



Procurement Strategy and Action Plan

In line with Sections 8 and 15 of the Procurement Reform (Scotland) Act 2014, this procurement strategy supports SRUC's Strategic Plan and outlines the institution's approach to acquiring the goods and services that underpin its core activities in Education, Research, and Consultancy.

It is SRUC's ambition to be recognised as Scotland's Enterprise University, playing a central role in the global sustainable natural economy. SRUC aims to be regionally rooted, accessible, market-driven, and responsive to the diverse challenges facing rural communities. The wide-ranging nature of SRUC's operations and locations is therefore reflected in the diversity of projects that are supported by SRUC's Procurement Service.

Readers of this strategy should note that SRUC extended its accounting year for 2024/25 by four months to 31 July 2025. This action was taken to align SRUC's accounting year with that of peer institutions. From 2025/26 (the period covered by this strategy) the accounting year shall commence on 1 August and run until 31 July. In addition, SRUC's forthcoming 2030 strategy refresh and the development of a new financial strategy shall ensure that future procurement projects support institutional resilience and long-term sustainability.

Together with SRUC's Procurement Policies, this strategy and its accompanying action plan set out an approach to procurement that recognises the current regulatory and political environment, and the economic challenges currently faced by Higher and Further Education Institutions. Wherever possible, when meeting SRUC's specific needs for goods, services, and capital projects, our procurement activities shall seek to maximise the best value for money and deliver outcomes that are sustainable and environmentally conscious.

STRATEGY APPROVAL

Professor Wayne Powell
Principal and Chief Executive
12 September 2025



For further information, please contact the Head of Procurement, Finance Department, Telephone 0131 535 4000 or e-mail: andrew.tennant@sruc.ac.uk or procurement@sruc.ac.uk

Author	Andrew Tennant, Head of Procurement
Date produced	1 July 2025
Review date	31 July 2026



1. Introduction

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

1.2 At SRUC, our Procurement Service remains committed to partnership working, equal opportunities, non-discrimination, and transparency. These core values guide our operations and ensure our alignment with the principles of the [Public Procurement Strategy for Scotland](#).

By working in this way, we demonstrate to all stakeholders, but especially our suppliers, that SRUC understands its long-term sustainability is closely connected to theirs. We are committed to responsible procurement that is:

- beneficial to businesses and their employees;
- supportive of a fair and inclusive society;
- positive for local places and communities;
- open, transparent, and well-connected.

Our consistent and proportionate approach reflects our role as a responsible public body today and in the future.



2. SRUC's Procurement Strategy

- 2.1 This Procurement Strategy sets out the strategic institutional approach to procurement. The Action Plan (see Note 7) translates key organisational strategic objectives and desired outcomes into the detailed actions and processes required to maintain a cost-effective, efficient, sustainable, and legally compliant procurement system. Further, the Action Plan is relevant to all staff involved in acquiring goods and services on behalf of SRUC, including managerial staff responsible for authorising and monitoring purchase transactions, and those delegated to manage the contractual responsibilities of appointed suppliers.
- 2.2 In addition, the Procurement Strategy adopts the spirit of SRUC's four core values, which underpin how we work together and how we achieve balance in respect of our strategic and daily activities. The values guide and remind us that the Procurement Service must:
- **Respect** everyone's contribution
 - **Innovate** for success
 - and **Support** each other
 - to **Excel** in everything we do.

3. SRUC's Procurement Mission and Strategic Objectives

- 3.1 SRUC is committed to achieving best value for money in all procurement activities and recognises its role as a legally accountable contracting authority.

All staff involved in the acquisition of goods, services, or works are required to consider not only cost and quality but also SRUC's broader legal, ethical, social, economic, and environmental responsibilities. This includes ensuring that procurement decisions contribute to:

- Delivery of best value for money through transparent, fair, and proportionate tendering;



- Supporting inclusive economic growth by facilitating access for SMEs, third sector organisations, and supported businesses;
- Promoting sustainability by embedding environmental and social considerations into procurement planning and contract management;
- Advancing Fair Work First principles, including fair pay and workforce development;
- Contributing to national outcomes, including the Scottish Government's ambition for a net zero economy.

