

## **Executive Office Procurement Strategy 2016 - 2020**

### **University of the Highlands and Islands Vision and Mission Statement**

The University of the Highlands and Islands is the United Kingdom's leading integrated university, encompassing further and higher education. We will be recognised for the quality of our students' experience and for their achievement. Our worldwide reputation will be built upon our innovative approach to learning and our distinctive research and curriculum, enriched by the people, natural environment, economy, culture and heritage of our region and its communities. We will be locally based, regional in structure and have national and international reach.

The UHI mission is to have a transformational impact on the prospects of our region, its economy, its people and its communities.

This Procurement Strategy has been designed to assist in fulfilling the Vision and Mission statements of our Corporate Strategic Plan whilst also ensuring legislative compliance with the Procurement Reform (Scotland) Act 2014 and other relevant legislation and is aligned with the University.

The key elements of the new legislation:

- require us to publish a procurement strategy and action plan
- require us to maintain a public contracts 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 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 University working in partnership with our Procurement Officer and collaboratively with our partners across the wider education and public sector.

Working together we can significantly contribute to the future sustainability of the University 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 Universities', Mission, Vision, Values and Ambitions by 2020.

1	Formation and approval of our Procurement Strategy .....	3
2	Context.....	3
3	Procurement Mission .....	4
5	Strategic Procurement Objectives .....	4
6	Ensuring compliance with general duties and specific measures of the Procurement Reform (Scotland) Act 2014 .....	6
6.1	Introduction.....	6
6.2	Contribute to the carrying out our function and the achievement of our purposes ....	6
6.3	Deliver value for money.....	6
6.4	Treating relevant economic operators equally and without discrimination.....	6
6.5	Acting in a transparent and proportionate manner – .....	7
6.6	The Sustainable Procurement Duty .....	7
6.7	Policy on the use of community benefits .....	7
6.8	Consulting and engaging with those affected by its procurements -.....	8
6.9	The living wage – .....	8
6.10	Promoting compliance with the Health and Safety at Work Act 1974.....	8
6.11	The procurement of fairly and ethically traded goods and services -.....	8
6.12	The provision of food and improving the health, wellbeing and education of communities in the Universities area, and the promotion of the highest standards of animal welfare .....	8
6.13	Payment terms - .....	9
7	Annual Procurement Report.....	9
7.1	Statutory Requirement.....	9
7.2	Contents of our Annual Procurement Report.....	9
8	Procurement Action Plan .....	10
8.1	Introduction.....	10
8.2	Action Plan.....	11

## 1 Formation and approval of our Procurement Strategy

The formation of this Strategy has been guided throughout by the University Procurement Officer with the assistance of the UHI Strategic Procurement Team and is the culmination of consultation and engagement with a wide range of staff involved in procurement as well as external stakeholders.

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

The Strategy was approved by the University's Finance and General Purposes Committee on the 21 November 2016 and subsequently published on our external facing website.

The University assisted by the UHI Strategic Procurement Team will, as a minimum, review this Strategy annually in compliance with the Procurement Reform (Scotland) Act 2014, thus maintaining the alignment of our procurement activity with our broader priorities and allow the University where necessary to revise the Strategy and its related Action Plan.

See Annex A at the end of this document for a concise summary of the application of the Procurement Reform Act and Public Contracts (Scotland) Regulations 2016 and the key strategic and operational requirements therein.

## 2 Context

This Procurement Strategy provides the framework within which the procurement activities of the University can develop and help support our strategic objectives and outcomes. It can also be understood as a procurement improvements plan based on a clear understanding of where the University 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 University is now 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.

The University's annual spend profile (averaged over 4 years) identifies a total non-pay spend in the region of £7.7m per annum of which *circa.* £2.5m is non-core or non-influenceable spend.

Thus our annual influenceable procurement spend is approximately £5.2m made up of £3.8m of regulated spend (above threshold) and £1.4m of non-regulated spend (below threshold). Approximately £1.5m is spent using collaborative frameworks.

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 University’s wider mission by enabling and supporting the University community in achieving value for money through continually improving our sustainable procurement practice.

### 4 Procurement Policy

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

The Policy is about maintaining the integrity of process and combined with this Strategy will set out the University’s strategic approach to procurement.

