



Procurement Strategy and Action Plan 2026–31

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.

This procurement strategy operates in parallel with and directly supports the delivery of the [SRUC Strategy 2026–2031](#). Reviewed on an annual basis by SRUC's Procurement Service, it is designed to ensure that procurement activities deliver the optimum blend of strategic and operational sustainability, innovation, inclusive growth and impact.

Through proportionate and compliant procurement practices, SRUC will seek to deliver value for money and measurable benefits, while maximising wider positive environmental, social and economic outcomes for Scotland's rural communities, students, staff, suppliers and stakeholders.

STRATEGY APPROVAL

Professor Wayne Powell
Principal and Chief Executive
21 September 2026

For further information, please contact SRUC's Procurement Service, Telephone 0131 535 4000 or e-mail: procurement@sruc.ac.uk

Author	Andrew Tennant, Head of Procurement
Date produced	31 July 2026
Review date	31 July 2029



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 is committed to supporting the delivery of SRUC's Strategy 2026–2031 by using procurement as an impactful enabler of sustainability, innovation and inclusive growth. We will work collaboratively with internal and external partners to deliver measurable benefits that support SRUC's place-based mission to strengthen the natural economy, and contribute to a sustainable future for people, communities, businesses and the environment within and beyond the borders of Scotland.

Our approach will always remain proportionate, transparent and outcomes-focused, helping to ensure that procurement opportunities are accessible to a broad and diverse supplier base, including supported businesses, social enterprises, SMEs and third sector organisations. In doing so, we will seek where possible to reduce barriers to participation, encourage early engagement with suppliers, and support fair, ethical and sustainable supply chains including:

- The creation of opportunities for businesses and organisations that deliver economic, social and environmental value;



- The establishment of contracts that support fair work, equality, and inclusion;
- The encouragement of participation from supported businesses, social enterprises and third sector organisations;
- The promotion of innovation, flexibility and sustainable practice across SRUC's supply chains.

Through this approach, SRUC will demonstrate responsible public procurement that is open, well-connected and aligned with its strategic ambition to deliver lasting impact for Scotland's natural economy and the communities it serves.

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 Objective	Procurement Strategic Objectives
To define Tertiary Education for the 21 st Century	The procurement of flexible, digitally enabled and inclusive learning solutions, equipment, facilities and services that supports learning, training, skills development and accessible education across SRUC's campuses and rural locations.
To create a high-performing innovation and skills ecosystems that support and enhance the natural economy	To use procurement to stimulate innovation through early market engagement, outcome-based specifications, supplier collaboration, and partnership working with sectoral peer institutions to deliver benefits and mitigate risks
To help address major global challenges including climate change, food, water and energy security, and biodiversity loss	Where relevant, to include sustainable procurement requirements into tender specifications and contract management that emphasises whole-life costing, carbon reduction, circular economy, biodiversity, sustainable food, energy efficiency, and waste reduction.
To drive imaginative new ways of working between business, government, communities and academia	The support of sectoral collaborative procurement frameworks and strategic supplier partnerships that deliver efficiencies through cross-sector collaboration and the establishment of shared services, while always maintaining compliance with Scottish public procurement regulations.
To deliver sustained impact and innovation in the natural economy	Align procurement decisions with SRUC's aspirations for the natural economy by placing emphasis on tender evaluation criteria and weightings that encourage measurable environmental, social and economic outcomes.
To foster sustainable growth and practices for staff, students, communities, business and the environment	To deliver fair, ethical and inclusive procurement projects that promote and support community benefits, responsible supply chains, supplier access and value for money.



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

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

3.4 The Procurement Service shall support the delivery of SRUC's Climate Change Action Plan 2025–2030, including SRUC's milestone target to reduce total carbon emissions by a further 20% by 2030 from the revised 2024/25 baseline, contributing to an overall 40% reduction from the 2014/15 baseline. Procurement activity shall also support SRUC's revised pathway of a 75% emissions reduction by 2035 and net zero by 2040.

This will be achieved by embedding sustainable procurement, whole life costing, circular economy principles, carbon reduction, energy efficiency, waste minimisation, sustainable food, and responsible supply chain considerations into relevant tender specifications, evaluation criteria and contract management arrangements.



