

Procurement Strategy 2017 - 2020

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1. Introduction and Executive Summary

Ayrshire College's Procurement Strategy 2017-2020 has been written to further develop the procurement progress initiated in the 2014 strategy and is aligned with Ayrshire College's key strategic aims and objectives as detailed in *Ayrshire College's Outcome Agreement¹ and Strategic Plan²*. The strategy also ensures legislative compliance with the *Procurement Reform (Scotland) Act 2014³* and other relevant legislation.

This Strategy sets the College challenging but realistic goals for the development of its procurement activities over the next 4 years which will be subject to regular and transparent review.

The successful implementation of this Strategy can only be achieved by all College staff involved in the procurement of goods and services on behalf of the College working in partnership with the Procurement Manager and collaboratively with College partners across the wider education and public sector.

Working together staff and procurement can significantly contribute to the future sustainability of the College through the reinvestment of resulting savings and efficiencies from procurement activities to enhance students learning experiences and outcomes and meet the aspirations as set out in the College's Mission, Priorities, Vision and Values 2014- 2017.



The formation of this Procurement Strategy has been guided throughout by the College's Procurement Manager and is the culmination of consultation and engagement throughout the College with a wide range of staff both directly and indirectly involved in procurement within the College.

The Strategy was approved by the College's Board of Management in March 2017 and then published on the College's external facing website.

2. Procurement Vision

Ayrshire College's procurement vision is to have a fit-for-purpose procurement provision which delivers commercially effective, sustainable and compliant procurement processes which provide best value for the College and supports the College in the delivery of its strategic aims and objectives and its vision of raising aspiration, inspiring achievement and increasing opportunities.

¹ [Ayrshire College Outcome Agreement 2016-17](#)

² [Ayrshire College Strategic Plan 2014-17](#)

³ [Procurement Reform \(Scotland\) Act 2014](#)

3. Context

This Procurement Strategy provides the framework within which the procurement activities of the College can develop and help support the College's strategic objectives and outcomes.

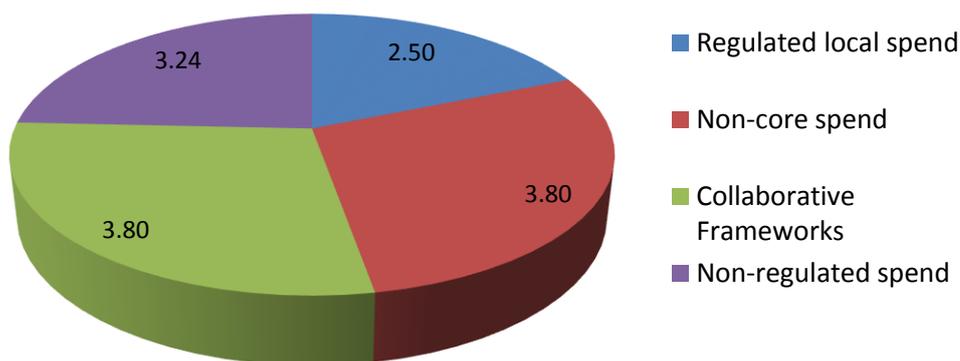
It can also be understood as a procurement improvement journey based on a clear understanding of where the College is currently, in terms of the College's procurement practice and where we want and need to be, and how we should get there.

The College, as noted in the Introduction is now legally required to have and maintain a procurement strategy as part of the requirements of the **Procurement Reform (Scotland) Act 2014**. This provides a national legislative framework for sustainable public procurement that supports Scotland's economic growth through improved procurement practice.

The Act focuses on a small number of general duties on contracting authorities regarding their procurement activities and some specific measures aimed at promoting good, transparent and consistent practice in procurement. These matters are detailed in Section 7 below.

