

Procurement Strategy and Action Plan 2026-2030



Policy and Procedure	Procurement Strategy and Action Plan
Owner	Procurement
Date Reviewed	June 2026
Next Review Date	June 2030

The Board of Management (or any person/group with delegated authority from the Board) reserves the right to amend this document at any time should the need arise following consultation with employee representatives.

Glasgow Kelvin College Procurement Strategy and Action Plan 2026 - 2030

Foreword by Vice Principal Resources and Corporate Development and Chief Operating Officer

This Strategy has been designed to ensure legislative compliance with the Procurement Reform (Scotland) Act 2014 and other relevant legislation and is aligned with the Glasgow Kelvin College's ("College") and the Scottish Government Public Procurement key strategic outcomes as detailed in [Kelvin Strategic Plan 2030](#) and [Public Procurement Strategy: 2023 to 2028](#).

The key elements of the new legislation:

- *require us to publish a procurement strategy and action plan*
- *require us to maintain a public contract register on our external website*
- *increase the scope of our regulated procurements*
- *require us to publish an annual procurement report*
- *require us to meet the sustainable procurement duty*

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

The College procurement strategy take cognisance of the account management model provided by APUC and the shared service regional procurement model. This model has been developed over a number of years with City of Glasgow College and Clyde College. The College believes this way of working will continue to offer excellent value for money, will be effective in meeting the challenges associated with the new legislation and, through coordinated, collaborative procurement it will avoid unnecessary duplication of effort across the three Glasgow Colleges.

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

Working together we can significantly contribute to the future sustainability of the College through the reinvestment of resulting savings and efficiencies from our procurement activities to enhance our students' learning experiences and outcomes and meet our aspirations as set out in our College's Mission, Vision and Strategic Plan.

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1. INTRODUCTION

The Procurement Reform (Scotland) Act 2014 requires contracting authorities with expected annual procurement spend above £5 million to produce a procurement strategy.

This document sets out our Procurement Strategy covering May 2026 to August 2030 and fully reflects the Scottish Model of Procurement, the College strategic objectives and outcomes, and Scottish Funding Council (SFC) key priorities and commitments.

The Procurement Strategy (in conjunction with our Procurement Policies and Procedures and the Colleges Financial Regulations Policy) sets out our strategic approach to procurement with realistic goals for the development of our procurement activities over the next 4 years.

The formation of this Strategy has been guided throughout by the College's Procurement service and is the culmination of engagement with different stakeholder groups affected by the College's approach to procurement.

This Strategy has also been informed by the Scottish Procurement's statutory guidance under the Procurement Reform (Scotland) Act 2014 with the support of APUC¹, the procurement centre of expertise for all of Scotland's colleges and universities.

This Strategy is aimed at all internal and external stakeholders involved in or impacted by the College's procurement activities. This includes College staff, suppliers and potential suppliers, students, users of our contracts, residents in our local communities and the wider public.

The Strategy was approved by the College's Board of Management and subsequently published on our website. The Strategy will be reviewed annually in compliance with the Procurement Reform (Scotland) Act 2014 to ensure that it remains fit for purpose.

2. CONTEXT

This Procurement Strategy provides the framework within which the procurement activities of the College can develop and help support our strategic objectives and outcomes. It can also be understood as a procurement improvements journey based on a clear understanding of where the College is currently, in terms of our procurement practice and where we want and need to be, and how we should get there.

