

FIN01.1 – Procurement Strategy

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Date Origin	Last Review	Next Proposed Review Date	EQIA Date	Responsibility for Review
Nov 2016	Nov 2016	Sept 2017	Nov 2016	Assistant Principal: Finance and Procurement Advisory Group

Procurement Strategy 2016 – 2019

This Strategy has been designed to ensure legislative compliance with the Procurement Reform (Scotland) Act 2014 and other relevant legislation. It is aligned with the College's and the Scottish Funding Council's key strategic outcomes as detailed in our Regional Outcome Agreement 2014/17 and Lanarkshire Regional Strategy 2016 -2019.

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; and
- 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 3 years which will be subject to a 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 College, working in partnership with our Procurement function and collaboratively with our partners across the wider education and public sector.

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

Vision

Lanarkshire Colleges aim to be Scotland's leading provider of college education and training, recognised for their achievements in empowering people and enriching lives through learning.

Mission

To ensure learners are well prepared for the future by providing innovative, high quality, relevant learning for careers, life and success. Supporting the people, business, economy and sustainable development of Scotland.

Values

- Providing equality of opportunity and a culture which celebrates diversity.
- Respecting and valuing the needs, opinions and experiences and approaches of individuals.
- Listening and acting on feedback, making learners the focus of everything we do.
- Being passionate about our work, supporting and empowering our staff and learners in the realisation of their goals and achievement if the highest standards.
- Encouraging innovation in an environment which delivers creative and constructive solutions.

- Delivering continual improvement through the effective leadership, ownership and a readiness to embrace change.
- Ensuring public value and delivering community and social impact.
- Promoting Health & Safety.
- Upholding the sustainability of our institutions, communities and planet.
- Being responsible, honest and accountable for our actions and results.

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Formation and approval of our Procurement Strategy

The formation of this Strategy has been guided throughout by the College's Procurement Advisory Group and is a culmination of consultation and engagement with a wide range of staff involved in procurement as well as external stakeholders.

The Procurement Advisory Group consists of representation from Procurement, the Senior Management Team and Heads of Faculty.

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 Ltd, the procurement centre of expertise for all Scotland's colleges and universities.

The Strategy was approved by the College's Board of Management on the *12th of December 2016* and subsequently published on our external facing website.

The Procurement Advisory Group 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 College where necessary to revise the Strategy and its related Action Plan.

Please refer to Annex A for a process flow on the application of the Procurement Reform Act and Public Contracts (Scotland) Regulations 2016 and the key strategic and operational requirements therein.

1. Context

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

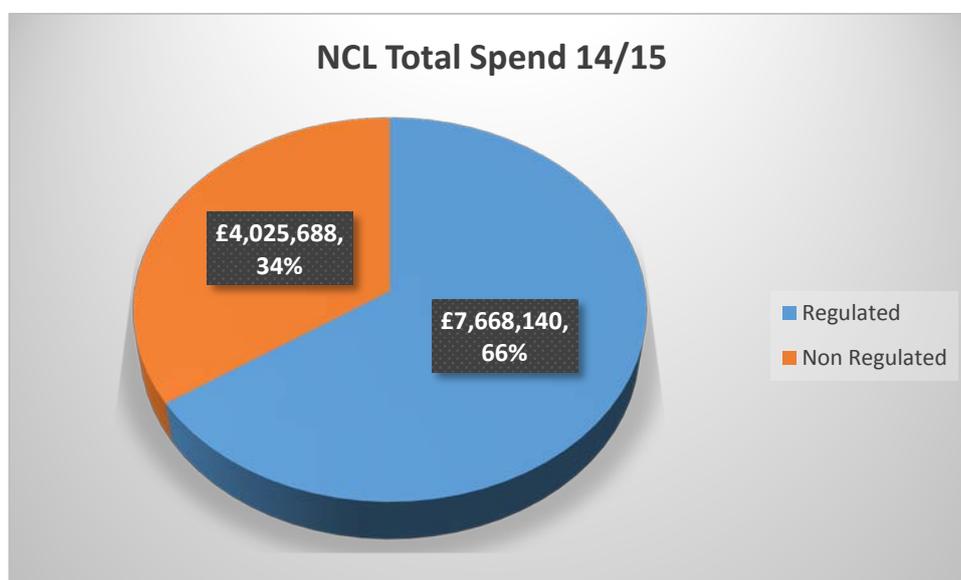
As above, the College is now legally required to have and maintain a procurement strategy as part of the requirements of the Procurement Reform (Scotland) Act 2014, which provides a national legislative framework for sustainable public procurement that supports Scotland's economic growth through improved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

2. Spend Report

The College's annual spend profile excluding VAT has a total non-pay spend in the region of £13.5m of which circa £1.9m is non-core or non-influenceable spend (2014-15).