In partnership with SRUC's Campus and Estate Services, Finance Department, contract managers and other internal stakeholders, the Procurement Service will continue to ensure that sustainability is considered proportionately throughout the procurement cycle, from early engagement and specification development through to evaluation, award and contract management. This will support the delivery of the Climate Change Action Plan's Sustainable Procurement actions, including circularity in tenders, sustainable design principles, carbon reduction purchasing guidance, collaboration with sector partners and the incorporation of carbon reduction within contract management.

This approach will help ensure procurement continues to make a practical, measurable and proportionate contribution to SRUC's wider climate change commitments.

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	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. 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. SRUC will also encourage suppliers to support the Fairer Scotland Duty by offering opportunities to people and communities facing social or economic 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	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. 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.
The Living Wage, and Fair Work First	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. 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.

Health and Safety	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. 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.
Fairly and ethically traded goods and services	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.
Contracts for the provision of Food	SRUC aims to provide a practical, affordable and sustainable catering service that meets the needs of students, staff and visitors across its Campuses. Key aspirations for catering now and in the future shall be contracts that deliver flexible food and beverage offerings, including choices that have been freshly prepared on-site (where appropriate). Self-service and self-pay technology will be utilised to deliver a high street led service model to improve convenience, customer flow and service efficiency. Contracts for the provision of food shall also support value for money, nutritional standards, accessibility, dietary and cultural requirements, allergen management and SRUC's wider sustainability commitments through seasonal and

	responsibly sourced food, sustainable nutrition, reduced food waste, improved recycling, packaging reduction and lower carbon choices where practical and affordable. This approach will support continuous improvement in catering provision while contributing to SRUC's sustainability and student experience objectives.
Prompt Payment of Suppliers	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), supported, and charitable businesses. As such, SRUC is committed to ensuring that suppliers are paid accurately, promptly, and on time. 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. To support timely payments, all suppliers are strongly encouraged to submit invoices electronically to the Purchase Ledger Team within the Finance Department. 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.
The Sustainable Procurement Duty	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. 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.
Ensure compliance with duty to treat relevant economic operators equally and without discrimination.	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. 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.
Use procurement to contribute to the global climate emergency response – and report progress in their annual procurement reports. (as required by SPPN 3/2022)	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. Progress will be tracked and reported through SRUC's Annual Procurement Report and its Public Bodies Climate Change Duties (PBCCD) Report.
Equality, Diversity, and Inclusivity	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. 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.

	SRUC's equality impact assessment toolkit will be used to guide staff to assess and inform when equality should be included in procurement criteria, and to ensure our public sector equality duties continue to be delivered through any third party.
Preventing Harassment and Promoting Respectful Behaviour	SRUC is committed to providing a safe, respectful and inclusive environment for everyone who works, studies or engages with the institution. SRUC expects suppliers, contractors and delivery partners to uphold equivalent standards and take appropriate steps to prevent harassment, discrimination, bullying and other unacceptable behaviour, including sexual harassment and harassment by third parties. Where relevant and proportionate, procurement and contract management processes may assess and monitor suppliers' policies, practices and response to allegations. Failure to meet these standards or to address substantiated concerns appropriately may result in contractual remedies being applied.
Approach to Regulated Procurement	Recognising resource constraints, the Procurement Service will prioritise compliance, risk management, and supplier engagement, with further system development phased to align with available capacity. 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, above threshold goods and services procurements over £207,720 including VAT. 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. 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. 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.
--	--

