



# Procurement Strategy and Action Plan

---

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

SRUC continues to operate in a turbulent national and global environment. The continuing impact of the COVID-19 pandemic, the UK's departure from the European Union, the conflict in Ukraine, climate change, and the cost-of-living crisis have all contributed to a widespread feeling of business uncertainty.

SRUC's Procurement Team continues to place partnership working, equal opportunity, and transparency at the core of its activities. By operating in such a manner, all stakeholders, and in particular the suppliers of our goods and services, can be assured that SRUC recognises that its sustainability is intrinsically linked to theirs. While this will not fully eliminate uncertainty, the consistency of our approach signals that SRUC is a responsible Public Body that is good to do business with now, and for the long term.

The scope of SRUC's procurement strategy seeks, wherever practicable, to leverage sustainable and environmental benefits that deliver best value for money and add synergy to our requirements for specific goods, services and capital works.

## STRATEGY APPROVAL

**Professor Wayne Powell**  
**Principal and Chief Executive**  
**17 April 2023**

For further information and advice on implementation of this strategy, please contact the Head of Procurement, Finance Department, Telephone 0131 535 4000 or e-mail: [andrew.tennant@sruc.ac.uk](mailto:andrew.tennant@sruc.ac.uk) or [procurement@sruc.ac.uk](mailto:procurement@sruc.ac.uk)

<b>Author</b>	Andrew Tennant, Head of Procurement
<b>Date produced</b>	1 March 2023
<b>Review date</b>	31 March 2024



## 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 Team within SRUC's Finance Group and represents on-going consultation and engagement with the different stakeholder groups and suppliers affected by the SRUC's approach to procurement. In addition, we support and collaborate 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 prospect of achievement of its policies, aims and objectives.

## 2. SRUC's Procurement Strategy

- 2.1 This Procurement Strategy, used in conjunction with SRUC's Procurement Policies, sets out the strategic institutional approach to procurement within the prevailing regulatory and economic environment. The Action Plan element of this Strategy (see Note 7) translates key organisational strategic objectives and desired outcomes into the detailed actions and processes required to maintain a cost-effective, 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 the contractual performance of appointed suppliers.

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

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

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

<b>SRUC Strategic Objectives</b>	<b>Procurement Strategic Objectives</b>
We will be recognised as Scotland's 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 and deliverable specifications and requirements, which will encourage suppliers to deliver innovative, sustainable solutions that minimise environmental impact and offer 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 in order to measure and improve procurement and supplier performance in support of corporate planning and strategy.
We will be recognised as an employer of choice where a culture of equality, diversity, innovation and excellence thrives.	To seek out professional development opportunities to enrich and enhance the 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 to the benefit of students, staff and other stakeholder groups.



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

- Compliance with the annual Scottish Funding Council (SFC) Outcome agreement;
- Leverage of investment opportunities to support core activities;
- Delivery of a strategically focused and sustainable infrastructure and capital investment programme to improve the quality of staff and student accommodation and facilities, at the College's North, Central and South West Faculties;
- 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;
- A reduction in CO<sub>2</sub> emissions in support of the Scottish Government's [Climate Change Plan](#). The target for 2023/24 and subsequent years will be determined with reference to SRUC's [Climate Change Action Plan \(CCAP\)](#). Procurement shall support the CCAP's objective of reducing total carbon emissions by 20% by 2025 (from the 2020 baseline) by developing tender specifications that encourage the participation of suppliers that offer innovative and new technologies that reduce energy consumption, increase energy efficiency, and minimise adverse environmental impact. In partnership with SRUC's Campus and Estates and Finance departments, the return on such investments will consider carbon reduction as well as financial savings and efficiencies.

#### 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.

<b>Community Benefits</b>	<p>For every procurement over £4m, SRUC will consider how it can improve the economic, social and environmental wellbeing of the communities in which it operates. This will be supported by the inclusion of community benefit clauses, to assist with its strategic objective of being an exemplary, socially responsible employer, successful in recruiting, developing and retaining outstanding people within an environment that nurtures equality, inclusion and diversity and supports communities locally, nationally and internationally.</p> <p>Community benefits will come through SRUC's capital investment projects and through the mandated delivery by suppliers of training opportunities, apprenticeships or subcontracting opportunities</p>
---------------------------	--