Thus our annual influenceable procurement spend excluding VAT is approximately £11.7m made up of £7.7m of regulated spend (above threshold) and £4m of non-regulated spend (below threshold) is displayed in the graph below.



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. It is essentially about achieving the best balance of cost, quality and sustainability through:

- Improving supplier access to public contracts;
- Delivering savings and benefits;
- Maximising efficiency and collaboration; and
- Embedding sustainability in all we do

A key element of this Strategy is about moving the balance of procurement effort away from the buyer 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

The procurement of goods, services and works is a key process within the College.

The Procurement function enables the College to develop objectives and policies relating to the management, efficiency and effectiveness of procurement to obtain best value for money from everything we purchase and ensure all procurement activities are carried out in the best interests of the College to support the College's Strategic Priorities and Objectives.

To achieve this, Procurement will ensure:

- We understand and respond to internal and external stakeholders' business needs and challenges and constantly changing market conditions;
- We will seek, establish and maintain supplier relationships to enhance the service we provide whilst obtaining best value for money and value added services;
- We will strive to improve processes to facilitate a streamlined approach for all campuses, that drive innovation and reduce transactional costs through continuous improvement of the procurement process;
- We will take a lead role on strategic procurement initiatives;
- We will always remain open and act in a transparent and proportionate manner in all of our procurement activities; and
- We will conduct all regulated procurements in line with the College's Tendering Policy.

4. Procurement Policy

Our Procurement Policy and Procedures sets out our operational framework of how we procure all goods, services and works on behalf of the College. The policy and associated procedures ensure all procurement of goods, services and works are achieved at competitive prices, are governed by the EU Principles of equal treatment, non-discriminatory, mutual recognition, transparency, proportionality, are in compliance with the sustainable procurement duty, and other relevant statutory requirements. In adherence to the regulations the College can demonstrate its accountability for, and good stewardship of the funds at its disposal.

The policy is, therefore intended to:

- Ensure that procedures are in accordance with standards of public accountability;
- Ensure that procedures are in accordance with the Supplier's Charter;
- Ensure that the College is compliant to its obligations under the Public Procurement (Scotland) Act 2015, the Procurement Reform (Scotland) Act 2014 and Procurement (Scotland) Regulations 2016; and
- Promote equality, diversity and sustainability through procurement matters.

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 below by the Public Procurement in Scotland (PPS) 2016 – 2020 work plan which is owned by the Public Procurement Group (PPG) that provides strategic direction, support and monitors progress on the procurement reform agenda:

- Sustainability;
- Access;
- Efficiency and collaboration;
- Savings and benefits; and
- Capability.

The objectives in turn have been aligned with the SFC's Priority Outcomes identified in the College's Regional Outcome Agreement 2014/17 and Regional Strategy 2016 -2019, as detailed in the following table:

SFC Priority Outcome	College Regional Outcome Objective	Regional Strategy Strategic Priorities	Sustainability	Access	Efficiency & Collaboration	Savings & Benefits	Capability
1. Efficient and sustainable regional structures	A sustainable and well governed region Efficient delivery approaches	Efficient, Strong & Sustainable	✓	✓	✓	✓	
2. Right learning in the right place	Readily accessible provision Access for all Suitable progression pathways	Learner Journey		✓			✓
3. High quality learning	High attainment and achievement rates High progress rates High learner satisfaction High levels of endorsement by external assessment bodies	Relevant & Responsive Skills Training					✓

4. A developed workforce	Learners with appropriate skills for jobs Employees with enhanced skills	Relevant & Responsive Skills Training	✓				✓
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- 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.

[Sustainability; 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 College.

[Access; Capability; Efficiency and collaboration]

- 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

[Capability; Sustainability]

- 5.5 To work with the supply chains to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefits of customers and students.

[Savings and benefits; Efficiency and collaboration; Sustainability]

- 5.6 To develop sound and useful procurement management information in order to measure and improve procurement.

[Efficiency and Collaboration; Savings and benefits]

- 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 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

Introduction

As required by the Act the College must comply with a small number of general duties and some specific measures which will be embedded in our Tendering Policy or in our Action Plan (section 8) but for clarity and to ensure full compliance with the Act, these are stated below:

6.1 Contribute to the carrying out our function and the achievement of our purposes

The College will analyse its non-pay expenditure, identify 'EU regulated procurements' [Goods and Services worth more than £164,176 and works worth more than £4,104,394 (OJEU Thresholds that apply to the College as an "other public sector contracting authority") and 'lower value regulated procurements' [Goods and Services worth more than £50,000 and Works worth more than £2 million (Procurement Reform Act 2014)].

In addition, the College will sort regulated procurements into procurement categories and give consideration to appropriate and effective consultation that aligns individual procurement strategies, with the College's own aims and objectives, and in turn their contribution to the National Outcomes as detailed in the College's Regional Outcome Agreement.