5. Key Performance Indicators

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

KPI	Definition	Purpose / Benefit
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 / Benefit
6. Engagement with SME, supported businesses, social enterprises and the third sector	Percentage of contracts awarded to SMEs, supported businesses, social enterprises and the third sector	Alignment with Scottish Government's aspirations for inclusive economic growth and Public Sector support of local for profit and not for profit 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 monitored 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 Procurement Strategy and associated 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 and deliver wider benefits 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	Key Activities	Measures	Completion Target / Reporting	Responsibility
The procurement of flexible, digitally enabled and inclusive learning solutions, equipment, facilities and services that support learning, training, skills development and accessible education across SRUC's campuses and rural locations.	Operational requirements are planned early for inclusion in procurement specifications	Early stakeholder engagement to identify future needs for learning solutions, specialist equipment, facilities and services. Development of outcome-based specifications that reflect accessibility, digital capability, sustainability, usability and whole-life value.	Number and value of relevant procurements supported at planning stage; Evidence of stakeholder engagement in procurement files; Evidence of specifications that include accessibility, digital and sustainability requirements.	On-going / Quarterly	Head of Procurement (HoP) Procurement Contracts Manager (PCM) Heads of Departments Cost Centre and Budget Holders
	Teaching systems and equipment are procured in a way that supports learning outcomes across SRUC campuses and rural locations.	Work with stakeholders to identify opportunities for digitally enabled delivery, remote access, and shared use of technology. Use framework agreements, mini-competitions or regulated procurements where appropriate to secure compliant and value-for-money solutions	Number/value of contracts awarded through compliant procurement routes; Percentage of relevant spend under contract or framework.	On-going / Annual	HoP / PCM
	SRUC facilities and equipment are modern, safe, sustainable and fit for current and future requirements.	Support planned replacement, maintenance and upgrade programmes for learning spaces, laboratories, workshops, farms, and specialist equipment. Utilise whole-life costing methodology including consideration of sustainability, maintenance, warranties and servicing.	Number/value of equipment and facilities contracts supported; Whole-life cost considerations included in procurements specifications; Supplier contract management and performance reviews formalised and documented for key contracts.	On-going / Quarterly	HoP / PCM Contract Manager
	Pre-tender engagement with suppliers to encourage innovation, mutual benefit and value for money.	Market engagement and supplier research for specialist, innovative technologies, equipment and services. Seek opportunities for collaboration with APUC, peer institutions, use of sector frameworks and development of shared services	Number of tenders that included pre-market engagement; Number of relevant collaborative frameworks considered or used; Evidence of innovation, added value or risk reduction recorded in contract award recommendation reports.	On-going / Quarterly	HoP / PCM APUC Account Manager
	Pro-active contract management ensures goods and services are of good quality and are delivered on time and to the correct place.	Agree and establish contract management measures, including performance, risk, supplier meetings and complaint / escalation procedures.	Number of key contracts with agreed contract management plans; Service issues, risks and improvement plans recorded, monitored and shared with suppliers	On-going / Quarterly	HoP / PCM Contract Manager

Objective	Outcomes	Key Activities	Measures	Completion Target / Reporting	Responsibility
To use procurement to stimulate innovation through early market engagement, outcome-based specifications, supplier collaboration, and partnership working with sectoral peer institutions to deliver benefits and mitigate risks	Early market engagement supports procurement planning and improves SRUC's understanding of currently available innovative products and services, and supplier's capabilities.	Identify suitable procurement projects for early market engagement; Use of PINs to provide suppliers with early notification of requirements; Supplier briefings via "Meet the Buyer" events; General market research.	Number of tenders where early market engagement is completed and recorded; Number of PINs issued; Evidence of market feedback informing specifications or route to market.	On-going / Annual	HoP / PCM Cost Centre and Budget Holders
	Specifications are outcome-based and encourage suppliers to propose alternative, innovative, sustainable and value-adding solutions.	Develop outcome-based specifications that shift focus to delivery of benefits, satisfaction of user requirements, whole-life cost, and sustainability.	Number of tenders using outcome-based specifications; Evaluation criteria carry higher weighting for innovation, added value, and sustainability	On-going / Annual	HoP / PCM Cost Centre and Budget Holders
	Collaborative relationships developed with suppliers that support continuous improvement, stimulate innovation, reduce risk and increase mutual benefit over the life of contracts.	Establish contract management arrangements for key suppliers, including performance reviews, exploration of innovative opportunities, risk awareness and escalation routes.	Number of key contracts with documented contract management plans; Evidence of supplier review meetings, innovation proposals, risk mitigations and benefits delivered.	On-going / Annual	HoP / PCM Contract Manager
	Collaboration with APUC and peer institutions to share knowledge, use of sector frameworks to increase procurement efficiency and reduced duplication.	Participate in APUC and sector procurement networks; Identification of collaborative framework / shared service opportunities; Consider joint or shared procurement approaches where mutually beneficial.	Use of collaborative frameworks; Evidence of engagement with APUC and sector peers.	On-going / Annual	HoP / PCM APUC Account Manager
	Innovation opportunities are captured and reported to support continuous improvement and strategic decision-making.	Record innovation, supplier insight, lessons learned and benefits from completed procurements and contract reviews; Knowledge exchange through annual procurement report and general procurement updates.	Innovation and benefits recorded as part of contract management; Lessons learned documented for relevant procurements. Periodic reporting on innovation, collaboration, benefits and risk mitigation.	On-going / Annual	HoP / PCM