The College's annual spend profile is displayed below with a total non-pay spend in the region of £14.1M of which circa £3.8M is non-core or non-influenceable spend (AY 2015/16).⁴

Ayrshire College Spend Profile 2015/6 (£M's)



Ayrshire College's annual influenceable procurement spend is approximately £10.3M made up of £7.5M of regulated spend (i.e. over £50k in 4 years, as defined in the Procurement Reform (Scotland) Act 2014 and £3.24m of non-regulated spend (below threshold)⁵.

This Strategy recognises that Ayrshire College's procurement practice is based on [The Scottish Model of Procurement](#)⁶ which sees procurement as an integral part of policy development and service delivery and is essentially about achieving the best balance of cost, quality and sustainability.

A key element of this Strategy is about moving the balance of procurement effort from the buying and tendering phase and towards a greater emphasis on the planning, management and post contract phases of procurement. Included in this is an increasingly greater engagement with the College's stakeholders both internal and external.

4. Strategic Procurement Aims and Objectives

The strategic procurement aims and objectives as defined in Section 5 form the core of Ayrshire College's Procurement Strategy and Action Plan (Section 8).

⁴ For example spend on statutory requirements (non-domestic rates, etc.) and other spend not covered by procurement legislation

⁵ [Regulated contracts](#) are as detailed in the Procurement Reform (Scotland) Act 2014:

Public contract (other than a public works contract) over £50K in value over the whole life of the contract

⁶ [Scottish Model of Procurement](#)

Each objective is mapped to five strategic areas⁷; Sustainability, Access, Efficiency and collaboration, Savings and benefits and Capability. These in turn have been aligned with Ayrshire College's six key outcomes from the College's Outcome Agreement:

- Right learning in the right place
- Developing the young workforce
- Creating a developed workforce
- Delivering high quality and efficient learning
- Tackling inequalities and
- Creating a sustainable institution.

As well as the Scottish Funding Council's objectives of high quality learning and teaching and greater innovation in the economy⁸

Aligning key outcomes with procurement activity	Sustainability	Access	Efficiency & Collaboration	Savings & Benefits	Capability
Right learning in the right place		√			√
Developing the young workforce		√			
Creating a developed workforce			√	√	√
Delivering high quality and efficient learning and teaching					√
Tackling inequalities		√			
Creating a sustainable institution	√		√	√	
Greater innovation in the economy	√	√			√

5. Procurement Aims and Objectives

- 5.1 To sustain and further develop partnerships within the FE/HE sector, with other publicly funded bodies including the College's community partners, with professional bodies and appropriately with supply markets that will yield intelligence, innovation and deliver value to users of procurement services. **[Access; Efficiency and collaboration; Savings and benefits]**
- 5.2 To work with internal curriculum budget holders, professional support service colleagues and suppliers to deliver innovation and best value to the teaching and learning, and service support communities, through the development of an effective and co-ordinated purchasing effort throughout the College. **[Access; Efficiency and collaboration; Savings and benefits; Capability]**
- 5.3 To promote the delivery of value for money through good procurement practice such as adoption of the Scottish Government Procurement Journey and increased spend through regulated procurement and use of procurement collaboration opportunities. **[Savings and benefits; Efficiency and collaboration]**
- 5.4 To seek out professional development opportunities to enrich and enhance experience and capability of procurement within the College. **[Capability]**

⁷ As identified by the then Public Procurement Review Board in 2015 as detailed in their Public Procurement Reform Agenda, Phase 3 Delivery Vision

Public works contract over £2M in value over the whole life of the contract

⁸ [Scottish Funding Council Strategic Plan 2015-18](#)

- 5.5 To work with key suppliers to ensure continued value, managed performance and minimise risk throughout the life of contracts for the benefit of stakeholders and students. [**Capability; Savings and benefits**]
- 5.6 To develop sound and useful procurement management information in order to measure and improve procurement, contract management and supplier performance; in support of corporate planning which is conducted through a fair and transparent process. [**Efficiency and collaboration; Access**]
- 5.7 To embed sound ethical, social and environmental policies within the College's procurement function and to comply with relevant Scottish, UK and EU legislation in performance of the sustainable procurement duty. [**Sustainability; Capability**]

