



## **FIN01.1 – Procurement Strategy**

All College policies and procedures adhere to the guidelines and ethos of Equality and Diversity.

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accessing the current version.

Date Origin	Last Review	Next Proposed Review Date	EQIA Date	Responsibility for Review
Oct 2016	May 2023	May 2024	May 2023	Financial Controller

## Contents

Procurement Strategy - Financial Year 1 August 2023 – 31 July 2024 .....	3
Formation and approval of our Procurement Strategy .....	4
1. Context .....	5
2. Spend Report .....	5
3. Procurement Mission .....	6
4. Procurement Policy .....	6
5. Strategic Procurement Objectives .....	7
6. Ensuring compliance with general duties and specific measures of the Procurement Reform (Scotland) Act 2014 .....	9
7. Annual Report .....	11
8. Procurement Action Plan .....	12
ANNEX A – Process Flow .....	13
ANNEX B – Strategic Measures .....	14
ANNEX C – The Public Procurement Priorities .....	19
ANNEX D – Linked Policies/Related Documents .....	21
Appendix 1 – Action Plan (Attachment)	

## Procurement Strategy Financial Year 1 August 2023 – 31 July 2024

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 2021-22, Lanarkshire Regional Strategy 2018 -2023<sup>1</sup>, and New College Lanarkshire "Strategy 2025".

The key elements of the 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 which will be subject to a regular and transparent review.

The successful implementation of this Strategy can only be achieved by all 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 consistent with our Purpose, Mission, Values and Strategy 2025: -

### Strategy 2025: -

#### Purpose

We advocate Social Justice, enable whole-person education and partner to release potential within or communities.

#### Mission

We bring Education Closer.

#### Values

We are just; we give our all; we are kind; we are bold; we respect all; we give more than we take.

#### Key Strategic Themes

Strengthening the Curriculum  
Expanding our Educational Reach  
Partnering to Grow  
Prioritising Resource Close to the Student  
Simplifying How We Work.

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<sup>1</sup> Currently under review

## Formation and approval of our Procurement Strategy

This Strategy has been informed by 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 Finance Committee on the 22<sup>nd</sup> May 2023 and subsequently published on our external facing website.

The 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 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 (Scotland) Act 2014 and Public Contracts (Scotland) Regulations 2015 and the key strategic and operational requirements therein.

## 1. Context

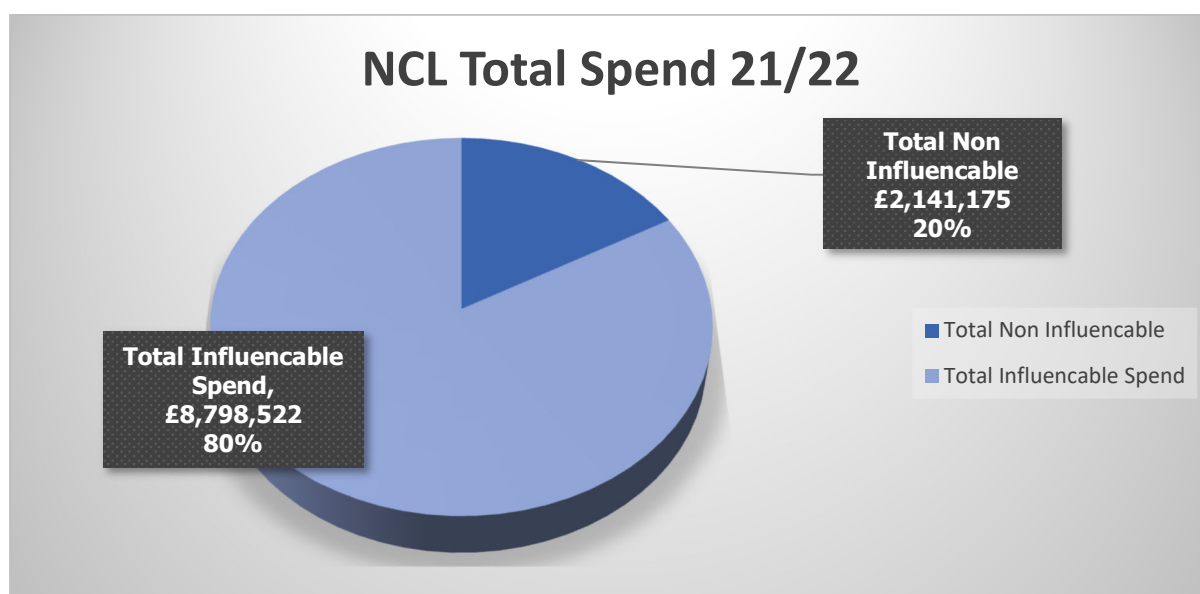
This Procurement Strategy provides the framework within which the procurement activities of the College can develop and help support our Strategic Priorities, Objectives and Enablers. It can also be understood as a procurement improvement journey based on a clear understanding of where the College is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

As above, the College is 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 is displayed in the graph below with a total non-pay spend in the region of £10.9m (2021-22) made up of approximately £8.8m influenceable spend and £2.1m non-influenceable spend.