Objective	Outcomes	Key Activities	Measures	Completion Target / Reporting	Responsibility
Where relevant, to include sustainable procurement requirements into tender specifications and contract management that emphasises whole-life costing, carbon reduction, circular economy, biodiversity, sustainable food, energy efficiency, and waste reduction.	Proportional sustainable requirements are included within relevant tender specifications, and contract documents.	Identify procurement opportunities where sustainability is relevant and proportionate. Utilise the Sustainable Procurement Duty and Circular Economy guidance to identify appropriate requirements. Include sustainability clauses, award criteria weighting and contract conditions where relevant.	Number and value of relevant tenders with sustainability requirements included. Evidence of sustainability considerations recorded in procurement business case, tender documents and evaluation criteria.	On-going / Annual	HoP / PCM
	Whole-life costing is used to support value for money decisions and reduce long-term environmental and operational impacts of SRUC's activities.	Where relevant, whole-life costing principals utilised, to capture purchase price, running costs, energy use, maintenance, repair, consumables, disposal, and end-of-life costs. Work with stakeholders to ensure whole-life costs and alternative solutions are considered before invitation to tender is issued.	Number of tenders where whole-life costing has been applied. Evidence that whole-life cost considerations influence specifications, evaluation criteria weighting and are highlighted in contract award recommendations.	On-going / Annual	HoP / PCM Cost Centre and Budget Holders
	Procurement activities support SRUC's carbon reduction and net zero commitments.	SRUC's carbon reduction plan linked to tender specifications and supplier delivery requirements e.g. evidence of supplier carbon reduction plans, mitigation of transport / delivery, energy efficiency, and Scope 3 emissions reporting.	Number of relevant contracts requiring carbon reduction plans, emissions information or low-carbon solutions. Evidence of carbon reduction commitments monitored through contract management and supplier Scope 3 reporting. Progress reported through annual procurement and climate-related reporting where appropriate.	On-going / Annual	HoP / PCM Contract Manager Environmental Manager
	Circular economy principles are reflected in pre-tender planning, tender evaluation and contract delivery	Avoid unnecessary purchasing by challenging requirements and considering alternatives e.g. sharing of equipment internally and with peer institutions, repair, reuse, refurbishment, recycling, reduced packaging and end of life supplier returns.	Number of tenders that include circular economy requirements. Evidence / contractual KPIs for reuse, repair, recycling packaging reduction or waste avoidance over the life of a contract.	On-going / Annual	HoP / PCM Contract Manager
	Positive impact on biodiversity and nature included in tender specifications and contract delivery.	Where relevant, biodiversity, habitat protection, and environmental impact requirements included in tenders particularly in relation	Number of tenders and contracts that include biodiversity and nature-positive requirements. Evidence of supplier commitments and	On-going / Annual	HoP / PCM Contract Manager

	to campus & estates, ground maintenance, construction projects, farm activity and land-based contracts.	action to support and protect biodiversity and nature.		
Sustainable food requirements are included in relevant catering and associated food supply contracts.	Work with catering suppliers, relevant budget holders and SRUC students to include proportional, affordable requirements for seasonal, local, ethical, nutritious, lower-carbon and responsibly sourced food.	Number of relevant food-related tenders and contracts including sustainable food requirements. Evidence of supplier reporting on sustainable sourcing, food waste and packaging reduction, and satisfaction of dietary / cultural needs of consumers.	On-going / Annual	HoP / PCM Contract Manager SRUC Students Association
Energy efficiency and waste reduction are actively considered in tender specifications and contract delivery.	Include energy performance, waste minimisation, recycling, packaging reduction and responsible disposal requirements in relevant tenders and contracts.	Number of relevant contracts with energy efficiency or waste reduction requirements. Evidence / contractual KPIs for supplier waste compliance and reporting, recycling or reuse statistics, reduced packaging, and energy efficiency improvements.	On-going / Annual	HoP / PCM Contract Manager Environmental Manager