These objectives are measured and supported in four ways;

- The publication of an Annual Procurement Report (section 6)
- The College's involvement in the Scottish Government's Procurement and Commercial Improvement Programme (PCIP)⁹
- Meeting the general duties and specific measures of the Procurement Reform (Scotland) Act 2014 (section 7)
- The Procurement Action Plan within this Strategy (section 8)

6. Annual Procurement Report

The Procurement Reform (Scotland) Act requires those public authorities who need to prepare and revise their procurement strategy in relation to a financial year, to prepare and publish an annual procurement report.

The College will publish an Annual Procurement Report as soon as practicable after College's financial year end and will describe how the College 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. This report will also provide a commentary on the progress of this Strategy and its Action Plan.

6.1 Contents of the Annual Procurement Report

The Annual Procurement Report in compliance with the Procurement Reform (Scotland) Act 2014 will contain the following:

- A summary of the regulated procurements that have been completed during the year covered by the Report
- A review of whether these procurements complied with this Strategy
- The extent that any regulated procurements did not comply, a statement of how the College intends to ensure that future regulated procurements do comply
- A summary of any community benefit requirements requested as part of a regulated procurement that were fulfilled during the year of 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 the College expects to commence in the next two financial years
- Such other information as the Scottish Ministers may by order specify and where applicable that demonstrate compliance with other legislation that places specific requirements on the College with respect to its procurement activities.

⁹ [PCIP](#) focuses on the policies and procedures driving procurement performance and more importantly, the results they deliver and replaces the previous Procurement Capability Assessment regime.

The College will also consider including:

- What it has learned from its consultation and engagement with stakeholders and those affected by its procurements, and what it is doing to respond to these views
- What it is doing to improve its performance and impact, drawing on relevant information – for example spend analysis – and what improvements have been achieved since its last report; and
- How it is working with other bodies – for example procurement centres of expertise – to maximise effectiveness and efficiency.

The College will seek to publish its annual procurement report in an inclusive way that takes into account equality and accessibility issues and allows stakeholders to form a clear view of the College's performance.

7. Meeting the general duties and specific measures of the Procurement Reform (Scotland) Act 2014

The Act requires the College to state how it will meet a number of general duties regarding its procurement activities and some specific measures aimed at promoting good, transparent and consistent practice in procurement.

These duties and measures will be embedded in policy and in the Action Plan of this Strategy but, for clarity and in compliance with the Act, are stated below.

7.1 Treating economic operators equally and without discrimination

The College will conduct all its regulated procurements in compliance with EU Treaty Principles of equal treatment, non-discrimination, transparency, proportionality and mutual recognition. In addition the College will utilise portals including Public Contracts Scotland (PCS) and PCS-Tender to publish its procurement opportunities and shall strive to ensure appropriate use of separate lots with output based specifications and clear evaluation criteria to ensure the procurement is accessible to as many bidders as possible.

7.2 Acting in a transparent and proportionate manner

The College will also ensure it engages widely with its local supply market for example via "meet the buyer events" and will use clear and precise language in its specifications. When making regulated procurement contract awards the College will ensure that appropriate quality, risk and sustainability factors will be considered along with costs according to declared score weightings on a contract-by-contract basis.

7.3 Contribute to carrying out the College's function and achievement of the College's purposes

The College will analyse its non-pay expenditure, identify 'EU regulated procurements' [goods and services worth more than £164,176 or works worth more than £4,104,394] and 'lower value regulated procurements' [goods and services worth more than £50,000 or works worth more than £2 million]. In addition we will sort regulated procurements into procurement categories and consider the use of joint purchasing, use of local, regional and national framework agreements and through user consultation, optimal category strategies agreed, sensible aggregation opportunities exploited, category and commodity strategies developed, recorded and the most appropriate procurement routes to market chosen.