Effective procurement at SRUC supports the institution's Strategic Plan and aligns with the Scottish Government's vision of using public procurement as a lever for economic, social, and environmental progress.

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

SRUC Strategic Objectives	Procurement Strategic Objectives
We will be recognised as Scotland's enterprise University at the heart of our sustainable natural economy. Our faculties in North, Central and South-West Scotland will include a nationwide consultancy network offering world leading, integrated research, education and consultancy with local, national, and global reach and impact.	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, veterinary surveillance and testing, and commercial consultancy.	To work with SRUC's internal budget holders to achieve a co-ordinated purchasing effort, based on realistic, sustainable, deliverable specifications and requirements, which will encourage all suppliers to deliver innovative, sustainable solutions that minimise environmental impact while still offering best value to the organisation.
We will grow revenue and we will reinvest surpluses to deliver our vision.	To promote the delivery of value for money through exemplary procurement practice, reuse/recycling/redeployment of existing assets and resources within the business, and optimal use of procurement collaboration opportunities.
We will have a regional presence that considers sustainability in all our activities and which will shape economic, skills and training strategies at local and regional levels.	To embed sound ethical, social, and environmental policies within the Institution's procurement function that encourage local SME supplier participation, in compliance with relevant Scottish, UK and where still relevant, EU legislation in performance of the sustainable procurement duty.
We will be a lean, agile and consistently high performing organisation.	To implement transparent processes that will enhance existing procurement management information and tools to measure and improve procurement and supplier performance in support of corporate planning and strategy.



SRUC Strategic Objectives	Procurement Strategic Objectives
We will be recognised as an employer of choice where a culture of equality, diversity, innovation, and excellence thrives.	In accordance with the Scottish Public Sector Equality Duty , professional development opportunities shall enrich and enhance the experience and capability of procurement practitioners and we shall work with the supply chains to ensure continued value, managed performance, and minimal risk throughout the life of contracts, to the benefit of students, staff and other stakeholder groups.

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

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

3.4 The Procurement Service shall continue to support SRUC's Climate Change Action Plan's (CCAP 2020-2025) objectives of reducing the College's total carbon emissions by 20% by 2025 (from the 2020



baseline). SRUC's 2040 net zero target shall be supported by developing tender specifications that encourage the participation of suppliers that offer innovative and new technologies that reduce energy consumption, increase energy efficiency, reduce / eliminate supply chain emissions and waste, and ultimately minimise adverse environmental impact.

In partnership with SRUC's Campus and Estate Department (CES) and our Finance Department we will continue to ensure that sustainability is always considered in all stages of procurement. Progress against CCAP Climate Change Actions (CCAs) are monitored monthly by CES through review meetings and an internal CCAP tracking system. From this, staff across the organisation shall be encouraged and supported to make better informed, sustainable purchasing decisions that consider inventive solutions and suppliers, whilst remaining within the parameters of budgetary control.

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

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

Community Benefits	<p>For any purchase over £4 million, SRUC will look at how it can benefit the local economy, society, and environment. This includes adding community benefit clauses to contracts, helping SRUC meet its goal of being a responsible employer that values equality, inclusion, and diversity, and supports communities locally and beyond.</p> <p>These community benefits will come primarily from SRUC's capital building projects and from suppliers providing initiatives such as training, apprenticeships, or subcontracting opportunities. When appropriate, similar requirements may also be included in smaller contracts below the statutory £4 million threshold.</p> <p>SRUC will also encourage suppliers to support the Fairer Scotland Duty by offering opportunities to people and communities facing social or economic</p>
---------------------------	---