Objective	Outcomes	Key Activities	Measures	Completion Targets / Reporting	Responsibility
The support of sectoral collaborative procurement frameworks, strategic supplier partnerships, that deliver efficiencies through cross-sector collaboration and the establishment of shared services, while always maintaining compliance with Scottish public procurement regulations.	Sectoral collaborative frameworks are considered and used where they provide best value for money, efficient tendering, regulatory compliance and minimise the risk of duplication.	Opportunities to use APUC, Scottish Procurement, Crown Commercial Service and other relevant public sector frameworks at the initiation of a procurement project and before local bespoke tenders are considered.	Number and value of contracts awarded under a collaborative framework. Reason for / against framework use, mini-competition or single source award is recorded and held within the contract file.	On-going / Annual	HoP / PCM
	SRUC participates in cross-sector collaboration to support and develop shared procurement opportunities.	Engage with APUC, sector working groups, peer institutions and relevant public sector partners to identify common requirements and collaborative procurement opportunities.	Evidence of participation in APUC and sector networking. Examples of shared learning, joint planning or joint procurement activity included in Annual Procurement Report.	On-going / Annual	HoP / PCM APUC Account Manager
	Shared services and other collaborative opportunities are explored to support SRUC's operational requirements.	Working with internal stakeholders, APUC and other peer institutions to identify areas where shared services, collaborative contracts or collective purchasing could reduce costs and improve service quality and efficiency.	Number of shared service or joint procurement opportunities assessed. Procurement benefits and efficiencies recorded and reported including cash savings, cost reduction and reduced administrative effort.	On-going / Annual	HoP / PCM Contract Manager Cost Centre and Budget Holders APUC Account Manager
	Framework and collaborative procurement can support and improve access to SMEs, supported businesses, social enterprises and third sector suppliers, where relevant.	Use of lotting to increase small business access to tender opportunities, early market engagement and use of PCS to increase accessibility, use of collaborative frameworks or other joint tendering approaches.	Evidence that SME and third sector access has been considered in relevant collaborative procurements. Number/value of contracts awarded to SMEs, supported businesses, social enterprises or third sector organisations reported in Annual Procurement Report.	On-going / Annual	HoP / PCM
	All collaborative procurement activity remains compliant with Scottish public procurement regulations and SRUC governance requirements.	Ensure use of frameworks and partnership arrangements complies with the Procurement Reform (Scotland) Act 2014, the Public Contracts (Scotland) Regulations 2015, framework call-off terms. and SRUC's Procurement Policy.	Procurement compliance reported in Annual Procurement Report; Auditable evidence of compliance with SRUC Procurement Journey and Procurement Policy.	On-going / Annual	HoP / PCM

Objective	Outcomes	Key Activities	Measures	Completion Targets / Reporting	Responsibility
Align procurement decisions with SRUC's aspirations for the natural economy by placing emphasis on tender evaluation criteria and weightings that encourage measurable environmental, social and economic outcomes.	Purchasing decisions support the natural economy by giving appropriate weight to environmental, social and economic outcomes.	Where relevant benefits to the natural economy are influenced through specifications, award criteria and weightings, and contract performance conditions. Quality, sustainability and cost weightings agreed at the procurement planning stage.	Evidence that evaluation criteria and weightings are agreed and recorded in procurement business cases or contract award reports; Number/value of relevant tenders including natural economy outcome criteria recorded and reported in Annual Procurement Report.	On-going / Annual	HoP / PCM Cost Centre and Budget Holders
	Tender evaluation criteria encourage social value, fair work, equality and inclusive social and economic outcomes.	Tender specifications to include relevant criteria for Fair Work First, equality and inclusion, community benefits, skills development, training, apprenticeships, and participation of SMEs, supported businesses, social enterprises and third sector involvement.	Number/value of tenders including social and inclusive economic criteria. Evidence of community benefits, Fair Work First commitments, SME access and extended supply chain opportunities reported in Annual Procurement Report.	On-going / Annual	HoP / PCM
	Evaluation criteria are transparent, non-discriminatory and compliant with Scottish public procurement regulations.	Evaluation criteria are clearly linked to the subject matter of the contract described in tender documents, are proportionately weighted and applied consistently to all suppliers. The approach to tendering and evaluation provides auditable records for scoring and award decisions that minimise the risk of supplier challenge.	Policy compliant record keeping for all aspects of a procurement project; Maintenance of an accurate, searchable contracts database; No legal challenges or material audit findings relating to policy compliance or tender management.	On-going / Annual	HoP / PCM
	Contract management monitors delivery of environmental, social and economic commitments.	Monitoring of suppliers' commitments into contract schedules, KPIs, reporting requirements and regular supplier review meetings. Monitor benefits, risks and improvement actions recorded and agreed over the life of a contract.	Number of key contracts with environmental, social or economic KPIs formally reported in Annual Procurement Report; Supplier performance reports, contract review meetings minuted, improvement plans and benefits time bounded and approved by buyer and supplier.	On-going / Annual	HoP / PCM Contract Manager