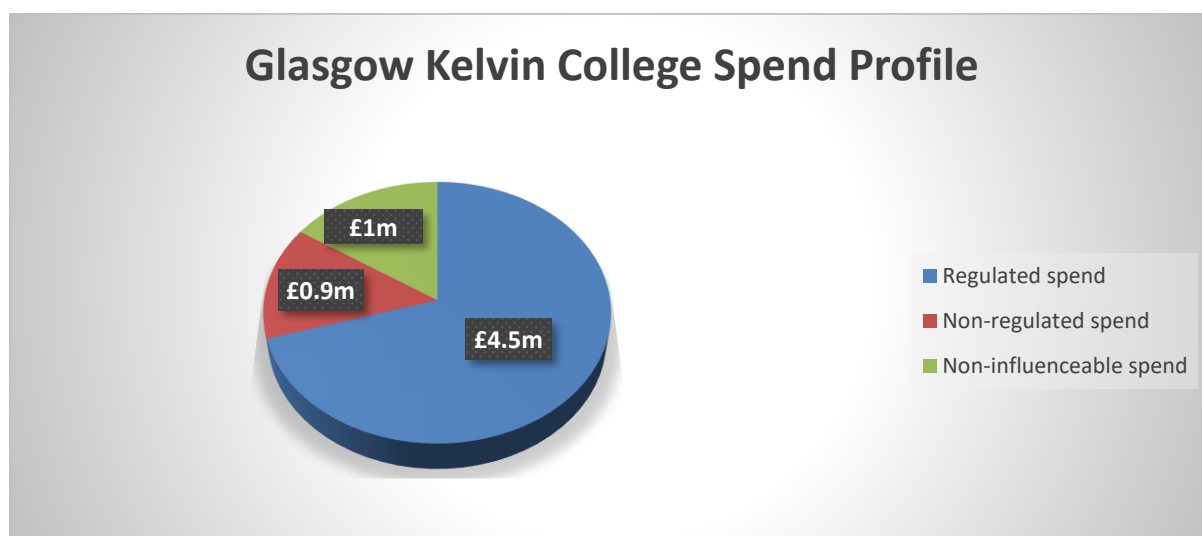
As above, the College is legally required to have and maintain a procurement strategy as part of the requirements of the Procurement Reform (Scotland) Act 2014, which provides a national legislative framework for sustainable public procurement that supports Scotland's economic growth through improved 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 processes detailed in section 6 below.

¹ APUC ([Advanced Procurement for Universities and Colleges](#))

Our Spend Profile

The College's non-pay expenditure for the Financial Year 2024-25 was in the region of £6.4m of which circa £4.5m was regulated, £1m was non-core or non-influenceable spend², and £0.9m was non-regulated.



This Strategy recognises that our procurement practice is based on the Scottish Model of Procurement 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 away from the buying or tendering phase and towards a greater emphasis on the planning and post contract phases of procurement. Included in this is an increasingly greater engagement with our stakeholders both internal and external.

3. PROCUREMENT MISSION

Our procurement mission is to support the College's wider vision, purpose, values and strategic aims as set out in the [Kelvin Strategic Plan 2030](#) by enabling and supporting the College community in achieving value for money through continually improving our sustainable procurement practice.

The Procurement Strategy will assist the College in demonstrating best value, continuous improvement, sound performance management, partnership working, community benefits and sustainable development.

4. PROCUREMENT POLICY AND PROCEDURES

Our Procurement Policy and Procedures sets out the operational framework of how we conduct procurement and is largely based on the Scottish Government's Procurement

² For example, spend on statutory requirements (tax etc.) and other expenditure not covered by procurement legislation

Journey³. This will facilitate our regulated procurements being conducted in accordance with best practice in a legally compliant manner that is consistent with the rest of the Scottish public sector in achieving value for money for our stakeholders.

Policy and Procedures is essentially about maintaining the integrity of process and combined with this Strategy will set out the College's strategic approach to procurement.

5. STRATEGIC PROCUREMENT OBJECTIVES

The Procurement Strategy provides a clear and well-structured approach to the College's procurement activities outlining what will be done, how and when it will be achieved. In developing the Procurement Strategy, the following four strategic objectives have been set:

1) Robust and Transparent Contract Renewal, Monitoring and Supplier Management Process

To adhere to the Scottish Government Procurement Journey guidance and ensure full compliance through application of the Procurement Reform (Scotland) Act 2014, the Public Contracts (Scotland) Regulations 2015 and the Procurement (Scotland) Regulations 2016.

2) Efficiency and Effectiveness

To secure value for money by working closely with the people who use the goods, services and supplies that the College requires to:

(a) articulate their requirements early in the process;

(b) deliver financial savings;

(c) generate community and other benefits; and

(d) identify and promote collaborative and shared services opportunities.

3) Sustainable Procurement

To embed sound ethical, social and environmental policies within the procurement function and to comply with relevant Scottish, UK and EC legislation in performance of the sustainable procurement duty. The College will treat all suppliers fairly, equally and without discrimination through making procurement transparent and accessible to all businesses especially Small and Medium Sized Enterprises (SMEs), the third sector and supported businesses.