	challenges. This includes promoting the Living Wage and Fair Work First principles.
Use of Project Bank Accounts (PBA)	In accordance with the Scottish Government's Construction Policy Note CPN1/2019 , from 19 March 2019, SRUC shall operate a PBA for all relevant contracts. It is anticipated that for SRUC this will principally be in relation to building works and/or capital investment projects of £2m and over.
Consultation	<p>Before initiating any procurement activity, SRUC carefully considers the potential impact on stakeholder groups that will or may be affected by the resulting contract. This includes assessing how the contract may influence service delivery (e.g. for students) or affect specific organisations, such as small or medium-sized enterprises, particularly when requirements are consolidated into a single contract. Any consultation will be proportionate and tailored to the nature and scale of the procurement.</p> <p>Wherever feasible, SRUC actively engages with stakeholders to better understand their needs and refine procurement specifications accordingly. This includes hosting "Meet the Buyer" events or arranging open and transparent discussions with prospective suppliers to explore opportunities and gather input before an invitation to tender is issued.</p>
The Living Wage, and Fair Work First	<p>SRUC has been an Accredited Living Wage employer since June 2019. As such, SRUC recognises the positive impact that the payment of a living wage has on employees, their families, and the communities in which they live. Where relevant and proportionate, SRUC will consider the fair work practices of suppliers in its procurements, including application of the Living Wage and by extension, the dignity at work that a living wage provides.</p> <p>To the extent permitted by law, SRUC will encourage all suppliers to pay, or work towards paying, their employees a living wage, and to adopt fair working practices that align with the Scottish Government's Fair Work First initiative. This will allow SRUC to also act as an anchor institution that supports Community Wealth Building in relation to contracts for goods, as well as those for labour intensive services.</p>

Health and Safety	<p>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.</p> <p>Prior to initiating a procurement project, consideration of Health & Safety and its impact on the resulting contract shall be made. 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 professional practitioners. In addition, SRUC's Managing Contractors policy only permits contractors who are approved and appear on the third-party safe management of contractors register to work at SRUC sites.</p>
Fairly and ethically traded goods and services	<p>SRUC supports the sourcing and use of goods that are ethically and fairly traded. Where relevant SRUC shall make use of appropriate standards and labels as benchmarks against which the fair and ethical trading practices of its suppliers can be assessed. SRUC will always invite and consider equivalent fairly and ethically traded offerings in its tenders.</p>
Contracts for the provision of Food	<p>SRUC aims to provide a practical, cost-effective catering service that meets the needs of students, staff, and visitors. Our approach balances affordability with the provision of food that supports health, wellbeing, and sustainability, where possible. While we continue to recognise the benefits of locally sourced and seasonal produce, we acknowledge that operational and financial realities require a flexible model for food provision.</p> <p>To support this, SRUC utilises a hybrid catering model that combines onsite preparation with selected bought in items. Working closely with our suppliers, we will ensure that our food services meet core nutritional standards and take into account a wide range of dietary needs, including those based on cultural or religious requirements.</p>



Prompt Payment of Suppliers	<p>SRUC recognises the critical importance of cashflow—both for its own operations and for the financial health of its suppliers, particularly small and medium-sized enterprises (SMEs). As such, SRUC is committed to ensuring that suppliers are paid accurately, promptly, and on time.</p> <p>In line with Section 15(5d) of the relevant legislation, SRUC’s Terms and Conditions reflect a commitment to pay contractors and subcontractors within 30 days of receiving a valid invoice (which must include a valid SRUC purchase order number) or equivalent claim. Wherever reasonably practicable, SRUC will adhere to this 30-day payment window.</p> <p>To support timely payments, all suppliers are strongly encouraged to submit invoices electronically to the Purchase Ledger Team within the Finance Department.</p> <p>Additionally, for all building and capital investment projects exceeding £2 million in value, SRUC—working in partnership with its main contractors—will implement a Project Bank Account (PBA). The use of PBAs helps to ensure consistent cashflow throughout the supply chain, safeguard payments, and reduce the risk of insolvency. This approach also helps to mitigate the broader negative impacts that financial instability can have on individuals, businesses, and communities.</p>
The Sustainable Procurement Duty	<p>SRUC is committed to conducting all regulated procurements in full compliance with the Sustainable Procurement Duty, as set out in the Procurement Reform (Scotland) Act 2014 and reinforced in the Scottish Government’s Procurement Strategy 2025–2028.</p> <p>Where relevant and proportionate, SRUC will develop contract-specific strategies and action plans, particularly for high-risk or influenceable procurements. In doing so environmental, social, and economic factors are considered that seek to deliver wider community benefits.</p>