7.4 Deliver value for money

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

The College, through its Procurement Policy, Procedures and practices, will seek to consistently apply the above principle and, when applying the principle, ensure that it does so in a clear, transparent and proportionate manner; in line with the fundamental principles and the general duties of the Procurement Reform (Scotland) Act 2014.

7.5 The Sustainable Procurement Duty and Community Benefits

The College will give consideration to the environmental, social and economic issues relating to all procurements and how benefits can be accrued, on a contract-by-contract basis, by taking proportionate actions to involve small and medium enterprises, third sector bodies and supported businesses in our procurement activities and in so doing benefit not only the College but the wider Ayrshire area. In particular it will seek to use community benefit clauses where practicable.

7.6 Consulting and engaging with those affected by College procurements

The College will consider each procurement, the community affected by the resultant contract and ensure any affected organisations/persons are consulted (e.g. impact on service for students, or a local contract that could be combined with other similar institution's needs). Such consultation will always be on a scale and approach relevant to the procurement in question.

7.7 The Living Wage

The College recognises the value of a well-motivated and dedicated workforce both in its own organisation and in those of its suppliers. Where relevant and proportionate, the College will consider the fair work practices of suppliers in its procurements, including application of the living wage.

7.8 Promoting compliance with the Health and Safety at Work Act 1974

The College is committed to contracting only with suppliers that comply with all appropriate and relevant legislation, including Health and Safety legislation. Where appropriate, and on a contract by contract basis, the College will assess the legislation applicable to a procurement and take steps to ensure bidders comply with such legislation. Where proportionate, the College also seeks to assess the compliance of subcontractors.

7.9 The procurement of fairly and ethically traded goods

The College supports the sourcing of goods that are fairly and ethically traded. Where relevant it shall make use of appropriate standards and labels in its procurements to take account of fair and ethical trading considerations and equivalent offerings from tenderers.

7.10 The provision of food and improving the health, wellbeing and education of communities in the College's area, and the promotion of the highest standards of animal welfare

The College will find practical ways to supply healthy, fresh, seasonal, and sustainably grown food which represents value for money whilst improving the health, wellbeing and education of its teaching and learning communities, coupled with promoting the highest standards of animal welfare. The College will work to put in place affordable

contracts, which meet the nutritional requirements for food for all users of its catering services.

7.11 Payment terms

The College complies with the Late Payment legislation and will review on a contract by contract basis whether such obligations should be enforced and monitored further down its supply chain.

8. Procurement Action Plan

8.1 Introduction

The Action Plan below consists of a number of specific actions and commitments in relation to each of the strategic objectives and their desired outcomes these are also cross referenced to the relevant section of the Procurement and Commercial Improvement Programme (PCIP).

Progress against the Action Plan will be regularly monitored and reviewed by the College's Procurement Advisory Group, which consists of main budget holders or representatives from main expenditure areas e.g. ICT, Estates, etc.

8.2 Action Plan

Objective (reference 5.1)

To sustain and further develop partnerships within the FE/HE sector, with other publicly funded bodies including the College's community partners, with professional bodies and appropriately with supply markets that will yield intelligence, innovation and deliver value to users of procurement services.

[Access; Efficiency and collaboration; Savings and benefits]