### 5 Strategic Procurement Objectives

Our strategic procurement objectives as defined below form the core of our Procurement Strategy. Each objective is mapped to the five strategic areas defined by the PPRB (“The Public Procurement Reform Agenda: 2014 – 17”); Sustainability, Access, Efficiency and collaboration, Savings and benefits and Capability.

- Ensuring an efficient regional structure
- Delivering high quality and efficient learning
- Providing access to people from the widest range of backgrounds
- Delivering the right learning in the right place
- Creating a developed workforce for the region and
- Creating a sustainable institution.

<b>Figure 5 Aligning Key Outcomes</b>	Sustainability	Access	Efficiency and collaboration	Savings and benefits	Capability
Ensuring an efficient regional structure	✓		✓	✓	
Delivering high quality and efficient learning					✓
Providing access to people from widest range of backgrounds		✓			

- 5.1 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.  
**[Access; Efficiency and collaboration; Savings and benefits]**
- 5.2 To work with internal academic 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 within the University.  
**[Access; Efficiency and collaboration; Savings and benefits]**
- 5.3 To promote the delivery of value for money through good procurement practice and optimal 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 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.  
**[Capability; Savings and benefits]**
- 5.5 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 a fair and transparent process.  
**[Efficiency and collaboration; Access]**
- 5.6 To embed sound ethical, social and environmental policies within the University'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 three ways; through the Procurement Action Plan within this Strategy (section 8), through our involvement in the Scottish Government's Procurement and Commercial Improvement Programme (PCIP) and through the publication of an Annual Procurement Report (section 7).

## 6 Ensuring compliance with general duties and specific measures of the Procurement Reform (Scotland) Act 2014

**6.1 Introduction** – as required by the Act the University must comply with a small number of general duties and some specific measures which will be embedded in Procurement Policy or in our Action Plan (section 8) but for clarity and to ensure full compliance with the Act are stated below:

**6.2 Contribute to the carrying out our function and the achievement of our purposes** – the University will analyse its third party expenditure to identify ‘EU regulated procurements’ [Goods and Services worth more than £164,176 and Works worth more than £4,104, and ‘lower value regulated procurements’ [Goods and Services worth more than £50,000 and Works worth more than £2 million (Procurement Reform Act 2014)]<sup>1</sup>.

In addition, the University will sort regulated procurements into procurement categories and give consideration to appropriate and effective consultation that aligns individual procurement strategies with the Universities’s own aims and objectives.

Finally, the University will consider where appropriate the effective use of contract and supplier management to monitor and further improve the regulated procurement contract outcomes.

**6.3 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 University 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 University 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<sup>2</sup> of the Act as well as the sustainable procurement duty – see 6.6 below

**6.4 Treating relevant economic operators equally and without discrimination**  
- The University will conduct all its regulated procurements in compliance with the principles of the Treaty on the Functioning of the European Union; equal treatment,

---

non-discrimination, transparency, proportionality 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.

**6.5 Acting in a transparent and proportionate manner** – the University will ensure it engages widely with its local supply market on an ongoing basis and though the University's Procurement Policy will mandate the use of clear and precise language in its specifications and 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 University 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, the provision of training and/or provide information on third party training opportunities to build suppliers capacity to better navigate the public tender process and by publishing a contracts register to highlight contracts that local suppliers may be interested in bidding for.

**6.6 The Sustainable Procurement Duty** – in compliance with the Act the University will give consideration to the environmental, social and economic issues relating to all regulated procurements and how benefits can be accrued, on a contract-by-contract basis by taking proportionate actions to involve SME's, third sector bodies and supported businesses in our procurement activities and in so doing benefit not only the University but the wider Highlands and Islands region.

To support compliance with the duty the University will endeavour to make use available tools and systems such as the Scottish Public Procurement Prioritisation Tool, the Sustainability Test, Life Cycle Impact Mapping, the Scottish Flexible Framework as well as APUC's Code of Conduct, Sustain and Electronics Watch where relevant and proportionate to the scope of the procurement.

**6.7 Policy on the use of community benefits** – the University will consider for each of its procurements over £4m how it can improve the economic social or environmental wellbeing of the Highlands and Islands through the inclusion of community benefit clauses aligned with the Universities's own strategic outcomes as well as a number of the Scottish Government's National Outcomes.