<p>Ensure compliance with duty to treat relevant economic operators equally and without discrimination.</p>	<p>SRUC will conduct all regulated procurements in compliance with Scottish and UK regulations and will continue to follow the EU Treaty Principles of equal treatment, non-discrimination, transparency, proportionality, and mutual recognition.</p> <p>SRUC will take steps, including lotting of contracts, to increase the opportunity for smaller businesses to bid for contracts and utilises procurement portals, including Public Contracts Scotland (PCS), to publish its procurement opportunities. Publication of a contracts register to highlight contracts due for retender, output-based specifications and clear evaluation criteria shall be adopted to ensure that procurement opportunities are accessible to as many bidders as possible.</p>
<p>Use procurement to contribute to the global climate emergency response – and report progress in their annual procurement reports. (as required by SPPN 3/2022)</p>	<p>Sustainable procurement is recognised as a key lever in reducing emissions and building climate resilience. SRUC promotes responsible procurement by embedding principles of the circular economy, including demand management, reuse, redesign, and remanufacturing into procurement decisions.</p> <p>Progress will be tracked and reported through SRUC's Annual Procurement Report and its Public Bodies Climate Change Duties (PBCCD) Report.</p>
<p>Equality, Diversity, and Inclusivity</p>	<p>SRUC is committed to embedding equality, diversity, and inclusion across all its work as an employer, tertiary education and research institution, and service provider. It is dedicated to and strives for equality of opportunity for all its students and staff (existing and prospective), and recognises and celebrates the diversity of all stakeholders, including those within the College's supply chain.</p> <p>In support of this commitment, we will incorporate questions into tenders that require prospective suppliers to explain, with evidence (including a copy of their Equal Opportunities Policy, and if appropriate a copy of their published Gender Pay-Gap Report), their approach to embedding and enhancing equality, and diversity and inclusivity within their workforce.</p> <p>SRUC's equality impact assessment toolkit will be used to guide staff to assess and inform when equality should be included in procurement criteria, and to ensure our</p>

	public sector equality duties continue to be delivered through any third party.
Approach to Regulated Procurement	<p>Recognising resource constraints, the Procurement Service will prioritise compliance, risk management, and supplier engagement, with further system development phased to align with available capacity.</p> <p>SRUC ensures all regulated procurements follow the principles of fairness, transparency, and equal treatment. We identify, prioritise and manage procurement projects based on the thresholds set by the Scottish Government (Goods/services over £50,000 Works over £2 million) and where relevant, the UK Government (Goods/Services over £214,904)</p> <p>Procurement opportunities are categorised and regularly reviewed in collaboration with APUC. We utilise joint purchasing (including collaboration with similar organisations), use of local, regional, and national framework agreements to maximise value and efficiency. Such opportunities are advertised via Public Contracts Scotland (PCS), PCS Quick Quotes, and Find a Tender (UK Government). Further, the publishing of Prior Information Notices (PIN) and the maintenance of a publicly accessible Contracts Register highlight and give advanced warning of contract opportunities which organisations from across the United Kingdom and beyond may be interested in bidding.</p> <p>Adoption of the Single Procurement Document (Scotland) ensures a focus on awarding contracts to businesses (and by extension any sub-contractors) that are capable, reputable, reliable and, where relevant, that can demonstrate that they meet high ethical standards and values in the conduct of their business.</p> <p>It is a key objective for SRUC that our tenders are accessible and set clear criteria. We aim to support SMEs and where possible we shall divide requirements into smaller more manageable Lots to encourage SME participation. In making regulated procurement contract awards, tender evaluation shall be based on quality, risk, sustainability factors and cost, according to declared score weightings on a contract-by-contract basis.</p>