Main Actions & Commitments	KPI's/Benchmark Data	Target Date	Reporting Frequency	Responsibility	Priority H/M/L	PCIP Ref	RAG
Scrutinise annual expenditure analysis to improve use of Cat A, B and C1 collaborative contracts and identify collaborative regulated procurements and categorise	Numbers and monetary values for A, B and C1 business	Quarter 4 2016	Annually	Procurement Manager <i>APUC Account Manager¹⁰</i>	HIGH	Dashboard 2.1	
Establish contracts register.	Number and value of contracts covered by register	April 2016 then ongoing	monthly	Procurement Manager	HIGH	3.3	
Embed procurement best practice and ethical values. Use internal and external training resources.	Details of training delivered and numbers involved	Dec 2016	Annually	Procurement Manager	MEDIUM	1.4	
Align procurement procedures to the Scottish Government Procurement Journey	Evidenced by procurement policy and procedures	Dec 2016	As required	Procurement Manager	MEDIUM	1.1	
Develop forward contracting plan and contract/project strategies and relate these to sectoral, regional and national contracting plans.	Number and value of contracts covered by contract/project strategies expressed as % of total	Dec 2016	Annual Contracting Priorities/Plans	Procurement Manager <i>APUC Account Manager</i>	MEDIUM	1.2 2.1	

¹⁰ APUC Account Managers act in a supporting capacity only – they cannot be held responsible for delivery of outcomes that they cannot manage

Objective (reference 5.2)

To work with internal curriculum budget holders, professional support service colleagues and suppliers to deliver innovation and best value to the teaching and learning, and service support communities, through the development of an effective and co-ordinated purchasing effort throughout the College.

[Access; Efficiency and collaboration; Savings and benefits; Capability]

Main Actions & Commitments	KPI's/Benchmark Data	Target Date	Reporting Frequency	Responsibility	Priority H/M/L	PCIP Ref	RAG
Establish/ develop a devolved internal group of procurement champions – Procurement Advisory Group	Number of staff trained in procurement procedures	Ongoing	Annual	Procurement Manager Procurement Advisory Group	HIGH	1.1	
Deliver appropriate training and guidance to all staff involved in procurement process to points of need. Procurement induction for new appointees.	Record of staff attending individual training events and inductions	Ongoing linked to changes and turnover	Annual	Procurement Manager, HR, APUC	MEDIUM	1.3 1.5	
Embed the procurement action plan.	As evidenced in the Procurement Strategy	Dec 16		Procurement Manager	HIGH	1.2	
Establish departmental procurement contact list, co-ordinate procurement initiatives and communicate relevant information from external sources e.g. APUC contract and advisory information. Use email, reports and intranet to communicate.	Record of number, frequency and forms of meetings/communications	Ongoing	Quarterly reviews and Annual Report	Procurement Manager	MEDIUM	1.5	
Develop communications plan and methodology to engage wider audience and get buy in to procurement	Record of number of meetings with Procurement and e.g. budget holders	Feb 17	Bi-annually	Procurement Manager	MEDIUM	1.1	

Objective (reference 5.2 continued)

Main Actions & Commitments	KPI's/Benchmark Data	Target Date	Reporting Frequency	Responsibility	Priority H/M/L	PCIP Ref	RAG
Implement efficient tendering and requisition processes, subject to appropriate review, make use of available e-tools e.g. Pecos, PCS and or PCS-T where appropriate.	Record relevant transactional info e.g. bids, ¹¹ orders, invoices and monitor over time	Ongoing	Monthly, Quarterly, Annual reports	Procurement Manager Procurement Group Finance	MEDIUM	4.1	
Implement robust internal control systems for procurement processes and systems	Clean procurement audit report		Review Periodically	Internal Audit		1.6	
Implement and maintain website guidance/advice for suppliers and potential suppliers on doing business with the College and APUC.	Outputs of stakeholder and supplier satisfaction surveys	Ongoing	Quarterly & Annual	Procurement Manager	HIGH	3.1 3.2	
Provision of EMT periodic reports plus annual report	Trend reporting in EMT reports	Ongoing	Quarterly & Annual	Procurement Manager Director if Finance & Student Funding	HIGH	1.1	
Develop communications plan and methodology to engage wider audience and get buy in to procurement	Stakeholder engagement record	Annual & Ongoing		Procurement Manager	MEDIUM	1.5	

¹¹ Total number of notes of interest and bids submitted in PCS or PCS-T, plus total number of bids submitted from SMEs in the last financial year

Objective (reference 5.3)