(Non-Influenceable spend is where there is no competitive market i.e. Scottish Qualification Authority. Influenceable spend can be competitively tendered in the market.)

Thus, our annual influenceable procurement spend of approximately £8.8m comprises of £7m of regulated spend (above threshold) and £1.8m of non-regulated spend (below threshold).

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
- 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 World Trade Organisation's (WTO) Agreement on Government Procurement (GPA) Principles of non-discrimination, transparency and procedural fairness. They comply 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 Scottish Government's Procurement Journey;
- Ensure that the College is compliant to its obligations under the Public Contracts (Scotland) Regulations 2015, the Procurement Reform (Scotland) Act 2014 and the Procurement (Scotland) Regulations 2016; and
- Promote equality, diversity and sustainability through procurement matters.

## 5. Strategic Procurement Objectives

Our strategic procurement objectives form the core of our Procurement Strategy. These are defined below:

- 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;
- 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 College;
- To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities;
- 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;
- 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;
- To embed sound, ethical, social and environmental policies within the Institution's procurement function, respond to the global climate emergency and to comply with relevant Scottish and UK legislation in performance of the Sustainable Procurement Duty.

The Public Procurement Group (PPG) in Scotland provides strategic direction, support and monitors progress on the procurement reform agenda with all their activity relating to the four 'power of procurement' outcomes below enabled by procurement capability, supplier development, engagement and collaboration. The College shall 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:

- Good for Businesses and their Employees;
- Good for Places and Communities;
- Good for Society;
- Open and Connected.

Through this Strategy and the Procurement Action Plan, the College shall support and enable the public procurement priorities for 2021-2024 as set by the PPG below:

- Leadership and Visibility;
- Sustainable Economic Recovery;
- Supply Chain Resilience (public sector);
- Maximise impact of the sustainable duty (including post EU-exit implications);
- Climate emergency (including carbon reduction and a circular economy);
- Achieving professional excellence (against national policy and standards) - people and capability;
- Develop our use of systems to exploit sustainable outcomes and support reporting.

The priorities are set out in Annex C and have been aligned with the SFC's Priority Outcomes as further detailed in the College's Regional Outcome Agreement 2021 – 22, the New College Lanarkshire "Strategy 2025" and the Strategic Objectives of the Regional Strategy 2018 - 2023, namely:

## STRATEGIC

## STRATEGIC PROCUREMENT OBJECTIVES

Partnering to Grow  
(College)

Inspirational Learner  
Journey  
(Regional)

Quality Learning, Teaching  
and Support  
Focused and Streamlined  
Priorities  
(Outcome Agreement)

1

1.1 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.

1.2 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 College

Expanding our Educational  
Reach  
(College)

Develop & Nurture  
(Regional)

Learning with Impact  
Student Participation and  
Engagement in their  
educational experience  
(Outcome Agreement)

2

1.4 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 the contracts for the benefit of customers and students.

Simplifying How We  
Work  
Partnering to Grow  
(College)

Effective & Efficient  
(Regional)

Contribution to Economic  
Recovery and Social  
Renewal  
Learning with Impact  
(Outcome Agreement)

3

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

1.5 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.

Partnering to Grow  
(College)

Strong & Sustainable  
(Regional)

Responding to the Climate  
Emergency  
Equalities and Inclusion  
Fair Access and Transitions  
(Outcome Agreement)

4

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

1.6 To embed sound, ethical, social and environmental policies within the Institution's procurement function, respond to the global Climate Emergency and to comply with relevant Scottish and UK Legislation in performance of the Sustainable Procurement Duty.