4) Skills Enhancement

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.

The College shall also support the vision of the Public Procurement Strategy for Scotland 2023 to 2028 and delivery of its objectives, namely to conduct its procurement activity in a way which is:

³ Scottish Government's Procurement Journey



We will help deliver the College's Strategic Plan and the Public Procurement Strategy for Scotland through what we procure, how we procure, and through the wider economic and social considerations included in our contracts as shown below.

We will design our contract and procurement process to contribute to the College's and Scotland's strategic objectives and outcomes, in a way that achieves value for money and makes contracts accessible to business, the third sector and supported businesses.

Aligning Key Outcomes

Procurement objectives mapped to the College Strategic Plan Priorities

	Procurement Objective			
	(1) Contract renewal & monitoring	(2) Efficiency & Effectiveness	(3) Sustainable Procurement	(4) Skills Enhancement
College Strategic Plan Priority				
Our Students				
<i>Be the college of choice, providing an inclusive and outstanding student experience which prepares our students for learning, life and work.</i>				
Deliver an inclusive and engaging curriculum, reducing barriers to participation and success.		✓		✓
Inspire and build confidence, enabling all students to realise their potential.		✓		✓
Continually evolve an aspirational, future-focused learning environment.		✓		✓
Deliver a distinctive and innovative student experience that adds value beyond qualifications		✓	✓	✓
Our Partners				
<i>Be a partner of choice, trusted to provide the skills our regional economy needs to grow whilst also contributing to our shared regional ambitions.</i>				
Position the College at the heart of Glasgow's economic transformation	✓	✓	✓	
Deliver inclusive economic growth through community and employer collaboration	✓	✓	✓	
Respond to current and future employer needs through agile provision		✓		✓
Our People				
<i>Be the employer of choice, putting our people first and fostering a culture of wellbeing, continuous learning and professional development.</i>				
Strengthen leadership and management capability to inspire excellence and inclusion aligned to our values		✓	✓	✓

Create a culture of wellbeing where staff feel supported, respected and engaged		✓	✓	✓
Invest in continuous professional learning and development for all staff		✓	✓	✓
Attract, retain, and develop a diverse, high-performing workforce that reflects our communities		✓	✓	✓
Our Place <i>Be a key enabler, aligning College activity to support place-based wealth building and enabling opportunities for all.</i>				
Position the College as an anchor institution for inclusive growth and cohesion		✓	✓	✓
Empower individuals and communities through accessible learning and innovation		✓	✓	✓
Enable economic participation through collaborative community-based learning pathways		✓	✓	✓
Encourage enterprise and champion technology-based learning pathways		✓		✓

Procurement objectives mapped to the Public Procurement Strategy for Scotland 2023 to 2028

	Procurement Objective			
	(1) Contract renewal & monitoring	(2) Efficiency and Effectiveness	(3) Sustainable Procurement	(4) Skills Enhancement
Public Procurement Strategy for Scotland 2023 to 2028 objectives				
Good for businesses and their employees Maximising the impact of procurement to boost a green, inclusive and wellbeing economy, promoting and enabling innovation in procurement.		✓	✓	✓
Good for society Ensuring that we are efficient, effective and forward thinking through continuous improvement to help achieve a fairer and more equal society.		✓	✓	✓
Good for places and communities Maximising the impact of procurement with strong community engagement and development to deliver social and economic outcomes as a means to drive wellbeing by creating quality employment and skills.	✓	✓	✓	
Open and connected Ensuring procurement in Scotland is open, transparent and connected at local, national and international levels.	✓	✓		✓

The Procurement Action Plan (see Section 8) shows the outcomes that we will deliver, and the associated actions and commitments. These actions are measured and reported through our involvement in the Scottish Government's Procurement and Commercial Improvement Programme (PCIP) and through the publication of an Annual Procurement Report (see Section 7).

6. ENSURING COMPLIANCE WITH GENERAL DUTIES AND SPECIFIC MEASURES OF THE PROCUREMENT REFORM (SCOTLAND) ACT 2014

As required by the Act, the College must comply with a small number of general duties and some specific measures which are embedded in our Procurement Policy and Procedures or in our Action Plan. For clarity and to ensure full compliance with the Act, these duties and measures are stated below.