Examples of the scope of community benefits clauses will include the delivery of training opportunities or subcontracting opportunities within the Highlands and Islands region, relevant and proportionate to the particular procurement. The University will

strive to engage with internal stakeholders including students where relevant as well engage with the local and wider supplier community to ensure suppliers understand the use of community benefits and how to respond where they are included. Where possible and proportionate, such clauses may also be included in procurements below £4m.

**6.8 Consulting and engaging with those affected by its procurements** - the University will take note of available good practice/principles of engagement including those detailed in the National Standards for Community Engagement, as well as ensuring procurement staff have or will be developed to have the relevant communication and engagement skills. The University 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. All of the above will be embedded in the Universities's procurement practice.

**6.9 The living wage** – the University recognises the value of a well-motivated and dedicated workforce both in its own organisation and in those of its suppliers. In compliance with the Act the University will consider, before undertaking a procurement, whether it is relevant and proportionate to include a question on fair work practices along with other relevant criteria, whilst ensuring the appropriate balance between quality and cost of the contract, paying regard to the statutory guidance including the application the living wage.

**6.10 Promoting compliance with the Health and Safety at Work Act 1974**

The University 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 institution will assess the legislation applicable to a procurement and take steps to ensure bidders comply with such legislation. Where proportionate, the University also seek to assess the compliance of subcontractors.

**6.11 The procurement of fairly and ethically traded goods and services** - The University 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 as well as considering equivalent offerings from suppliers that can demonstrate they can meet the specified criteria without necessarily having the specific certification.

**6.12 The provision of food and improving the health, wellbeing and education of communities in the University area, and the promotion of the highest standards of animal welfare** - The University 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 University will work to put in place affordable contracts, which meet the nutritional requirements for food for all users of our catering services and will use available good practice and guidance such as “Catering for Change – Buying food sustainably in the public sector”.

**6.13 Payment terms** - The University 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.

The University will comply 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.

## **7 Annual Procurement Report**

### **7.1 Statutory Requirement**

In accordance with requirement of the Procurement Reform (Scotland) Act 2014 the University will publish an Annual Procurement Report as soon as practicable after the university financial year end and will describe as required by the Act how it 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.

### **7.2 Contents of our Annual Procurement Report**

The Annual Procurement Report in compliance with the Act will contain as a minimum 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 University intends to ensure that future regulated procurements do comply
- A summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year of the Report including for example; apprenticeships completed, curriculum support activities, business support activities, support to communities and resource efficiencies achieved in terms of materials, waste or water.
- 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 University 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 University with respect to its procurement activities and the University 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 University 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 University performance.

## **8 Procurement Action Plan**

### **8.1 Introduction**

The Action Plan 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 this Action Plan (see section 8.2 below) will be regularly monitored by the Procurement Officer with the assistance of the UHI Strategic Procurement Team.

As part of the formal annual review of this Strategy, as indicated in section 1 above, this Action Plan will be reviewed and updated as required, to maintain alignment of the University procurement activity with its broader priorities.

## 8.2 Action Plan

Objective (reference 5.1)	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
<p><b>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.</b></p>	<p>Scrutinise annual expenditure analysis to improve use of Cat A, B and C1 collaborative contracts and identify collaborative regulated procurements and categorise.</p> <p>Further develop contracts register (Hunter)</p>	<p>Numbers and monetary values for A, B and C1 business</p> <p>Number and value of contracts covered by register</p>	<p>Quarter 4 2017</p>	<p>Procurement Officer</p>	<p>HIGH</p>	<p>Dashboard 2.1</p> <p>3.3</p>	
	<p>Establish network with APUC, other sector consortia and other sector representative bodies for collaborative and professional development.</p> <p>Establish mechanisms for and contribute to sharing best procurement practice with the sector.</p>	<p>Participation in UHI Strategic Procurement Team Meetings and Training Sessions</p>	<p>Ongoing with periodic progress reports</p>	<p>Procurement Officer</p>	<p>MEDIUM</p>	<p>1.5</p>	
	<p>Embed procurement best practice and ethical values. Use internal and external training resources.</p> <p>Align procurement procedures to the Procurement Journey</p>	<p>Details of training delivered and numbers involved</p> <p>Evidenced by procurement policy and procedures</p>	<p>Annual</p>	<p>Procurement Officer</p>	<p>MEDIUM</p>	<p>1.4</p>	
	<p>Develop forward contracting plan and contract/project strategies and relate these to sectoral, regional and national contracting plans.</p>	<p>Number and value of contracts covered by contract/project strategies expressed as % of total</p>	<p>Annual Contracting Priorities</p>	<p>Procurement Officer</p>	<p>MEDIUM</p>	<p>1.2 2.1</p>	
	<p>Establish a supplier management and performance measurement process using a segmentation analysis technique e.g. Kraljic Model</p>	<p>Evidence of analysis and segmentation of spend and some key suppliers being managed</p>	<p>Annual</p>	<p>Procurement Officer</p>	<p>MEDIUM</p>	<p>3.1</p>	