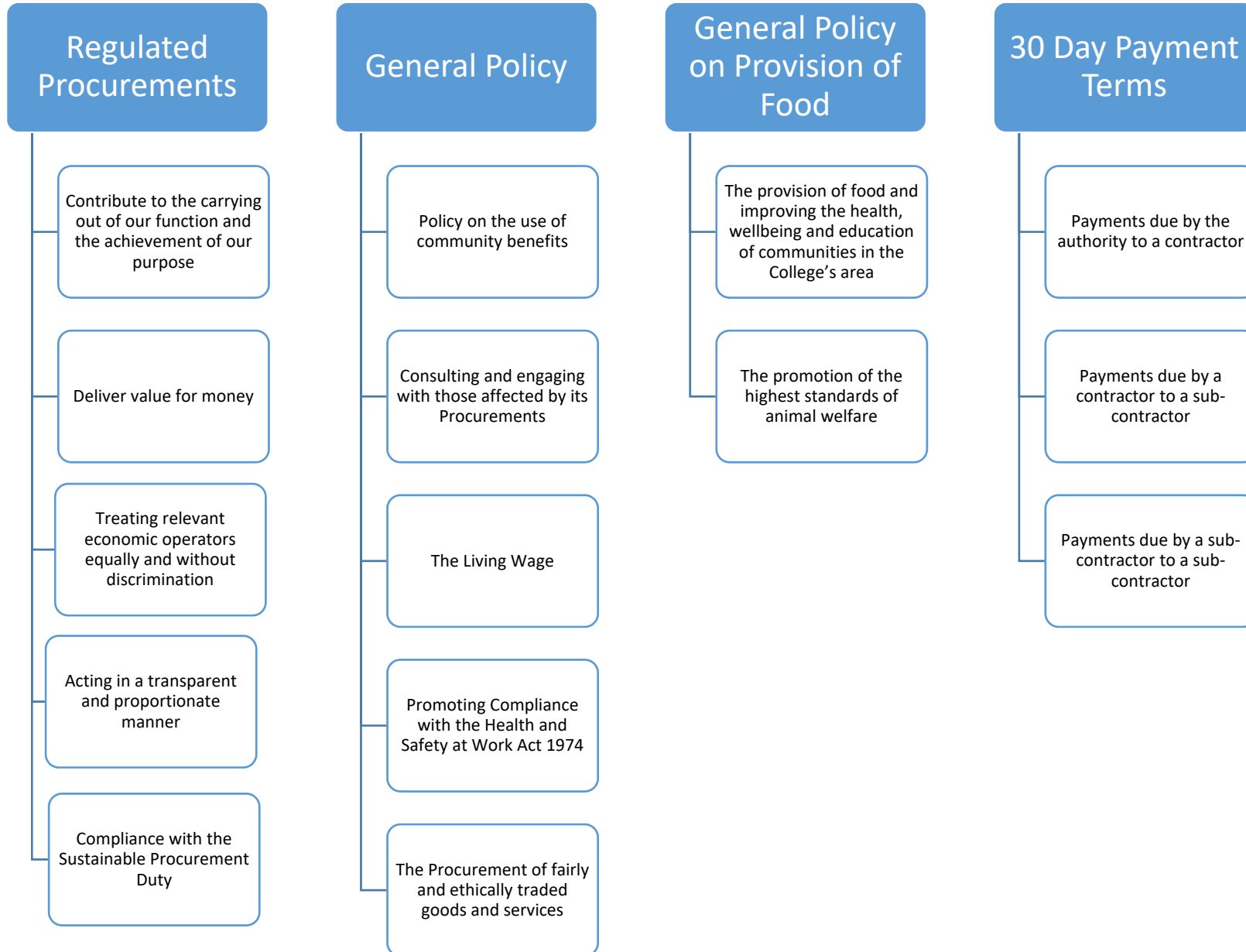


These objectives are measured and supported in three ways; through the Procurement Action Plan within this Strategy, through our involvement in the Scottish Government's Procurement and Commercial Improvement Programme (PCIP) and through the publication of an Annual Procurement Report (Section 7).

## 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, to ensure full compliance with the Act, these are stated below and the measures are detailed in Annex B.



## 7. Annual Procurement Report

### 7.1 Statutory Requirement

In accordance with requirement of the Procurement Reform (Scotland) Act 2014, the College has published an Annual Procurement Report after the College's financial year end and describes 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 provided 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 contains 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 Procurement Strategy;
- 7.2.3 To 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 A summary of benefits that have had a positive impact on climate change;
- 7.2.8 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:
  - 7.2.8.1 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;
  - 7.2.8.2 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
  - 7.2.8.3 How it is working with other bodies - for example procurement centres of expertise or partner Colleges – to maximise effectiveness and efficiency.
  - 7.2.8.4 Progress relating to the circular economy and climate change positive actions derived from related procurement activity.