6.1. Contributing to the carrying out of our function and the achievement of our purposes

Effective procurement makes a key contribution to providing high quality learning in an inclusive, efficient and sustainable way by optimising the resources available for learning priorities. This includes:

- Analysing our non-pay expenditure to identify regulated procurements.
- Seeking best value through competitive procurement exercises.
- Whole life costing products and services.
- Ensuring that project strategies align to the College's strategic objectives and outcomes.
- Effective use of contract and supplier management to monitor and further improve our contract outcomes.

6.2. Delivering Value for Money

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

Scottish Procurement



Scottish Model of Procurement



The College through its Procurement Policy and practice will seek to consistently apply the above principle albeit the balance of cost, quality and sustainability will vary for a regulated procurement depending on the particular commodity, category and market.

The College will consider the whole-life cost of what is being procured and when applying the above principle of value for money, ensure that it does so in a clear, transparent and proportionate manner; in line with the Treaty on the Functioning of the European Union of equal treatment, non-discrimination, transparency, proportionality and mutual recognition and in complying with the general duties of the Act as well as the sustainable procurement duty.

6.3. Treating relevant economic operators equally and without discrimination

The College will conduct all its regulated procurements in compliance with the principles of equal treatment, non-discrimination, transparency, procedural fairness and mutual recognition and will consider early engagement with the supply market where relevant prior to the publication of a contract notice.

All regulated procurements will be posted on portals such as Public Contracts Scotland (PCS) and Public Contracts Scotland-Tender (PCS-T) and shall strive to ensure the appropriate use of separate lots with straightforward output-based specifications and clear evaluation criteria to ensure the procurement is accessible to as many bidders as possible.

6.4. Acting in a transparent and proportionate manner

The College will engage with its local supply market and use clear, precise language in our specifications.

The College shall ensure contracts are awarded using appropriate quality, risk and sustainability factors as well as cost according to declared score weightings specific to each contract.

The College will actively take steps to make it easier for smaller and local businesses to bid for contracts through:

- The use of Public Contracts Scotland and Quick Quotes.
- Information contained on the Procurement page of the College website.
- The provision of training and/or provide information on third party training opportunities (such as the Supplier Development Programme).
- Attending local supplier/buyer engagement events (such as Meet the Buyer).

6.5. The Sustainable Procurement Duty

The College will seek to take account of climate impacts and the circular economy in its procurement activity contributing to the College's [Climate Change Action Plan](#) and [Race to Zero Action Plan](#). As part of the Scottish Colleges' Statement of Commitment on the Climate Emergency, the College is striving to contribute towards the Scottish Government targets of reducing emissions by 75% by 2030, 90% by 2040, and achieving net zero by 2045.

The College will seek to involve SMEs, third sector bodies and supported businesses in our procurement activities. In so doing, these areas shall benefit not only the College but the wider Greater Glasgow region as well as contribute to the wider global climate agenda.

With regards to the Public Sector Equality Duty (PSED) under the Equality Act 2010, the College (as a Public Authority) will, within its procurement practices, give due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The College will manage procurement in ways that will promote equality and fairness, by embedding equality considerations in its Procurement Policy and Procedures.

The College meets the Sustainable Procurement Duty through the use of the following Scottish Government tools:

- Scottish Public Procurement Prioritisation Tool.
- Sustainability Test.
- Life Cycle Impact Mapping.
- The Scottish Flexible Framework.
- Supply Chain Management (SCM) Tool
- EcoVadis

We also ask our suppliers to meet the APUC's Sustain Code of Conduct and the Electronics Watch Code where relevant and proportionate to the scope of the procurement.

The College recognises its responsibilities with the publication of its Modern Slavery Act Statement and affirms the College commitment to understanding potential Modern Slavery risks related to its activities, and to minimising the risk of slavery and human trafficking in relation to its procurement activities and associated supply chains.

6.6. Our policy on applying community benefits requirements in our contracts

A community benefit requirement is defined in the Procurement Reform (Scotland) Act 2014 as a contractual requirement imposed by a contracting authority:

- (a) relating to:
 - (i) training and recruitment, or
 - (ii) the availability of sub-contracting opportunities, or
- (b) which is otherwise intended to improve the economic, social or environmental wellbeing of the authority's area in a way additional to the main purpose of the contract in which the requirement is included.