	within such projects. Where possible and proportionate, such requirements may be included in procurements below £4m.
<b>Use of Project Bank Accounts</b>	In accordance with the <a href="#">Scottish Government's Construction Policy Note CPN1/2019</a> , from 19 March 2019, SRUC shall operate a Project Bank Account (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. Where possible and proportionate, such requirements may be included in similar procurements of value below £2m.
<b>Consultation</b>	<p>Prior to a procurement exercise, SRUC will consider the impact on stakeholder groups affected by the resultant contract and will ensure that any affected organisations/persons are consulted (e.g. impact on service for students, impact on small or medium sized enterprises as a result of combining requirements under one contract). Such consultation will always be on a scale and approach relevant to the procurement in question.</p> <p>Whenever possible, SRUC will meet with stakeholder groups to discuss their requirements and so refine its procurement approach. This may include "meet the buyer" events and meetings where opportunities can be discussed with prospective suppliers in an open and transparent manner.</p>
<b>The Living Wage, and Fair Work First</b>	<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 <a href="#">Scottish Government's Fair Work First</a> initiative that seeks to deliver work that offers effective voice, fulfilment, opportunity, respect and security. This approach will be applied to contracts for goods, as well as those for labour intensive services.</p>
<b>Health and Safety</b>	<p>SRUC is committed to contracting only with suppliers that comply with all appropriate and relevant legislation, including Health &amp; 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 &amp; Safety and its impact on the resulting contract shall be made. Supplier Health &amp; Safety policies and safety record shall be subject to review at tender evaluation stage and where required, guidance and support shall be sought from SRUC's Lead Health &amp; Safety Business Partner.</p>



<b>Fairly and ethically traded goods and services</b>	<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.</p> <p>SRUC will always invite and consider equivalent fairly and ethically traded offerings in its tenders. It will also consider the whole life cost of its procurements, including the opportunity to donate its end-of-life assets to support less favoured areas, both domestically and internationally. SRUC will also consider use of contract conditions that provide assurances on fair and ethical practices through all tiers of its supply chains.</p>
<b>Contracts for the provision of Food</b>	<p>As a leading global provider of research, innovation, education, training and consulting, in support of global food and environmental security, sustainable rural development, and animal and human well-being, SRUC is uniquely placed to find practical ways to source healthy, fresh, seasonal, and sustainably, locally grown food which represents value for money, and improves the health, wellbeing and education of our stakeholders.</p> <p>SRUC will therefore put in place affordable contracts, which, working in partnership with our suppliers, meet the nutritional requirements for food for all users of our catering services. In addition, SRUC will seek to support procurement activities across the education and wider public sectors as they work to meet the Scottish Government's targets on food and health.</p>
<b>Prompt Payment of Suppliers</b>	<p>SRUC recognises the importance of cashflow to the financial well-being of all suppliers, and in particular to small and medium sized enterprises. SRUC is therefore committed to paying suppliers accurately, promptly and on time.</p> <p>SRUC's Terms and Conditions are aligned with Section 15(5d) of the Act and so far as is reasonably practicable, commits to paying contractors and subcontractors within 30 days of a valid invoice (quoting a valid purchase order number), or similar claim, being received, SRUC commits to pay within 30 days of receipt. To support prompt payment, all suppliers are actively encouraged to submit their invoices electronically to the Purchase Ledger Team within our Finance Department.</p> <p>Further, as noted above, for each building and/or capital investment project over £2m in value, SRUC in partnership with its main contractor(s) shall operate a PBA. The adoption of a PBA ensures that main contractors' and their subcontractors' cash flows are consistent, payments through the supply chain are protected, and the risks of business insolvency, and the associated negative impacts on individuals and communities, are minimised.</p>