Objective (reference 5.2)	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
<b>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.</b>	Establish/ develop a strong devolved internal network of trained buyers for low value procurements  Develop a procurement action plan.	Number of trained buyers  As evidenced in the Procurement Strategy	Ongoing with annual reporting	Procurement Officer  Trained Buyers	HIGH	1.1	
	Establish departmental procurement contact list, co-ordinate procurement initiatives and communicate relevant information from external sources e.g. APUC contract and advisory information such as commodity strategies and ezine newsletter. Use intranet to communicate.	Record of number, frequency and forms of communications	Quarterly review and Annual Report	Procurement Officer	MEDIUM	1.5	
	Deliver appropriate training and guidance to all staff involved in procurement process to points of need. Procurement induction for new appointees Introduce elearning Procurement Module	Record of staff attending individual training events and inductions  Record of staff completing elearning Procurement Module	Ongoing linked to changes and turnover	Procurement Officer Human Resources APUC	HIGH	1.4 1.5 1.6	
	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.  Robust internal control systems for procurement processes and systems	Record relevant transactional info e.g. bids, <sup>3</sup> orders, invoices and monitor over time  Clean audit report	Monthly, Quarterly, Annual reports  Periodic	Procurement Officer Trained Buyers Group Finance  Internal Audit	MEDIUM	4.1  1.6	
	Implement and maintain website guidance/advice for suppliers and potential suppliers on doing business with the University and APUC.	Outputs of stakeholder and supplier satisfaction surveys	Ongoing – Quarterly & Annual	Procurement Officer ICT	HIGH	3.1 3.2	
	Provision of SMT periodic reports plus annual report	Trend reporting in SMT reports	Quarterly & Annual	Head of Procurement Senior Finance post holder	HIGH	1.1	
	Develop communications plan and methodology to engage wider audience and get buy in to procurement	Stakeholder engagement record	Annual & Ongoing	Procurement Officer	MEDIUM	1.5	

Objective (reference 5.3)	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
<p><b>To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities.</b></p>	<p>Review organisational expenditure data to identify contracts in place, contracts with stakeholder agreed strategies, regulated procurements</p>	<p>Total expenditure on projects, goods and service and % of total expenditure influenced by procurement</p>	<p>Annual and Ongoing</p>	<p>Procurement Officer</p>	<p>HIGH</p>	<p>Dashboard 2.1 2.2</p>	
	<p>Expenditure data sorted into categories and prioritised as part of contract plan</p>	<p>%'s of total expenditure covered by Cat A, Cat B, Cat C1 and Cat C contracts</p>	<p>Annual and Ongoing</p>	<p>Procurement Officer</p>	<p>HIGH</p>	<p>Dashboard 2.1 3.3</p>	
	<p>Review expenditure on goods and services covered by duplicate contracts and remove duplicated effort where feasible and beneficial e.g. use of framework agreements</p>	<p>% of total value covered by contracts in the last FY</p>	<p>Annual and Ongoing</p>	<p>Procurement Officer</p>	<p>HIGH</p>	<p>Dashboard 2.1 3.3</p>	
		<p>% of total expenditure covered by a contracts register</p>					
		<p>% by value and number of contracts that are EU regulated procurements</p>					
		<p>% by value and number of contracts that are 'lower value regulated procurements' (i.e. goods and services &gt; £50k and works &gt; £2m)</p>					
		<p>% savings, cost avoidance or other efficiencies i.e. cash and non-cash savings</p>					
		<p>Totals of maverick and compliant expenditure in last FY</p>					
<p>Train organisation staff on best procurement practice including appropriate approaches to regulated procurements in use of specifications, selection and award criteria</p>	<p>Record of staff attending individual training events</p>	<p>Training provided according to needs assessment</p>	<p>Procurement Officer</p>	<p>HIGH</p>	<p>Dashboard 2.2 2.3 3.1 3.2 3.3</p>		
<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>	<p>Annual &amp; Ongoing</p>	<p>Procurement Officer</p>	<p>MEDIUM</p>	<p>Dashboard 1.2 2.1 3.1</p>		