The delivery of community benefits through procurement is in line with the College strategic objectives of 'positioning the College at the heart of Glasgow's economic transformation' and 'delivering inclusive economic growth through community and employer collaboration'.

If there is an opportunity to benefit the community, we will include appropriate requirements in our contracts. We will consider these opportunities at the development phase of all regulated procurements (£50,000 and above for goods and services, £2 million and above for works).

Overseeing delivery of community benefits will be made part of our contract management arrangements and we will keep a record of the benefits delivered.

6.7. Our policy on consulting and involving those affected by our procurements

Where appropriate, we work with users, potential suppliers and others to help us design procurements and the route each procurement will take.

Individual procurements are in response to an identified need, and we identify and involve the relevant stakeholders as appropriate.

The College considers for each procurement, the community affected by the resultant contract and ensures any affected organisations/persons are consulted (e.g. impact on service for students, persons or groups with relevant protected characteristics where reasonable adjustments may be considered as part of a specification, 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.

6.8. Our policy on the Living Wage to people involved in delivering our contracts

The College is an accredited Scottish Living Wage employer. This is a clear commitment to pay the Scottish Living Wage for all staff we directly employ and those who work on our contracts by actively encouraging employers to pay the Scottish Living Wage as part of a package of fair work practice in relevant contracts.

Our policy on paying the Scottish Living Wage to those who deliver our public contracts is influenced by our belief that a positive approach to fair work practices can have a positive effect on the quality of the services, goods and work delivered. We target this policy through award criteria which are in proportion to and relevant to the contract. The College also follows the Scottish Government statutory guidance on Fair Work First⁴.

If a commitment has been made in a tender to pay the Scottish Living Wage, it will form part of the contract, and we will monitor it through our contract and supplier management processes.

6.9. Our policy on making sure our contractors and subcontractors keep to the Health and Safety at Work Act 1974 and any provision made under the Act

It is important that those bidding for our contracts are able to demonstrate that they are responsible contractors who keep their legal duties, including duties to health and safety.

It is a standard condition of our contracts that the contractor must adhere to all laws that apply, all requirements of regulatory organisations, and good industry practice. This also includes any relevant health and safety law. Also, whenever contractors' staff are on our premises, under the terms of our standard contracts they must keep to our health and safety requirements.

Where appropriate, and on a contract-by-contract basis, health and safety will be monitored as part of our contract management processes. Where proportionate, the College also seeks to monitor the compliance of subcontractors.

6.10. Our policy on procuring fairly and ethically traded goods and services

The College supports the sourcing of goods that are fairly and ethically traded. Where directly relevant it shall make use of appropriate standards and labels in its procurements to take account of fair and ethical trading considerations. The College will also consider equivalent offerings from suppliers that can demonstrate they can meet the specified criteria without necessarily having the specific certification.

6.11. Our policy on using contracts involving food to improve 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 our 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 all users of our catering services and will use available good practice and guidance such as that made available by The University Catering Organisation (TUCO) and any other relevant bodies.

⁴ <https://www.gov.scot/publications/publication-of-updated-fair-work-first-in-procurement-guidance/>

The College utilises APUC and TUCO framework agreements for the vast majority of our food and catering requirements, and the products and services under these frameworks must comply with all relevant legislation and standards.

6.12. Our policy on paying invoices in 30 days or less to our contractors and sub-contractors

The College recognises the importance of paying suppliers promptly once a service has been performed or goods delivered and that late payment is particularly detrimental to SMEs, third sector bodies and supported businesses.

Our standard payment terms are within 30 days from receipt of valid invoices. We also require contractors to pay sub-contractors in no more than 30 days after the receipt of a valid and payable invoice.

The College also complies with the Scottish Procurement Policy Note (SPPN) on prompt payment in the supply chain, which came into force in June 2022⁵.