<b>The Sustainable Procurement Duty</b>	<p>SRUC will undertake regulated procurements in compliance with the sustainable procurement duty. Consideration of environmental, social and economic issues and how benefits can be delivered through the procurement will be made, where appropriate and on a contract-by-contract basis. The institution will utilise available tools and systems such as Prioritisation, Flexible Framework, APUC's Code of Conduct and APUC's SUSTAIN tool where relevant and proportionate to the scope of the procurement.</p> <p>SRUC is fully committed to providing a meaningful contribution to the Scottish Government's response to the Global Climate Emergency and drive to bring forward the date for reaching net zero emissions to well before 2045. To meet this challenge, all of the public and private sectors must fundamentally change how they work. This includes how public bodies such as SRUC procure products and services, and, in turn, how privately owned companies must develop new products and services, and update their operational activities in order to deliver public sector contracts.</p>
<b>Ensure compliance with duty to treat relevant economic operators equally and without discrimination.</b>	<p>SRUC will conduct all regulated procurements in compliance with EU Treaty Principles of equal treatment, non-discrimination, transparency, proportionality, and mutual recognition.</p> <p>SRUC will take steps to make it easier for smaller businesses to bid for contracts by using portals, including <a href="#">Public Contracts Scotland (PCS)</a>, to publish its procurement opportunities. Publication of a contracts register to highlight contracts due for retender, and appropriate use of lotting, output-based specifications and clear evaluation criteria shall be adopted to ensure that procurement opportunities are accessible to as many bidders as possible.</p>
<b>Use procurement to contribute to the global climate emergency response - and report progress in their annual procurement reports. (as required by <a href="#">SPPN 3/2022</a>)</b>	<p>In response to the global climate emergency SRUC will align corporate commitments to work towards net zero greenhouse gas emissions framework agreements wherever possible.</p> <p>SRUC has a strong focus on supporting responsible public procurement, in particular on climate and circular economy. We will seek to support circular economy and promote strategic decisions on demand management and procuring for re-use, re-design, remanufacture and will prioritise where the greatest impacts can be made.</p> <p>SRUC will seek to monitor and report progress through its annual procurement report and its <a href="#">Public Bodies Climate Change Duties (PBCCD) Annual Reports</a>.</p>
<b>Equality, Diversity and Inclusivity</b>	<p>SRUC 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><b>Approach to Regulated Procurement</b></p>	<p>SRUC conducts all regulated procurements in compliance with the principles of equal treatment, non-discrimination, transparency, proportionality and mutual recognition. To meet this commitment, SRUC will analyse its third party expenditure in order to identify 'UK regulated procurements' and 'lower value regulated procurements' (goods and services worth more than £50,000 and works worth more than £2 million) as mandated by the Scottish Government.</p> <p>SRUC will analyse its regulated procurements into procurement categories. How these goods, services and works are bought - joint purchasing (including collaboration with similar organisations), use of local, regional and national framework agreements, consolidated contracting – will be subject to regular review with APUC and through user consultation, development of category strategies, aggregation of opportunities to exploit benefits of scale, and the most appropriate procurement routes to market chosen.</p> <p>SRUC shall utilise portals including PCS, and <a href="#">PCS Quick Quotes</a> and the UK Government's <a href="#">Find a Tender</a> service to publish its procurement opportunities. Where appropriate we shall use lotting, output-based specifications and transparent evaluation criteria to ensure that procurement opportunities are accessible to as many bidders as possible. This will underpin SRUC's commitment to making it easier for smaller businesses to bid for contracts. While legislative constraints prohibit discrimination in favour of local suppliers, the local dimension can be addressed through the structure of tenders, and the use of PCS and Quick Quotes. Further, the publishing of <a href="#">SRUC's Contracts Register</a> will highlight and give advanced warning of contracts for which local organisations may be interested in bidding.</p> <p>Adoption of the <a href="#">Single Procurement Document (Scotland)</a> shall ensure that SRUC awards regulated procurements only to businesses (and by extension any sub-contractors) that are capable, reputable, reliable and, where relevant, that can demonstrate that they meet high ethical standards and values in the conduct of their business.</p> <p>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> <p>SRUC will make appropriate use of collaborative contracting arrangements (e.g. national, sectoral or local framework agreements or contracts) to deliver improved contract terms, contract and supplier management, sustainable procurement outcomes and value for money.</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, including:

- Procurement and Commercial Improvement Plan (PCIP) assessment score;
- Procurement Return on Investment – the savings and efficiencies generated by contracting with suppliers divided by the cost of the professional procurement function;
- Annual summary of cost savings and efficiencies generated by bespoke contracting and use of framework agreements;
- Percentage of spend under contract;
- Total spend to SME suppliers in the last Financial Year;
- Payment performance in the last Financial Year.

5.2 As in previous years, during 2023, we shall work closely with key suppliers to ensure that where a supplier has made a commitment to follow ethical and sustainable business practices in direct support of an SRUC contract, such activities shall be monitored and reported to SRUC. In parallel, new and existing suppliers shall be encouraged to register with APUC's [Ecovadis](#) database.

