	G
	Management and measurement of performance of contracts in line with stakeholder and supplier agreements over the lifetime of the contracts	Develop commodity strategies in line with Procurement Journey  Contract and supplier management processes applied to all significant significant contracts and associated suppliers securing service improvement and/or opportunities for innovation	Totals of out of policy (maverick) spend and compliant exp in last FY  Procurement cost as % of total trade expenditure	Annual & Ongoing	HoP + SRUC Budget Holders	HIGH	Dashboard Qu 2.2 Qu 2.3  Qu 3.3  Qu 2.5 Qu 3.1 Qu 3.2	G
	Periodic and annual savings and benefits reports to stakeholders	Recorded savings and benefits calculated according to agreed sector and national criteria  Measurement of the environmental impact of the goods and services purchased  Reports to Management & stakeholders		Annual & Ongoing	HoP + SRUC Budget Holders	HIGH	Dashboard  Qu 3.4  Qu 1.10	A

Objective	Outcomes	Main Actions & Commitments	Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref Full/Med	RAG
To seek out professional development opportunities to enrich and enhance experience and capability of procurement practitioners and to work with the supply chains to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of customers and students.	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, MSc or equivalent per £m of influenceable expenditure	Ongoing	HoP	MEDIUM	Dashboard Qu 1.4	G
	Devolved procurement competencies assessed across the institution  Procurement induction programmes for all new appointees	Address shortfall by encouraging involvement with or attendance at training and development courses and events with results monitored and recorded.	Number of authorised or delegated purchasing staff outside Procurement per £m of influenceable expenditure  The number of Staff with delegated purchasing authority that have undertaken formal training & development in the past year	Ongoing	HoP, SRUC Director of Finance, SRUC Training and Development, SRUC Budget holders, APUC	MEDIUM	Dashboard Qu 1.5	A
	Supplier/customer positioning, development and leveraging to assure optimum value delivery while managing supply side risks and opportunities.	Obtain regular customer input/feedback  Obtain regular supplier input /feedback	Survey trend analysis  Include in annual reports	Periodic and after regulated procurement projects	SRUC Procurement Team	MEDIUM	Qu 1.10 Qu 3.5	A
	A robust procurement risk register	Develop weighted impact-and-probability procurement risk assessment methodology	Data drawn from risk criticality rating matrix	On-going with regular reviews	HoP	HIGH	Qu 1.7	G
	Robust systems analysis and development with optimal exploitation of "e" procurement tools in place	Produce a procurement ICT strategy	Benefits reports on - • time saved • faster order-to-delivery • Purchasers directed to approved suppliers, improving compliance and reducing time sourcing items. • price leverage. • reduced costs of stationery, postage, copying and associated admin. • high quality, detailed management information.	Immediate then periodic review	HoP, SRUC Financial Controller, IDS	HIGH	Qu 4.3	R
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	Use of benefits measurement to record efficiencies generated by procurement activity.	Adopt efficiency measurement model within Contracts Register	Measures of • Price reduction. • Added value. • Risk reduction. • Process re-engineering. • Sustainability.	Annual	HoP + APUC	HIGH	Qu 3.5	G
	Customer satisfaction questionnaires	Established a procurement network to gather and disseminate information	Periodic surveys analysed to show satisfaction trend analysis	Periodic but important to avoid the process becoming burdensome	HoP	MEDIUM	Qu 1.10	A
	Annual report records achievement against strategic objectives.	Prepare periodic reports that address both management needs and the requirements of the PR(S)A. Prepare annual report on performance against procurement strategy.	Benchmark report content and scope with peer organisations	Annual – as soon as practicable after each FY	HoP + SRUC Contract Managers	HIGH	Qu 1.3	G
	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.  Formalised Contract Management Plan that includes early risk identification and exit strategy.	Quarterly and Annual	HoP + SRUC Contract Managers	MEDIUM	Qu 3.1 Qu 3.2	A

Objective	Outcomes	Main Actions & Commitments	Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref Full/Med	RAG
To embed sound ethical, social and environmental policies within the Institution's procurement function and to comply with relevant Scottish, UK and EC legislation in performance of the sustainable procurement duty	Appropriate use of tools to embed relevant and proportionate requirements into contracts, encourage good practice and analyse opportunities to maximise social, economic and environmental outcomes through procurement action	Set out the organisational policy on how regulated procurements are to be undertaken in compliance with the sustainable procurement duty  Apply the prioritisation methodology, Flexible Framework, SUSTAIN etc. to develop action plans, contracting strategies and to focus resources	Number and value of relevant contracts as % of total regulated contracts  Achievement of Level 2 Flexible Framework	Annual Reporting  End 2021	HoP + SRUC Budget holders	HIGH	Qu 1.3 Qu 2.3 Qu 2.6	G
	Consideration of whole life costs, environmental and social impacts in assessment of value for money	Embed sustainable procurement duty processes in commodity and category strategies, tender docs & evaluation criteria	Number and value of contracts with sustainability objectives and criteria embedded as % of relevant total	On-going	HoP + SRUC Contract Managers	HIGH	Qu 2.5 Qu 2.6	A
	Reduced demand for goods and services by cutting down on waste, and encouraging re-use and recycling and use of the least environmentally damaging goods and services	Develop internal training and guidance.  Consolidation of all current waste contracts into one service.	Maintain a waste hierarchy record – • waste prevention, • reused, • recycled, • recovered including energy recovery • safe disposal.	End 2021	HoP + SRUC Environment Manager + HR	MEDIUM	Qu 1.5	A
	Suppliers led to: • promote awareness of sustainability objectives • adopt sustainable approaches in production of goods/services within their own supply chains • improve their performance in relation to sustainability objectives • address barriers to entry of SMEs and local suppliers	Organise supplier engagement sessions to advise on organisational objectives and opportunities under the sustainable procurement duty	Number of suppliers engaged.  Improved outcomes recorded and reported  Forward targets and strategies in place	Ongoing	HoP + SRUC Contract Manager	MEDIUM	Qu 3.1	G