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

6.2 Deliver value for money

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

The College through its Tendering Policy and practice will seek to consistently apply the above principles 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 – see 6.5.

6.3 Treating relevant economic operators equally and without discrimination

The College 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). We shall strive to ensure the appropriate use of separate lots with a 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 ensure it engages widely with its local supply market on an ongoing basis and through the College's Tendering Policy will mandate the use of clear and precise language in its specifications. It 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 small and local businesses to bid for contracts through the use of Public Contracts Scotland and Quick Quotes, by the provision of training and/or the provision of information on third party training opportunities to build suppliers capability 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.

6.5 The Sustainable Procurement Duty

In compliance with the Act, the College 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 SMEs, third sector bodies and supported businesses in our procurement activities and in so doing, benefit not only the College but the wider Lanarkshire College's region.

To support compliance with the duty, the College will endeavour to make use of 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.

6.6 Policy on the use of community benefits

The College will consider for each of its procurements over £4m how it can improve the economic, social or environmental wellbeing of the Lanarkshire College's region. through the inclusion of community benefits clauses aligned with the College's own strategic outcomes as well as a specific number of Scottish Government's National Outcomes namely the following:

- We realise our full economic potential with more and better employment opportunities for our people;
- We are better educated, more skilled and more successful, renowned for our research and innovation;
- Our young people are successful learners, confident individuals, effective contributors and responsible citizens and;
- We have tackled the significant inequalities in Scottish society.

Examples of the scope of community benefits clauses will include the delivery of training opportunities or subcontracting opportunities within the Lanarkshire College's region. relevant and proportionate to the particular procurement. The College will strive to engage with internal stakeholders including students where relevant, as well as 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.

6.7 Consulting and engaging with those affected by its procurement

The College will take note of available good practices/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 College will consider within 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 College's procurement practice.

6.8 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. New College Lanarkshire is an accredited Living Wage Employer. In compliance with the Act the College will consider, before undertaking a procurement, whether it is relevant and proportionate to include a question on fair work practices along with the other relevant criteria, whilst ensuring the appropriate balance between quality and cost of the contract, paying regard to the statutory guidance regarding the application of the living wage.

6.9 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 the Health & Safety legislation.

Where appropriate, and on a contract by contract basis, the College will assess the legislation applicable to the procurement and take steps to ensure bidders comply with such legislation. Where appropriate, the College will also seek to assess the compliance of subcontractors.

6.10 The procurement of 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 as well as considering equivalent offerings from suppliers that can demonstrate they can meet the specified criteria without necessarily having the specific certification.

6.11 The provision of food and improving 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 sustainable 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 food for all users of our catering services and will use available good practice as guided by TUCO.

The College utilises TUCO Agreements for our requirements for food and catering services. All goods supplied must comply with the product specific regulations made under the Food Safety Act 1990 and with the Food Hygiene (Scotland) Regulations 2006 and any subsequent amendments as applicable to the UK and associated EU regulations.

All products supplied to the College from TUCO Framework suppliers must conform to the Health & Safety at Work Act 1974 and current Food Hygiene Legislation, The Food Safety (Temperature Control) Regulations and relevant Food Labelling Regulations.

6.12 Payment terms

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.

The College will comply with 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 Report

7.1 Statutory Requirement

In accordance with requirement of the Procurement Reform (Scotland) Act 2014, the College will publish an Annual Procurement Report as soon as practicable after the College's 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:

- 7.2.1 A summary of the regulated procurements that have been completed during the year covered by the report;
- 7.2.2 A review of whether these procurements complied with the Strategy;
- 7.2.3 The extent that any regulated procurements did not comply, a statement of how the College intends to ensure that future regulated procurements do comply;
- 7.2.4 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.
- 7.2.5 A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report;
- 7.2.6 A summary of the regulated procurements the College expects to commence in the next two financial years;
- 7.2.7 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. The College will also consider including:

- 7.2.7.1 What it has learned from its consultations and engagement with stakeholders and those affected by its procurements, and what it is doing to respond to these views?
- 7.2.7.2 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
- 7.2.7.3 How it is working with other bodies - for example procurement centres of expertise or partner Colleges – 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.

8. Procurement Action Plan

- 8.1 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).

The PCIP focuses on the policies and procedure's driving procurement performance and delivering results. The Action Plan incorporates the relevant areas assessed in the PCIP bi-annual review.

Progress against this Action Plan (see section 8.2 below) will be regularly monitored by the College's Procurement Advisory Group.

Year 2017 shall be the first year that the measures shall be assessed. These measures shall be used as the benchmark for the following years for the College to improve upon as the Procurement Section develops.

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 College's procurement activity with its broader priorities.