Objective	Outcomes	Key Activities	Measures	Completion Targets / Reporting	Responsibility
To deliver fair, ethical and inclusive procurement projects that promote and support community benefits, responsible supply chains, supplier access and value for money.	Procurement opportunities are designed to be accessible, proportionate and attractive to a broad supplier base.	Review procurement documentation, lotting options, qualification requirements, insurance levels, financial checks and contract terms to ensure they are proportionate to the value, risk and nature of the requirement.	Evidence of proportionate selection criteria and lotting decisions recorded in procurement files. Number/value of opportunities structured to improve supplier accessibility. Supplier feedback sought to ensure continuous improvement is built into tendering activity.	On-going / Annual	HoP / PCM
	Community benefits are focused, realistic and relevant to SRUC's campuses, rural locations and stakeholders.	Develop tender specific community benefits that reflect local needs e.g. student placements, skills development, apprenticeships, employability, local supply chains, educational engagement and other support for rural communities.	Number/value of contracts with bespoke community benefit commitments reported in Annual Procurement Report. Details of benefits delivered e.g. number of student placements, training hours, etc recorded in contract management file.	On-going / Annual	HoP / PCM Contract Manager
	Suppliers are paid fairly and promptly, supporting supply chain resilience and SME participation.	SRUC purchase order policy and invoicing requirements subject to regular review and available for supplier download; Suppliers encouraged to submit electronic invoices; Prompt payment expectations managed through contract terms and conditions, Main supplier prompt payment of subcontractors to be mandated, where relevant.	Percentage of valid invoices paid within agreed timescales; Evidence of prompt payment terms in contracts. Supplier and / or subcontractor payment issues resolved and recorded in contract management file.	On-going / Annual	HoP / PCM Contract Manager SRUC Financial Controller
	Suppliers demonstrate a commitment to preventing harassment, discrimination and inappropriate workplace behaviour.	Include expectations relating to dignity at work, prevention of sexual harassment and appropriate investigation of complaints within tender documentation, supplier codes of conduct and contract conditions where proportionate.	Number of relevant procurements including supplier behavioural and safeguarding requirements; evidence of supplier compliance monitored through contract management.	On-going / Annual	HoP / PCM SRUC Chief People Officer
	Procurement projects encourage ethical sourcing and responsible purchasing choices by internal stakeholders.	Provide guidance to staff on responsible purchasing, ethical sourcing, fair trade, supplier due diligence, and avoidance of unnecessary purchasing. Promote use of supported businesses	Evidence of staff briefings, guidance notes or procurement updates issued. Evidence of responsible purchasing considerations included in business cases, contract award reports and procurement planning	On-going / Annual	HoP / PCM



		or social enterprises where appropriate.	Summary of activity included within Annual Procurement Report.		
	Value for money is demonstrated through balanced consideration of quality, risk, social impact and whole-life cost.	Tender evaluation that assesses long term value and affordability alongside service quality, supplier performance, risk, responsible business practice, and sustainability.	Contract award reports highlight best value decisions and evidence that price, quality, risk and wider value considerations were made before issue of contract award.	On going / Annual	HoP / PCM Contract Manager

Glossary of Terms

A, B, C and C1 Contracts

Category A	Collaborative Contracts available to all public bodies • Scottish Procurement
Category B	Collaborative Contracts available to public bodies within a specific sector • 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.

Find a Tender Service (FTS): The UK's online service for publishing and finding notices for public sector procurement opportunities above the relevant thresholds.

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

Outcome Specification – requirements are set out in terms of what the buyer wants 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) – businesses employing fewer than 250 persons. For reporting and segmentation purposes, SMEs are categorised as micro, small and medium enterprises, as follows:

- Micro enterprises: enterprises which employ fewer than 10 persons and whose annual turnover and/or annual balance sheet total does not exceed £2 million.
- Small enterprises: enterprises which employ fewer than 50 persons and whose annual turnover and/or annual balance sheet total does not exceed £10 million.
- Medium enterprises: enterprises which are neither micro nor small, which employ fewer than 250 persons and which have an annual turnover not exceeding £44 million, and/or an annual balance sheet total not exceeding £38 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.