7. ANNUAL PROCUREMENT REPORT

Under the Procurement Reform (Scotland) Act 2014 the College has to prepare a procurement report each year. The Annual Procurement Report in compliance with the Act will contain as a minimum the following:

- information on regulated procurements that have been completed during the period.
- a review of whether those procurements kept to this procurement strategy.
- that if any procurements did not comply with regulations, a statement of how we intend to ensure they do in future.
- a summary of community benefit requirements set as part of a regulated procurement that were fulfilled during the financial year covered by the report.
- a summary of any steps we have taken to involve supported businesses in regulated procurements during the year.
- a summary of the regulated procurements we expect to commence in the next two financial years; and
- such other information as the Scottish Ministers may by order specify and where applicable that demonstrates compliance with other legislation that places specific requirements on the College with respect to its procurement activities.

We will publish our report online on our website and make sure it is accessible.

⁵ <https://www.gov.scot/publications/prompt-payment-in-the-supply-chain-sppn-2-2022/>

8. PROCUREMENT ACTION PLAN

The Procurement Action Plan consists of a number of specific actions and commitments in relation to each of the strategic objectives and their desired outcomes.

Progress against this Action Plan (see below) will be regularly monitored by the College's Procurement service and APUC Regional Procurement Team.

As part of the formal annual review of this Strategy, this Action Plan will be reviewed and updated as required, to maintain alignment of the College's procurement activity with its broader priorities.

Procurement Action Plan

Objective 1 – 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.

Outcome Ref	Outcomes	Main Actions & Commitments	Key Performance Indicators/Benchmark Data	Completion Date	Status as at May 2026
1.1	Optimised use of Cat A, B and C1 collaborative contracts and extension of early procurement contributions of value to all areas of influenceable expenditure.	Scrutinise annual expenditure analysis to improve its utility. Identify collaborative regulated procurements and categorise Establish contracts register	Numbers and values for A B and C1 business as % of totals Number and value of contracts covered by register	Annually	Analysis of 2024/25 spend data is complete and additional tendering has been identified which has been added to the forward contracting plan.
1.2	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	Per APUC PCIP Timescales	A full PCIP completed in December 2019 and a Pulse check PCIP completed in 2024 both achieved 87%, which is an increase from the previous score of 85% achieved in 2016.
1.3	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	As and when required	College procedures and related guidance are available on intranet and the Procurement team provide advice and support as required.
1.4	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. Analyse contract spend and advise of non-contracted spend to inform the forward contracted plan for the college and the region.	Number and value of contracts covered by contracting strategies expressed as % of totals	Annually	2-year tendering plan established which was added to the annual report published in December 2025.

Objective 2 – To work with internal academic budget holders, professional support service colleagues and suppliers to deliver innovation and best value to the learning, research and service support communities through the development of an effective and co-ordinated purchasing effort within the Institution.

Outcome Ref	Outcomes	Main Actions & Commitments	Key Performance Indicators/Benchmark Data	Completion Date	Status as at May 2026
2.1	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. Optimise use of intranet to communicate.	Record of number, frequency and forms of communications	College stakeholders meetings as and when required. GRPT monthly.	College procedures and related guidance are available on intranet and the Procurement team provide advice and support as required. Procurement staff meet as required with College stakeholders in line with the forward contracting plan. GRPT steering group ensures strategic oversight of procurement function.
2.2	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 to include counter fraud and conflict of interest issues	Annually	GRPT procurement staff undertake APUC training including counter fraud and conflict of interest training.
2.3	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.	Outputs of stakeholder and supplier satisfaction surveys	As and when required throughout the year	Guidance is available on the Procurement section of the College website.
2.4	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	Record number and types of etransactions quarterly/ annually and as % of total transaction type and total value of transaction type e.g. orders, invoices and monitor over time. Total number of notes of interest and bids submitted in PCS or PCS-T, plus total No. of bids submitted from SMEs in last FY	Quarterly	P2P training to relevant staff was completed at intervals through the period. Refresher training is undertaken as and when required.
2.5		Robust internal control systems for procurement processes and systems	Clean audit report	Annually Internal Audit August	2025 Procurement and Creditors internal audit report concluded that there is a good level of assurance in this area with the system meeting the control objectives. Knowledge about procurement processes and related templates is maintained through ongoing APUC training.

Objective 3 – To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities.