8.2 Action Plan

SFC Priority Outcome Objective: Efficient and sustainable regional structures								
Regional Outcome Objectives: A sustainable and well governed region; Efficient delivery approaches								
Regional Strategic Priority: Efficient, Strong & Sustainable								
Procurement Strategic Area: Sustainability; Access; Efficiency and collaboration; Savings and benefits								
Objective (reference 5.1)	Main Actions & Commitments	Measures	Review Date	Report Frequency	Responsibility	Priority H/M/L	PCIP Reference	RAG
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	Scrutinise annual expenditure analysis to improve use of CAT A, B & C1 collaborative contracts and identify collaborative regulated procurements and categorise. (Please refer to Annex B for categorisation of contracts)	Increase the numbers and monetary values for A, B & C1 business	Quarter 1 2017 then ongoing	Annual	Procurement Manager	HIGH	2.1	
	Establish a current contracts register	Increase the number of contracts covered by the register.	Quarter 4 2016	Annual	APUC Account Manager	HIGH	3.3	
	Embed procurement best practice and ethical values. Use internal and external training resources	Details of training delivered and numbers of trainees involved.	Ongoing	Annual	Procurement Manager	MEDIUM	1.4	
	Align procurement procedures to the Procurement Journey	Evidenced by procurement policy and procedures	Quarter 4 2016	Annual	APUC Account Manager			
	Develop forward contracting plan and contract/project strategies and relate these to sectoral, regional and national contracting plans for relevant high risk and high value procurements	Increase the number of commodities covered by contract/project strategies.	Quarter 2 2017 then ongoing	Annual	Procurement Manager	HIGH	1.2 2.1	
Develop procurement partnership with South Lanarkshire College and participate in collaborative procurement activity that brings benefits to the Region	Increase the number of Contracts, savings and benefits from collaborative approach	Quarter 2 2017 then ongoing	Annual	Procurement Manager	HIGH	2.1		
					APUC Account Manager			

	SFC Priority Outcome Objective: Right learning in the right place Efficient and sustainable regional structure							
	Regional Outcome Objectives: Access for all; Suitable progression pathways A sustainable and well governed region; Efficient delivery approaches							
	Regional Strategic Priority: Learner Journey, Efficient, Strong and Sustainable							
	Procurement Strategic Area: Access; Capability; Efficiency and Collaboration							
Objective (reference 5.2)	Main Actions & Commitments	Measures	Review Date	Report Frequency	Responsibility	Priority H/M/L	PCIP Reference	RAG
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	Establish/develop a strong devolved internal network of trained buyers/procurement group	Increase the number of trained buyers and evidence of training sessions	Ongoing	Annual	Procurement Manager	MEDIUM	1.1 1.4 1.5 1.6	
	Deliver appropriate training and guidance to all staff involved in procurement process to points of need	Record staff individual training events and induction	Ongoing	Annual	Trained Delegated Buyers. Human Resources APUC			
	Procurement induction for new employees							
	Implement efficient tendering and requisition processes, subject to appropriate review, make use of available e-tools e.g. TechOne, PCS and or PCS-T where appropriate.	Record relevant transactional info e.g. orders, invoices and monitor over time	Quarter 4 2016 and ongoing	Annual	Procurement Manager	MEDIUM	4.1	
	Robust internal control systems for procurement processes and systems	Clean audit report	Periodic	Periodic	Lead Buyers Group Finance 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	Quarter 4 2017	Annual	Procurement Manager Marketing	HIGH	3.1 3.2	

SFC Priority Outcome Objective: Efficient and sustainable regional structures								
Regional Outcome Objectives: A sustainable and well governed region; Efficient delivery approaches								
Regional Strategic Priority: Efficient, Strong & Sustainable								
Procurement Strategic Area: Savings and benefits; Efficiency and collaboration								
Objective (reference 5.3)	Main Actions & Commitments	Measures	Review Date	Report Frequency	Responsibility	Priority H/M/L	PCIP Reference	RAG
To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities	Review organisational expenditure data to identify contracts in place, contracts with stakeholder agreed strategies and regulated procurements	Report on expenditure on projects, goods and services on contract against a % of total influenceable expenditure.	Quarter 1 2017 then ongoing	Annual	Procurement Manager <i>APUC Account Manager</i>	HIGH	Dashboard 2.1 2.2	
	Expenditure data sorted into categories and prioritised as part of contract plan	Report on totals expenditure of non-compliant expenditure in last FY			Procurement Manager	HIGH	Dashboard 2.1 3.3	
	Review expenditure on goods and services covered by duplicate contracts and remove duplicated effort where feasible and beneficial e.g. use of framework agreements	Increase %'s contract uptake of relevant collaborative contracts covered by Cat A and Cat B.	Quarter 1 2017 then ongoing	Annual	<i>APUC Account Manager</i>			