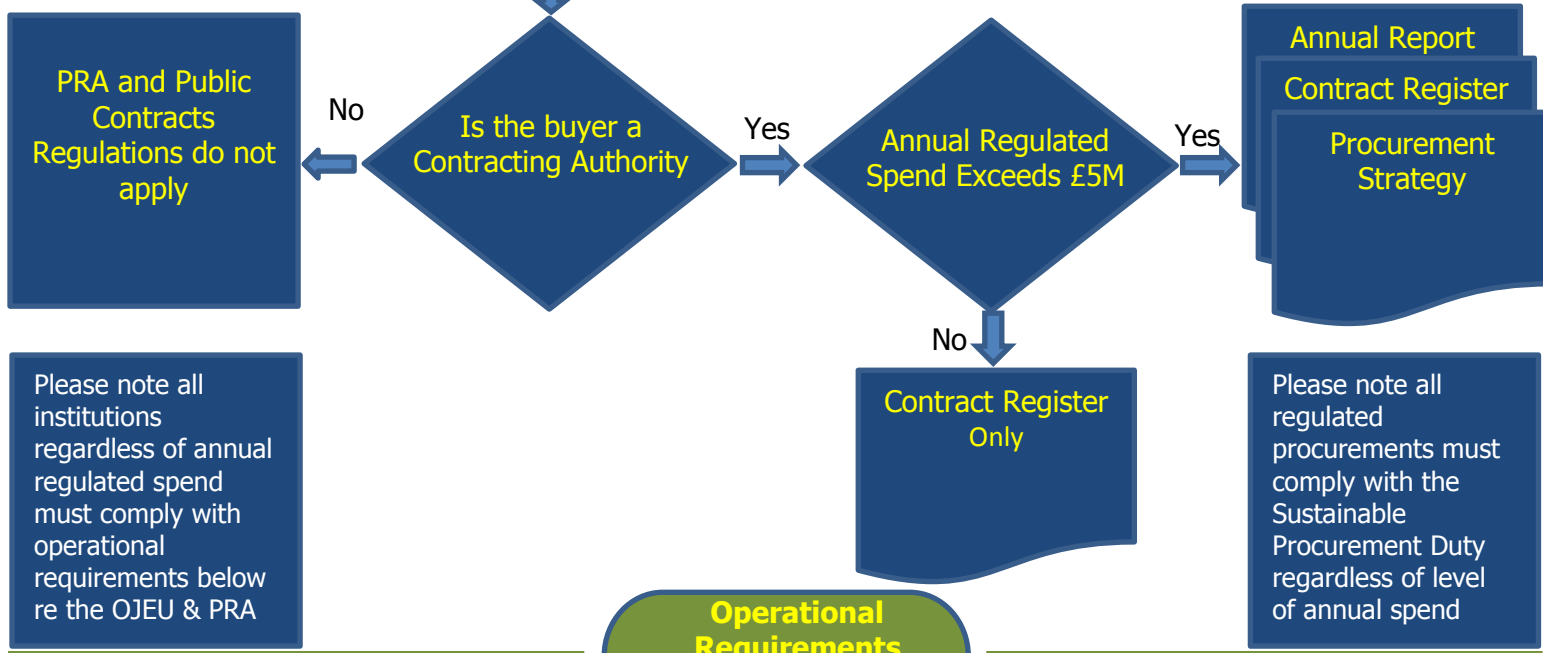
Objective (reference 5.4)	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
<b>To seek out professional development opportunities to enrich and enhance experience and capability of procurement practitioners and to work with the supply chains to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of customers and students</b>	Have a high calibre procurement officer in place with competency based training and a skills development programme  Assess procurement officers competencies and conduct a gap analysis	Number of procurement officers with MCIPS or MSc per £m of influenceable expenditure	Ongoing	APUC Director of Corporate Services	MEDIUM	Dashboard 1.3	
	Address shortfall by encouraging involvement with or attendance at training and development courses and events with results monitored and recorded.	Number of formal training & development attended in the past year	Ongoing	APUC Director of Corporate Services	MEDIUM	Dashboard 1.4	
	Through expenditure analysis, identify supplier risk levels and determine appropriate tactical and strategic approaches to supply markets and management	%'s of 'significant' suppliers falling into  rethink strategic control leverage  positioning categories	Immediate then periodic reviews	Procurement Officer	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	Periodic [but important to avoid the process becoming burdensome]	Procurement Officer	MEDIUM	1.5	
	Implement a robust procurement risk register using high/medium and low risk assessment methodology	Data drawn from risk criticality rating matrix	Immediate with regular reviews	Procurement Officer	HIGH	1.6	