Outcome Ref	Outcomes	Main Actions & Commitments	Key Performance Indicators/Benchmark Data	Completion Date	Status as at May 2026
3.1	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, Expenditure data sorted into categories as part of contract plan Contracts with stakeholder agreed strategies, regulated procurements. Training of organisational staff on best procurement practice including appropriate approaches to regulated procurements in use of specifications, selection and award criteria.	Total expenditure on projects, goods and services and % of total expenditure influenced by procurement, Totals of maverick and compliant spend in last FY. Increase % of contract uptake on collaborative frameworks Record % of savings-cash and non-cash	Per Timescales Outlined in Forward Contracting Plan	Procurement staff meet as required with College stakeholders in line with the forward contracting plan.
3.2	Periodic and annual savings and benefits reports to SMT and stakeholders	Recorded savings and benefits calculated according to agreed sector and national criteria Reports to Management & stakeholders	Savings monitored through GRPT Procurement report/Hunter database APUC Annual benefits statement and collaborative uptake%	Annually	APUC 2024/25 Benefits Statement was analysed and the collaborative uptake for the college was submitted to SMT and relevant Board Committee 2024/25 Annual Procurement Report was submitted to SMT in Dec 2025 and subsequently published on College website.

Objective 4 – 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.

Outcome Ref	Outcomes	Main Actions & Commitments	Key Performance Indicators/Benchmark Data	Completion Date	Status as at May 2026
4.1	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 or MSc per £m of influenceable expenditure	Per APUC training plan	Procurement staff undertake APUC training in line with APUC training plans.
4.2	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 Number of procurement officers to have undertaken formal training & development in the past year	Annually	College procedures and related guidance are available on intranet and the Procurement team provide advice and support as required. The Procurement Team review the documents annually and make changes as and when required throughout the year.

Objective 5 – 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.

Outcome Ref	Outcomes	Main Actions & Commitments	Key Performance Indicators/Benchmark Data	Completion Date	Status as at May 2026
5.1	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	Annually	Customer surveys issued regularly, as needed.
5.2	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	Annually - various dates over the period linked to contract review dates	Currently the College has regular contract management reviews with key strategic suppliers, such as catering, cleaning, MFDs, waste management etc. APUC contract management templates are available for use as required. The College will continue to expand this process to apply to other relevant contracts as required.
5.3	A robust procurement risk register	Consider developing a weighted impact-and-probability procurement risk assessment methodology – or embed within existing departmental/functional Risk Registers.	Data drawn from risk criticality rating matrix	Annually	The procurement risk register shall be reviewed every six months.

Objective 6 – To embed sound ethical, social and environmental policies within the Institution’s procurement function and to comply with relevant Scottish, UK and EC legislation in performance of the sustainable procurement duty.

Outcome Ref	Outcomes	Main Actions & Commitments	Key Performance Indicators/Benchmark Data	Completion Date	Status as at May 2026
6.1	Use of benefits measurement to record efficiencies generated by procurement activity.	Record efficiencies within hunter, GRPT steering group reports and recommendation reports.	Measures of • Price reduction. • Added value. • Risk reduction. • Process re-engineering. • Sustainability. • reduction of scope 3 carbon emissions	Per Timescales Outlined in Forward Contracting Plan	Recommendation reports are produced for key tenders detailing savings achieved and added value delivered. For example, the waste contract has key sustainability measures including percentage of recycling.
6.2	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. Take account of climate and circular economy in procurement activity such as tendering and evaluation processes.	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, to develop action plans, contracting strategies and to focus resources	Number and value of relevant contracts as % of total regulated contracts	Ongoing	The College embeds sustainable procurement in commodity and category strategies, tender documentation, and evaluation criteria. Manages sustainability KPIs on a contract-by-contract basis. The College uses APUC framework agreements where appropriate and many of these suppliers have completed the APUC Responsible Procurement Tool SCM and are members of Electronics Watch. The College requests suppliers to complete the Sustain Supply Chain Code of Conduct document.
6.3	Reduce demand for goods and services by cutting down on waste, encouraging re-use, re-cycling and use of the least environmentally damaging goods and services	Develop internal training and guidance	Maintain a waste hierarchy record – • waste prevention, • reused, • recycled, • recovered including energy recovery • safe disposal.	Per Timescales Outlined in Forward Contracting Plan	The Procurement Team assess requirements based on the College Forward Contracting Plan
6.4	Contribute to the College’s net zero carbon target	Outline activities and monitor measures for carbon reduction.	Develop ‘Now to 2030’ Procurement Category Action plans in conjunction with heads of department	Ongoing	Draft Procurement Action plans for specific categories for review.