	Demonstrate annual procurement efficiencies through collaborative and local contract expenditure	Report on % savings, cost avoidance or other efficiencies i.e. cash and non-cash savings appropriate to contracts delivered	Quarter 4 2017 then ongoing	Annual	Procurement Manager Lead Buyers Group <i>APUC Account Manager</i>	HIGH	Dashboard 2.1 3.3	
	Train organisation staff on best procurement practice including appropriate approaches to regulated procurements in use of specifications, selection and award criteria	Record of staff attending individual training events	Ongoing	Annual	Procurement Manager Delegated Buyers <i>APUC Account Manager</i>	MEDIUM	Dashboard 2.2 2.3 3.1 3.2 3.3	
	Contract and supplier management processes applied to all significant provision and associated suppliers securing service improvement and/or opportunities for innovation	Increase the number of Contracts with embedded Contract Management to achieve improvements and Innovation	Ongoing	Annual	Procurement Manager Delegated Buyers <i>APUC Account Manager</i>	MEDIUM	Dashboard 1.2 2.1 3.1	

	SFC Priority Outcome Objective: Developed workforce							
	Regional Outcome Objectives: Learners with appropriate skills for jobs; Employees with enhanced skills							
	Regional Strategic Priority: Relevant & Responsive Skills Training							
	Procurement Strategic Area: Capability; Sustainability							
Objective (reference 5.4)	Main Actions & Commitments	Measures	Review Date	Report Frequency	Responsibility	Priority H/M/L	PCIP Reference	RAG
To seek out professional development opportunities to enrich and enhance experience and capability of procurement practitioners	Have a high calibre procurement team in place with competency based training and a skills development programme	Number of people in the procurement team. Formal training and development attended in last year.	Quarter 4 2016	Annual	Procurement Manager Senior Finance post holder	MEDIUM	Dashboard 1.3 1.4	
	Address shortfall by encouraging involvement with or attendance at training and development courses and events with results monitored and recorded.	Number of procurement officers to have undertaken formal training & development in the past year	Quarter 2 2017	Annual	Procurement Manager Senior Finance post holder <i>APUC Account Manager</i>	MEDIUM	Dashboard 1.4	

	SFC Priority Outcome Objective: Efficient and sustainable regional structures							
	Regional Outcome Objectives: A sustainable and well governed region; Efficient delivery approaches							
	Regional Strategic Priority: Efficient, String & Sustainable							
	Procurement Strategic Area: Savings and benefits; Efficiency and collaboration; Sustainability							
Objective (reference 5.5)	Main Actions & Commitments	Measures	Review Date	Report Frequency	Responsibility	Priority H/M/L	PCIP Reference	RAG
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	Through expenditure analysis, identify supplier risk levels and determine appropriate tactical and strategic approaches to supply markets and management	Report on the %'s of 'significant' suppliers falling into the following positioning categories: rethink strategic control leverage	Quarter 2 2017 then ongoing	Annual	Procurement Manager Budget holders	MEDIUM	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	Ongoing	Annual	Procurement Manager	MEDIUM	1.5	
	Implement a robust procurement risk register using high/medium and low risk assessment methodology	Data drawn from risk register.	Quarter 4 2016	Annual	Procurement Manager College Senior Management Team	HIGH	1.6	
	Establish a supplier management and performance measurement process using a segmentation analysis technique e.g. Kraljic Model for relevant high risk and high value procurements	Evidence of analysis and segmentation of spend and number of key suppliers being managed on high value and high risk contracts expressed as % of total	Quarter 2 2017 then ongoing	Annual	Procurement Manager APUC Account Manager	MEDIUM	3.1	

SFC Priority Outcome Objective: Efficient and sustainable regional structures								
Regional Outcome Objectives: A sustainable and well governed region; Efficient delivery approaches								
Regional Strategic Priority: Efficient, Strong & Sustainable								
Procurement Strategic Area: Efficiency and Collaboration; Savings and Benefits								
Objective (reference 5.6)	Main Actions & Commitments	Measures	Review Date	Report Frequency	Responsibility	Priority H/M/L	PCIP Reference	RAG
To develop sound and useful procurement management information in order to measure and improve procurement and supplier performance	Optimise use of e-Procurement Tools and produce/review a procurement ICT strategy	Procurement ICT Strategy in place Benefits reports on - <ul style="list-style-type: none"> • time saved • Purchasers directed to approved suppliers, improving compliance and reducing time sourcing items. • reduced costs of stationery, postage, copying and associated admin. • high quality, detailed management information. 	Quarter 4 2018	Annual	Procurement Manager Senior Finance post holder	LOW	1.5	
	Adopt efficiency measurement model to record efficiencies generated by procurement activity	Measures of <ul style="list-style-type: none"> • Cash Savings • Non Cash Savings • Sustainability 	Quarter 4 2017	Annual	Procurement Manager <i>APUC Account Manager</i>	MEDIUM	2.3	