To promote the delivery of value for money through good procurement practice such as adoption of the Scottish Government Procurement Journey and increased spend through regulated procurement and use of procurement collaboration opportunities. **[Savings and benefits; Efficiency and collaboration]**

Main Actions & Commitments	KPI's/Benchmark Data	Target Date	Reporting Frequency	Responsibility	Priority H/M/L	PCIP Ref	RAG
<p>Review organisational expenditure data to identify contracts in place, contracts with stakeholder agreed strategies and regulated procurements</p> <p>Expenditure data sorted into categories and prioritised as part of contract plan</p>	<p>Total expenditure on projects, goods and service and % of total expenditure influenced by procurement:</p> <p>Totals of maverick and compliant expenditure in last FY</p> <p>Increase % of contract uptake on collaborative frameworks</p> <p>Record % savings- cash and non-cash</p>	ongoing	Annual and Ongoing Quarterly reports to EMT	Procurement Manager	HIGH	Dashboard 2.1 2.2 3.3	
<p>Train organisation staff on best procurement practice including appropriate approaches to regulated procurements in use of specifications, selection and award criteria and develop organisational staff commercial acumen through a training programme</p>	<p>Record of staff attending individual training events</p>	Training provided according to needs assessment	Annual & Ongoing	Procurement Manager Procurement Advisory Group	HIGH	Dashboard 1.5, 2.2, 2.3, 3.1, 3.2, 3.3,	
<p>Contract and supplier management processes applied to all significant provision and associated suppliers securing service improvement and/or opportunities for innovation</p>	<p>Annual Report on contract improvements/ Innovation</p>	Dec 16	Annual & Ongoing	Procurement Manager Procurement Advisory Group	HIGH	Dashboard 1.2 2.1 3.1	

Objective (reference 5.4)

To seek out professional development opportunities to enrich and enhance experience and capability of procurement within the College. [Capability]

Main Actions & Commitments	KPI's/Benchmark Data	Target Date	Reporting Frequency	Responsibility	Priority H/M/L	PCIP Ref	RAG
Assess staff involved in procurement competencies and conduct a gap analysis	Record of staff attending procurement training Support network events attended	Ongoing	annually	Procurement Manager Procurement Advisory Group	MEDIUM	Dashboard 1.3	
Address shortfall by encouraging involvement with or attendance at training and development courses and events with results monitored and recorded.	Record of staff who have undertaken procurement training & development in the past year	Ongoing	annually	Procurement Manager Director of Finance & Student Funding Human Resources Budget holders	MEDIUM	Dashboard 1.4	

Objective (reference 5.5)

To work with key suppliers to ensure continued value, managed performance and minimise risk throughout the life of contracts for the benefit of stakeholders and students. [Capability; Savings and benefits]

Main Actions & Commitments	KPI's/Benchmark Data	Target Date	Reporting Frequency	Responsibility	Priority H/M/L	PCIP Ref	RAG
Through expenditure analysis, identify supplier risk levels and determine appropriate tactical and strategic approaches to supply markets and management	Using supplier relationship matrix- %'s of 'key' suppliers falling into positioning categories i.e. rethink strategic control leverage report on % of total spend with 'key' suppliers	October 2016 then annual reviews	annually	Procurement Manager Budget holders	HIGH	3.1	
Obtain regular customer input/feedback on key contracts and obtain regular supplier input /feedback on contracts to secure optimum value and opportunities	Survey trend analysis Include in annual reports		Bi-annual	Procurement Manager	MEDIUM	1.5	
Implement a robust procurement risk register using high/medium and low risk assessment methodology	Data drawn from risk criticality rating matrix	October 2016 with annual reviews		Procurement Manager Director of Finance & Student Funding	HIGH	1.6	
Gather data on supplier performance on key contracts	Report on supplier performance/ balanced scorecards	March 2017 and ongoing	Quarterly and Annual	Procurement Manager	MEDIUM	3.1 3.2	