5. Key Performance Indicators

5.1 To assess the robustness of SRUC's procurement activities and ensure continuous improvement, KPIs will be used as the basis of performance and compliance reports. Established KPIs are set out in the table below

KPI	Definition	Purpose
1. Compliance with Procurement Regulations	Percentage of procurement exercises conducted in full compliance with Scottish and UK public procurement legislation. Percentage of SSJs are also included.	Ensures legal and ethical standards are met and mitigates risk of legal challenge.
2. Savings Achieved Through Procurement Activities	Total cost savings (both cash and cost-avoidance) achieved through competitive tendering and use of frameworks.	Demonstrates value for money and effective use of public funds.
3. Return on Investment	The cost of the SRUC Procurement Service relative to the savings and efficiencies generated by procurement activities across SRUC e.g. tendering on PCS, framework mini competitions, purchasing under framework price lists, negotiation (where permitted by procurement regulations).	Demonstrates the value for money delivered relative to the cost of members of SRUC's Procurement Service.
4. Percentage of Spend Under Contract	Proportion of total procurement spend covered by a formal contract or use of framework agreements.	Reduces risk of supplier challenge, improves supplier performance, and ensures underlying value.
5. Scottish, Rest of UK and International Supplier Spend	Percentage of total procurement spend awarded to suppliers based in Scotland or other geographic area.	Demonstrates the span of SRUC's spend and the depth of the supply chain. See also KPI 6.

KPI	Definition	Purpose
6. SME Engagement	Percentage of contracts awarded to Small and Medium-sized Enterprises (SMEs).	Alignment with Scottish Government's aspirations for inclusive economic growth and Public Sector support of local businesses. See also KPI 7
7. Sustainable Procurement	Number / percentage of contracts that include sustainability and community benefit clauses (including frameworks).	Aligns with the Sustainable Procurement Duty under the Procurement Reform (Scotland) Act 2014.
8. Procurement Staff Training and Development	Percentage of procurement staff who have completed professional development or hold CIPS qualifications. Participation in HE sector collaboration activities.	Ensures procurement team is skilled, professional, and competent, and can support the procurement journey for stakeholders across SRUC.

Additional operational KPIs, including procurement planning, supplier performance reviews, contract management coverage, procurement lead times and stakeholder satisfaction, are tracked internally by the Procurement Service to support assurance and continuous improvement.

6. Annual Report

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



procurement rules to secure strategic objectives in compliance with the Act.

6.2 The Annual Report includes:

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



7. Action Plan



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

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

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

Objective	Outcomes	Main Actions & Commitments	Benchmark Data	Completion Target	Responsibility	Priority H/M/L
To seek out professional development opportunities to enrich and enhance experience and capability of procurement practitioners and to work with the supply chains to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of customers and students.	A high calibre procurement team with competency-based training and skills development programmes. Structured recruitment, career development and retention programmes	Conduct high level analysis of procurement competencies and skills profiles required at different levels of procurement engagement and conduct gap analysis	Number of people in the procurement team Number of procurement officers with MCIPS, Degree or equivalent per £m of influenceable expenditure	Ongoing	HoP	MEDIUM
	Devolved purchasing competencies assessed across the institution	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	SRUC Chief Financial Officer, Group Financial Controller SRUC Training and Development, SRUC Budget holders, APUC	HIGH
	Supplier/customer positioning, development and leveraging to assure optimum value delivery while managing supply side risks and opportunities.	Obtain regular customer input/feedback Obtain regular supplier input /feedback	Survey trend analysis Include in annual reports	Periodic and after regulated procurement projects	SRUC Procurement Team	MEDIUM
	A robust procurement risk register	Develop weighted impact-and-probability procurement risk assessment methodology	Data drawn from risk criticality rating matrix and consideration of emerging risks (e.g. COVID)	On-going with regular reviews	HoP	HIGH
	Robust systems analysis and development with optimal exploitation of "e" procurement tools in place	Produce a E-procurement ICT strategy	Benefits reports on • Purchasers directed to approved suppliers • price leverage. • purchase order compliance, • high quality, detailed management information.	On Hold	HoP, SRUC Chief Financial Officer, Group Financial Controller, IDS Group Manager	LOW