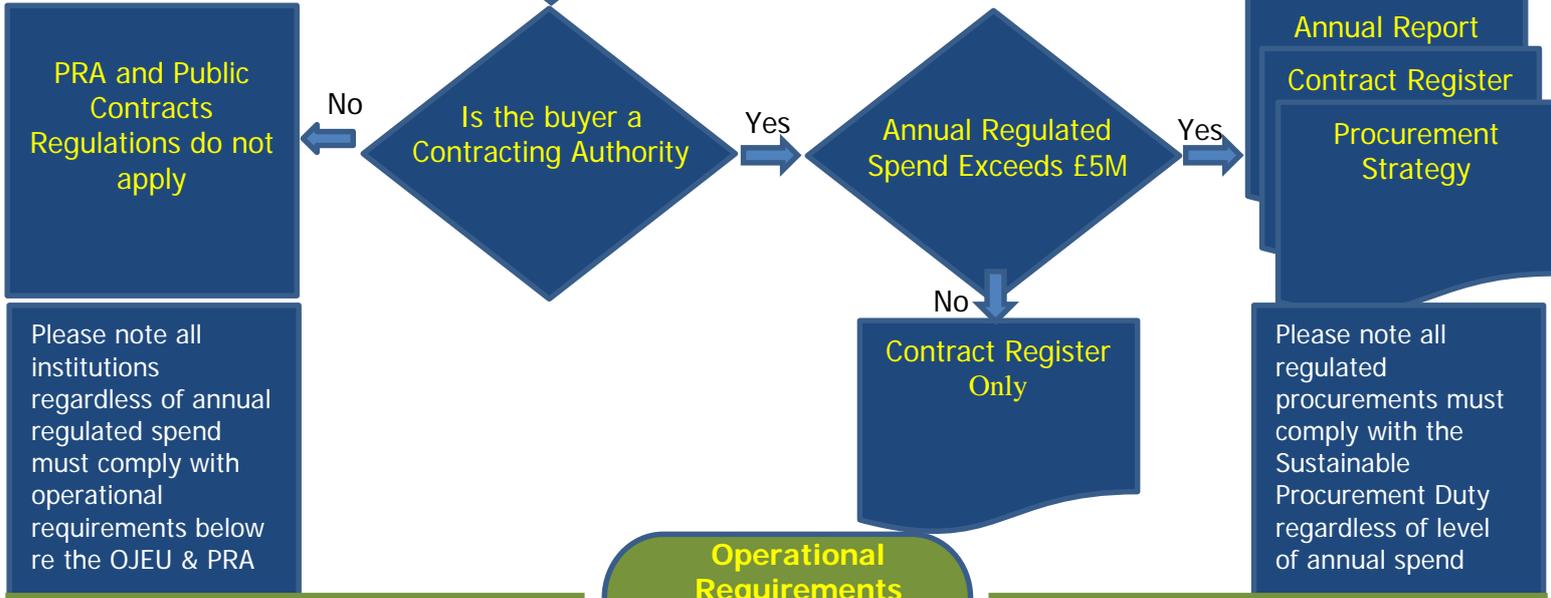
		<ul style="list-style-type: none"> Added Value 						
	Prepare periodic reports that address both management needs and the requirements of the PR(S)A. Prepare annual report on performance against procurement strategy	Achievement of Strategic Objectives	Quarter 2 2018	Annual	Procurement Manager <i>APUC Account Manager</i>	HIGH	1.2	
	Gather data on supplier performance on key contracts	Report on service improvements	Quarterly and Annual		Procurement Manager <i>APUC Account Manager</i>	MEDIUM	3.1 3.2	

	SFC Priority Outcome Objective: Efficient and sustainable regional structures; Developed workforce							
	Regional Outcome Objectives: A sustainable and well governed region; Efficient delivery approaches; Learners with appropriate skills; Employers with enhanced skills							
	Regional Strategic Priority: Efficient, Strong & Sustainable. A Developed Workforce							
	Procurement Strategic Area: Sustainability; Capability							
Objective (reference 5.7)	Main Actions & Commitments	Measures	Review Date	Report Frequency	Responsibility	Priority H/M/L	PCIP Reference	RAG
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	Set out the organisational policy on how regulated procurements are to be undertaken in compliance with the sustainable procurement duty	Development of Sustainable Procurement Policy	Quarter 2 2018	Annual	Procurement Manager	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	Ongoing	Annual	Procurement Manager	HIGH	1.2 2.2 2.4	
	Where appropriate, develop tender documentation to gain community benefits for the Lanarkshire region	Community benefits obtained from contracts	Quarter 2 2017	Annual	Procurement Manager	MEDIUM	2.4	
	Promote a Supported Business Champion within the College	Supported Business Champion embedded in College	Quarter 4 2016	Annual	Procurement Manager	MEDIUM	2.4	
	Consider the use of supported businesses for appropriate procurement processes	Placing a contract with a supported business	Ongoing	Annual	Procurement Manager Budget Holders	MEDIUM	2.4	
Embed sustainable procurement duty in processes to take full consideration of whole life costs, environmental and social impacts in assessment of value for money	Increase the number of contracts with sustainability objectives and criteria embedded.	Ongoing	Annual	Procurement Manager APUC	HIGH	2.3 2.4		