## 6. Annual Report

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

6.2 The Annual Report includes:

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



## 7. Action Plan

Objective	Outcomes	Main Actions & Commitments	Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref Full/Med	RAG
To sustain and further develop partnerships within the sector (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 quarterly / annual organisational expenditure to identify potential collaborative and regulated procurement opportunities.  Maintain and update contracts register.  Analysis of organisational spend at General Ledger Nominal Account level.	Numbers and values for A B and C1 business as % of totals.  Number and value of contracts covered by register.	Annual	Head of Procurement (HoP) & APUC Account Manager	HIGH	Dashboard Qu 1.2 Qu 2.1 Qu 2.2  Qu 3.3	G
	Established network with APUC, other sector consortia, sector representative bodies for collaborative and professional development	Benchmarking of good practice standards and procurement performance standards	Use of BPIs	Ongoing	HoP & APUC Account Manager	MEDIUM	Qu 1.10	A
	Extension of best practice methods and ethical values to all phases of the procurement process.	Processes mapped to the Procurement Journey using internal and external training resources	Details of training delivered, and numbers involved.	Annual	HoP & APUC Account Manager	MEDIUM	Qu 1.5	G
	Development of a shared, integrated procurement strategy development process	Develop forward contracting plan and strategies and relate these to sectoral, regional and national contracting plans	Number and value of contracts covered by contracting strategies expressed as % of totals.	On-going	HoP & APUC Account Manager	MEDIUM	Qu 1.3 Qu 2.1	A
	Effective supplier management, development and performance measurement processes	Apply Kraljic segmentation analysis to the supplier base and develop supplier relationship management processes accordingly. Implementation of Contract Management Plan that includes early identification of risk and sets a mutually acceptable exit strategy.	Number of suppliers and associated value of business subject to segmentation analysis.	On-going	HoP & APUC Account Manager	MEDIUM	Qu 3.1	A
	Development of understanding of supplier capability and strategy	Conduct regular market analysis. Implementation of Contract Management Plan that includes early identification of risk and sets a mutually acceptable exit strategy.	Utilise Spikes data to identify suppliers and value of business done locally, regionally and nationally. Use of invoice postcode analysis. Analysis on General Ledger nominal accounts.	On-going	HoP & APUC Account Manager	MEDIUM	Qu 2.4	A

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

\*



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

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



Objective	Outcomes	Main Actions & Commitments	Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref Full/Med	RAG
To embed sound ethical, social and environmental policies within the Institution's procurement function and to comply with relevant Scottish, UK and 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  Apply the prioritisation methodology, Flexible Framework, SUSTAIN etc. to develop action plans, contracting strategies and to focus resources	Number and value of relevant contracts as % of total regulated contracts  Achievement of Level 2 Flexible Framework	Annual Reporting  End 2024	HoP + SRUC Budget holders	HIGH	Qu 1.3 Qu 2.3 Qu 2.6	G
	Consideration of whole life costs, environmental and social impacts in assessment of value for money	Embed sustainable procurement duty processes in commodity and category strategies, tender docs & evaluation criteria	Number and value of contracts with sustainability objectives and criteria embedded as % of relevant total	On-going	HoP + SRUC Contract Managers	HIGH	Qu 2.5 Qu 2.6	A
	Reduced demand for goods and services by cutting down on waste, and encouraging re-use and recycling and use of the least environmentally damaging goods and services	Develop internal training and guidance.  Consolidation of all current waste contracts into one service.	Maintain a waste hierarchy record – • waste prevention, • reused, • recycled, • recovered including energy recovery • safe disposal.	On-going	HoP + SRUC Environment Manager + HR	MEDIUM	Qu 1.5	A
	Suppliers led to: • promote awareness of sustainability objectives • adopt sustainable approaches in production of goods/services within their own supply chains • improve their performance in relation to sustainability objectives • address barriers to entry of SMEs and local suppliers	Organise supplier engagement sessions to advise on organisational objectives and opportunities under the sustainable procurement duty	Number of suppliers engaged.  Improved outcomes recorded and reported  Forward targets and strategies in place	Ongoing	HoP + SRUC Contract Manager	MEDIUM	Qu 3.1	G