Objective (reference 5.6)

To develop sound and useful procurement management information in order to measure and improve procurement, contract management and supplier performance; in support of corporate planning which is conducted through a fair and transparent process. **[Efficiency and collaboration; Access]**

Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
Optimise use of e-Procurement Tools such as Hunter, PCS and PCS-T. Produce an e-procurement strategy	Benefits reports on - <ul style="list-style-type: none"> • 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. • E-catalogues 	December 2016	Procurement Manager Director of Finance & Student Funding; ICT	HIGH	1.5	
Adopt efficiency measurement model to record efficiencies generated by procurement activity	Measures of <ul style="list-style-type: none"> • Added value. • Process re-engineering. • Sustainability. • Cash Savings • Non-cash savings 	Annual	Procurement Manager <i>APUC Account Manager</i>	HIGH	2.3	
Carry out annual customer satisfaction questionnaire on procurement function	Annual survey analysed to show satisfaction trend analysis	Annual	Procurement Manager	MEDIUM	1.5	
Prepare periodic reports that address both management needs and the requirements of the PR(S)A. Prepare annual report on performance against procurement strategy	Achievement of Strategic Objectives <ul style="list-style-type: none"> - EMT - Annual Report 	Quarterly Annual – as soon as practicable after each FY	Procurement Manager	HIGH	1.2	
Gather data on supplier performance on key contracts	Report on supplier performance/ balanced scorecards	Quarterly and Annual	Procurement Manager	MEDIUM	3.1 3.2	

Objective (reference 5.7)

To embed sound ethical, social and environmental policies within the College’s procurement function and to comply with relevant Scottish, UK and EU legislation in performance of the sustainable procurement duty. **[Sustainability; Capability]**

Main Actions & Commitments	KPI’s/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
<p>Set out the organisational policy on how regulated procurements are to be undertaken in compliance with the sustainable procurement duty</p> <p>Apply the prioritisation methodology, Flexible Framework, SUSTAIN etc. or similar to develop action plans, contracting strategies and to focus resources</p>	<p>Number and value of relevant contracts as % of total regulated contracts</p> <p>Progress on achieving the Flexible Framework- Level 1</p>	<p>Annual Reporting</p> <p>December 2016</p>	<p>Procurement Manager Budget holders</p> <p>Procurement Manager</p>	<p>HIGH</p> <p>MEDIUM</p>	<p>1.2 2.2 2.4</p> <p>1.3</p>	
<p>Embed sustainable procurement duty in processes and specification writing to take full consideration of whole life costs; environmental- such as minimal waste; and social impacts- community benefits in assessment of value for money</p>	<p>Number and value of contracts with sustainability objectives and criteria embedded as % of relevant total</p>	<p>October 2016 –initial appraisal then annual reporting</p>	<p>Procurement Manager</p>	<p>HIGH</p>	<p>2.3 2.4</p>	
<p>Organise supplier engagement and supplier awareness e.g. internet guidance and links to advise on organisational objectives under the sustainable procurement duty:</p> <ul style="list-style-type: none"> • 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 	<p>Number of suppliers engaged.</p> <p>Improved outcomes recorded and reported</p> <p>Forward targets and strategies in place</p>	<p>Ongoing</p>	<p>Procurement Manager College Senior Management Team APUC</p>	<p>MEDIUM</p>	<p>3.1</p>	

Objective (reference 5.7 continued)

Main Actions & Commitments	KPI's/Benchmark Data	Target Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
Identify contract opportunities with supported businesses	Number and value of contracts with supported business as % of relevant total	Ongoing	Procurement Manager	HIGH	2.4	
Identify contract opportunities to deliver community benefits, contract or framework suitability and capacity needs to be addressed on a case-by-case basis. Value, duration, local factors and the nature of the supply base will all have an impact.	Number and value of contracts where community benefits are included	ongoing	Procurement Manager	HIGH	2.4	