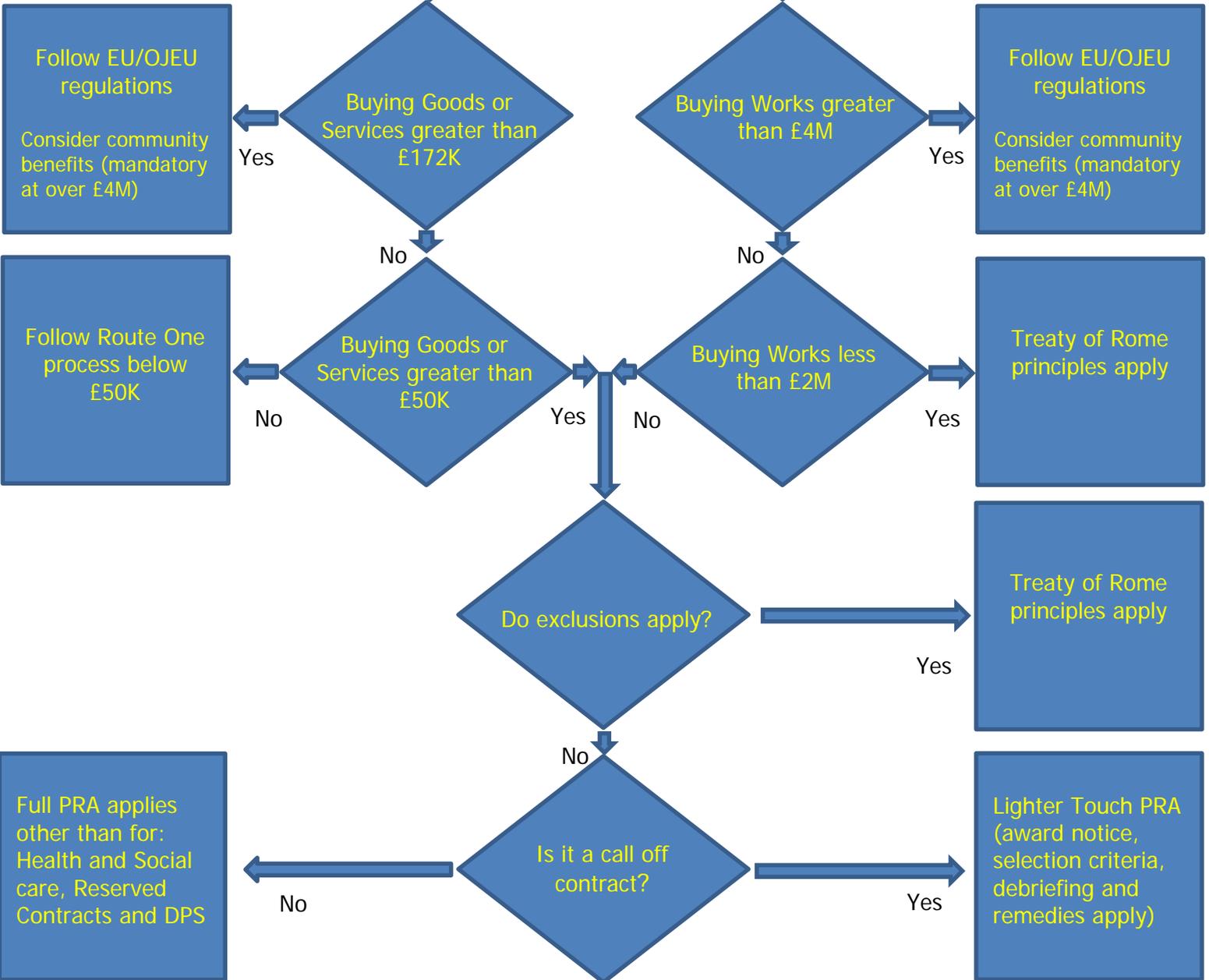
	<p>Organise supplier engagement and supplier 'conditioning' sessions to advise on organisational objectives under the sustainable procurement duty:</p> <ul style="list-style-type: none"> • promote awareness of sustainability objectives • adopt sustainable approaches in production of goods/services within their own supply chains • improve their performance in relation to sustainability objectives • address barriers to entry of SMEs and local suppliers 	<p>Record the number of supplier engagements/events.</p> <p>Improved outcomes recorded and reported</p> <p>Forward targets and strategies in place</p>	Ongoing	Annual	<p>Procurement Manager</p> <p>College Senior Management Team</p> <p>APUC</p>	HIGH	3.1	
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ANNEX A