Objective (reference 5.5)	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
<b>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</b>	Optimise use of e-Procurement Tools and produce/review a procurement ICT strategy	Benefits reports on - <ul style="list-style-type: none"> <li>• time saved</li> <li>• faster order-to-delivery</li> <li>• Purchasers directed to approved suppliers, improving compliance and reducing time sourcing items.</li> <li>• price leverage.</li> <li>• reduced costs of stationery, postage, copying and associated admin.</li> <li>• high quality, detailed management information.</li> </ul>	Immediate then periodic review	Procurement Officer	HIGH	1.5	
	Adopt efficiency measurement model to record efficiencies generated by procurement activity	Measures of <ul style="list-style-type: none"> <li>• Price reduction.</li> <li>• Added value.</li> <li>• Risk reduction.</li> <li>• Process re engineering.</li> <li>• Sustainability.</li> <li>• Cash Savings.</li> </ul>	Annual	Procurement Officer	HIGH	2.3	
	Carry out annual customer satisfaction questionnaire on procurement function	Periodic surveys analysed to show satisfaction trend analysis	Periodic [but important to avoid the process becoming burdensome	Procurement Officer	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	Annual – as soon as practicable after each FY	Procurement Officer	HIGH	1.2	
	Gather data on supplier performance on key contracts	Report on service improvements achieved through KPI reporting  Report on number of Red Rag status	Quarterly and Annual	Procurement Officer	MEDIUM	3.1 3.2	

Objective (reference 5.6)	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
<b>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</b>	Set out the organisational policy on how regulated procurements are to be undertaken in compliance with the sustainable procurement duty	Number and value of relevant contracts as % of total regulated contracts	Annual Reporting	Procurement Officer	HIGH	1.2 2.2 2.4	
	Use appropriate tools to analyse opportunities to maximise social, economic and environmental outcomes through procurement action	Measure of sustainability outcomes	Mid 2017	Procurement Officer	HIGH	1.2 2.2 2.4	
	Apply the prioritisation methodology, Flexible Framework, SUSTAIN etc. or similar to develop action plans, contracting strategies and to focus resources	Progress on achieving the Flexible Framework	End 2016	Procurement Officer	MEDIUM	1.3	
	Embed sustainable procurement duty in processes to take full consideration of whole life costs, environmental and social impacts in assessment of value for money	Number and value of contracts with sustainability objectives and criteria embedded as % of relevant total	Immediate appraisal then annual reporting	Procurement Officer APUC	HIGH	2.3 2.4	
	Develop internal training and guidance to reduce demand for goods and services by cutting down on waste, and encouraging re-use and re-cycling and use of the least environmentally damaging goods and services	Maintain a waste hierarchy record – • waste prevention, • reused, • recycled, • recovered including energy recovery • safe disposal.	End 2016	Procurement Officer APUC	MEDIUM	1.4	
	Organise supplier engagement and supplier 'conditioning' sessions to advise on organisational objectives under the sustainable procurement duty:  • 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	Number of suppliers engaged.  Improved outcomes recorded and reported  Forward targets and strategies in place	Ongoing	Procurement Officer  APUC	MEDIUM	3.1	



**Strategic Requirements  
All Start Here**



**Operational Requirements  
All Start Here**