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

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

Glossary of Terms

A, B, C and C1 Contracts

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

APUC's Code of Conduct – APUC and its client community of colleges and universities is committed to carrying out procurement activities in an environmentally, socially, ethically and economically responsible manner and to entering into agreements and contracts with suppliers that share and adhere to its vision. To demonstrate this commitment, current and potential suppliers are asked to acknowledge their compliance with the principles of the APUC Supply Chain Code of Conduct with respect to their organisation and their supply chain.



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

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

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

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

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

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



Contract management – or contract administration is the management of contracts made with customers, suppliers, partners, or employees.

Contract management activities can be divided into three areas: service delivery management; relationship management; and contract administration.

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

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

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

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

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

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



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

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

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

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

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

OJEU thresholds – OJEU is the Official Journal of the European Union, the gazette of record for the European Union. Around 2500 new notices are advertised every week – these include invitations to tender, prior information notices, qualification systems and contract award notices. The European public contracts directive (2014/24/EU) applies to public authorities and the following thresholds will apply to procurement carried out whose value equals or exceeds specific thresholds. The present thresholds are (inclusive of VAT): – for Supply, Services and Design Contracts, €221,000 for Works Contracts €5,538,00 (2024/25). Public



Contracts (EU) thresholds are revised every 2 years – this is next due on 01/01/2026.

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

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

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

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

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

PCS-Tender – the national eTendering system and is centrally funded by the Scottish Government. The system is a secure and efficient means for buyers and suppliers to manage tender exercises online. The standard templates enable buyers to create consistent tender documentation.

Segmentation – the division and grouping of suppliers or contracts in relation to spend and its criticality to business.

Small and Medium Sized Enterprises (SMEs) – encompass –

- Micro enterprises: enterprises which employ fewer than 10 persons and whose annual turnover and/or annual balance sheet total does not exceed £1.57 million.



- Small enterprises: enterprises which employ fewer than 50 persons and whose annual turnover and/or annual balance sheet total does not exceed £7.86 million.
- Medium enterprises: enterprises which are neither micro nor small, which employ fewer than 250 persons and which have an annual turnover not exceeding £39.28 million, and/or an annual balance sheet total not exceeding £33.78 million.

Social Enterprises – revenue-generating businesses with primarily social objectives whose surpluses are reinvested for that purpose in the business or in the community, rather than being driven by the need to deliver profit to shareholders and owners.

Supply Chain – encompasses all activities, resources, products etc. involved in creating and moving a product or service from the supplier to the procurer.

Supported business – an economic operator whose main aim is the social and professional integration of disabled or disadvantaged persons, and where at least 30% of the employees of the economic operator are disabled or disadvantaged persons.

Supported employment programme – an employment programme operated by an economic operator, the main aim of which is the social and professional integration of disabled or disadvantaged persons, and where at least 30% of those engaged in the programme are disabled or disadvantaged persons.

Sustainable Procurement – A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis and generates benefits, not only for the organisation but also to society, the economy and the environment.

Third-Party Expenditure – is calculated based upon the total value of invoices paid per annum, excluding VAT, to all suppliers for the purchase of goods and services. It is defined as including: goods – tangible products such as stationery, which are often also known as supplies. Services – provision of an intangible product such as refuse collection, elderly home care, whether carried out internally or externally. Works – including



construction works and utilities – energy costs. It excludes employee costs, non-cash expenditure (e.g. depreciation), grants, trust payments and other non-controllable payments to other publicly funded bodies but should include spending on agency staff, capital expenditure and programme spend on commodities and services.