6.5	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 and supplier 'conditioning' sessions to advise on organisational objectives under the sustainable procurement duty	Number of suppliers engaged. Improved outcomes recorded and reported Forward targets and strategies in place	Ongoing	The Scottish Government funded Supplier Development Program (SDP) provides training to suppliers. The Procurement team has added the relevant link to the Procurement section of the College website
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GLOSSARY OF TERMS

A, B, C and C1 Contracts

Category A	Collaborative Contracts available to all public bodies • IScottish Procurement
Category B	Collaborative Contracts available to public bodies within a specific sector • IScottish Procurement • APUC and other UK FHE Consortia • IScotland Excel • INHS National Procurement
Category C	Local Contracts for use by individual public bodies
Category C1	Local or regional collaborations between public bodies

BT1 - Direct Price Based Savings - for new contracts that replace pre-existing supply agreements, these savings are calculated versus previous price paid at the end of the previous contract(s) period. For contracts that are for something that has not been bought before / an ad hoc requirement – the benchmark is the average price of the top 5 acceptable compliant (or all the bidders if there are less than 5) highest ranked bids.

BT2 - Price Versus Market Savings – these savings are reported against market pricing instead of, or in addition to, the savings achieved against previous baseline prices (i.e. the savings described at BT1 above). The purpose of BT2 savings is to identify the savings that would be lost if the procurement had not been conducted by the organisation.

BT14 - 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 re-use 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 Benefit Contract 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 and procurement category).

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.

Core expenditure/spend - covers regulated and non-regulated expenditure excluding non-core expenditure.

GPA regulated procurements - those whose values require that they are conducted in compliance with the Public Contracts (Scotland) Regulations 2015, Procurement (Scotland) Regulations 2016 and the Procurement Reform (Scotland) Act 2014.

GPA – The Agreement on Government Procurement is a plurilateral agreement within the framework of the World Trade Organisation (WTO). For more information visit [WTO website](#).

GPA Thresholds – Higher value regulated procurements are advertised in line with GPA Thresholds on a new UK e-notification system called [Find a Tender System](#) (FTS).

Public contracts (GPA) Thresholds are revised every 2 years and the present Thresholds are (including VAT): - for Supply, Services and Design Contracts, £213,477, for Works Contracts £5,336,937.

Flexible Framework - Self-Assessment Tool (FFSAT) that 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.

For more information, visit the Scottish Government's [Hub](#)⁶ page.

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 - is the area within the APUC Buyers Portal 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 data also.

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.

Non-core expenditure/spend – third-party expenditure excluded from the scope of the Procurement Regulations.

Non-pay expenditure/spend - covers all third-party expenditure including non-core expenditure. It excludes directly employed workers and associated costs such as national insurance, pension contributions and administration costs.

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

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

⁶ See website: <https://www.gov.scot/publications/scottish-procurement-information-hub-contract/>

Procurement Journey - 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, centrally funded by the Scottish Government. The system is a secure and efficient means for buyers and suppliers to manage tender exercises online. The standard templates enable buyers to create consistent tender documentation.

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

Small and Medium Sized Enterprises (SMEs) encompass:

- Micro enterprises: enterprises which employ fewer than 10 persons and whose annual turnover and/or annual balance sheet total does not exceed £1.57 million.
- Small enterprises: enterprises which employ fewer than 50 persons and whose annual turnover and/or annual balance sheet total does not exceed £7.86 million.
- Medium enterprises: enterprises which are neither micro nor small, which employ fewer than 250 persons and which have an annual turnover not exceeding £39.28 million, and/or an annual balance sheet total not exceeding £33.78 million.

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

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

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

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

Sustain Supply Chain 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 Sustain Supply Chain Code of Conduct with respect to their organisation and their supply chain.

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 – excludes non-core expenditure and it is calculated based upon the total value of invoices paid per annum, excluding VAT, to all suppliers for the purchase of goods, services and works. 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.

Third Sector – includes charities, social enterprises and community groups which deliver essential services and helps to improve people's wellbeing and contributes to economic growth.