**Strategic Requirements
All Start Here**



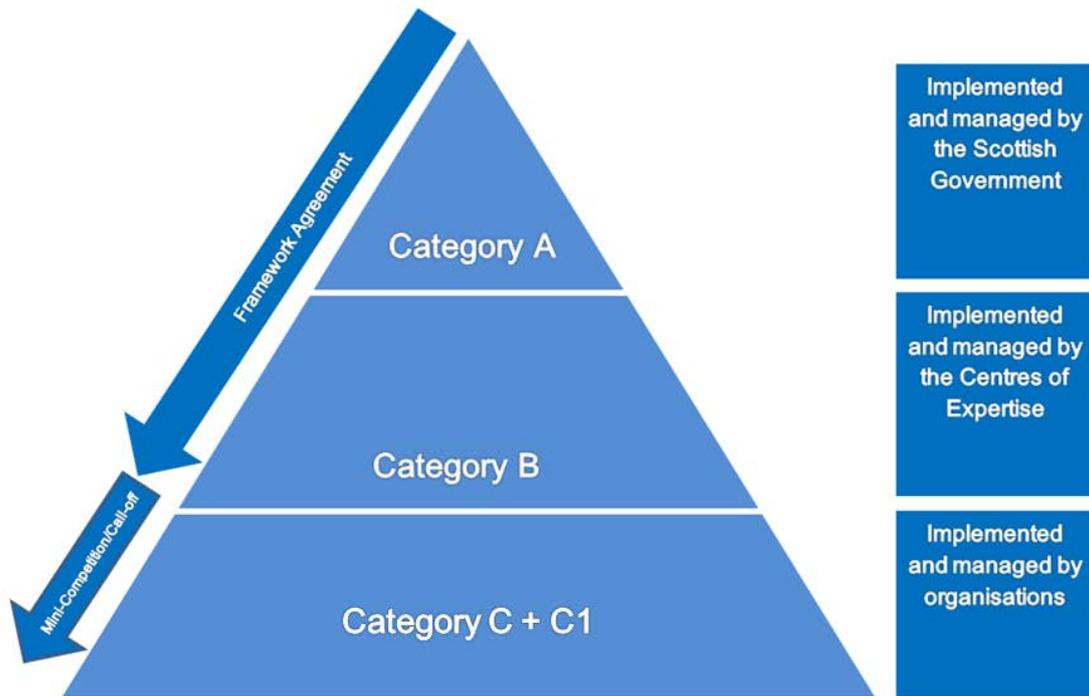
**Operational Requirements
All Start Here**



ANNEX B

This represents the categorisation of Frameworks and locally awarded contracts

Roles & Responsibilities



Linked Policies/Related Documents

- a. Procurement Reform (Scotland) Act 2014
- b. Regional Agreement
- c. Procurement Strategy
- d. Contracts Register
- e. New College Lanarkshire Contracts Register - <http://www.nclanarkshire.ac.uk/about-us/college-procurement>
- f. Regulated contracts
- g. Annual Procurement Report
- h. The sustainable procurement duty is a new requirement of the Procurement Reform (Scotland) Act 2014
- i. Statutory Guidance under the Procurement Reform (Scotland) Act 2014
- j. APUC (Advanced Procurement for Universities and Colleges)
- k. Regulated contracts
- l. The Scottish Model of Procurement
- m. Scottish Government's Procurement Journey
- n. See "Transforming Procurement, Accelerating Delivery" pages 5 and 6 - Areas for Further Work: Phase Three "The Public Procurement Reform Agenda: 2014 – 17"
- o. Delivering College Outcome Agreements (AY 2016-17)
- p. Section 8 Procurement Reform (Scotland) Act 2014
- q. Principles deriving from the treaty on the functioning of the European Union
- r. Public Contracts Scotland
- s. Public Contracts Scotland - Tender
- t. Supplier Development Programme
- u. Sustainable Procurement Processes (section 3.4.1 Statutory Guidance
- v. APUC toolset for sustainability
- w. Section 25(1) community benefit requirements in major contracts
- x. Community Benefit Clauses
- y. National Outcomes
- z. National Standards for Community Engagement
- aa. Statutory Guidance on the Selection of Tenderers and Award of Contracts - Addressing Fair Work Practices, including the Living Wage, in Procurement
- bb. Scottish Living Wage
- cc. Catering for Change – Buying food sustainably in the public sector
- dd. The Late Payment of Commercial Debts (Scotland) Regulations 2015

Version Control

Version	Version date	Sections updated
V1	November 2016	Original version of document