The College will seek to publish its Annual Procurement Report in an inclusive way that considers equality and accessibility issues and allows stakeholders to form a clear view of the College's performance.

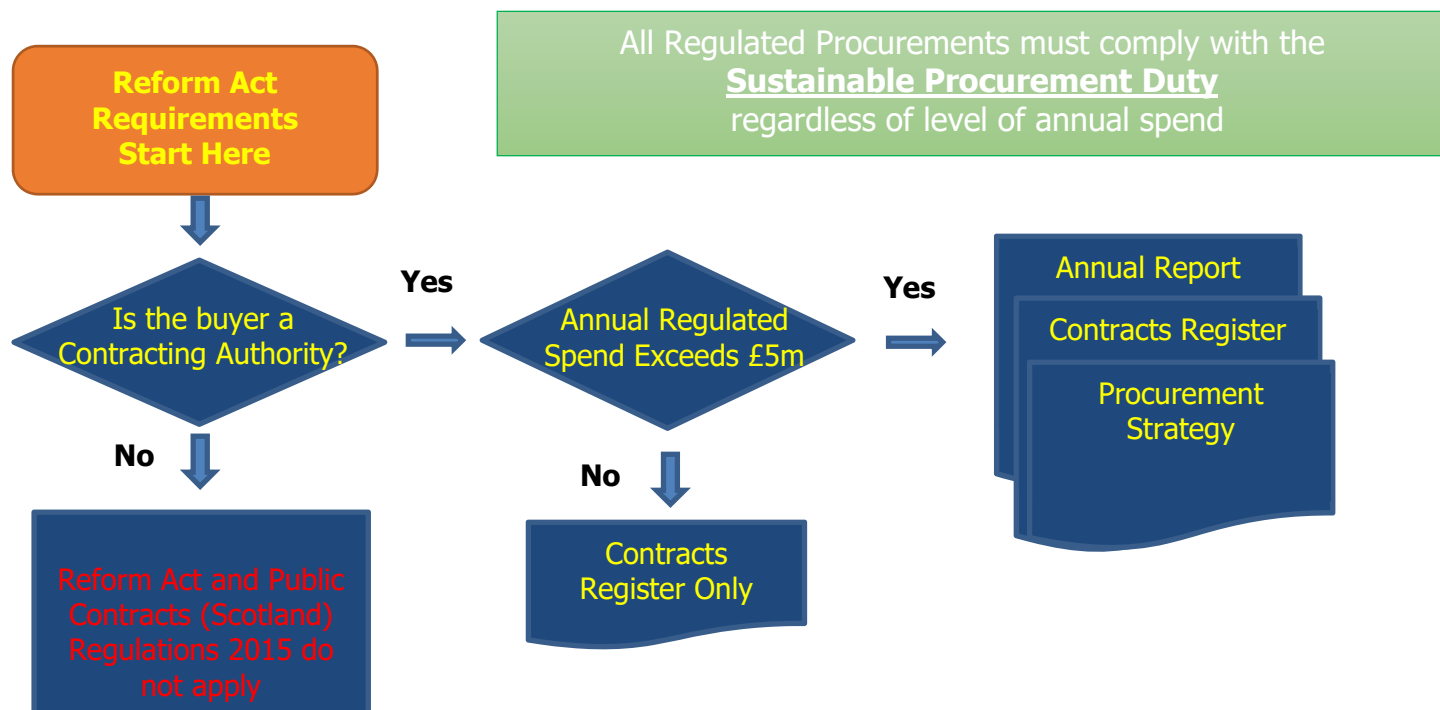
## 8. Procurement Action Plan

- 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).

Progress against this Action Plan will be regularly monitored by the College's Procurement Team.

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

## ANNEX A Process Flow



The College must comply with operational requirements below regarding procurement regulations

### Operational Requirements Start Here

#### Goods or Services (ex VAT)

More than  
£177,897

GPA  
Regulated  
Procurement  
  
Consider  
community  
benefits  
(mandatory  
over £4M)

Between  
£50k -  
£177,897

Reform Act  
Applies  
  
Regulated  
Procurement  
  
Follow  
Route 2  
Process

Less than  
£50k

3 Formal  
Quotations  
  
Follow  
Route 1  
Process

#### Works (ex VAT)

More than  
£4,447,447

GPA  
Regulated  
Procurement  
  
Consider  
community  
benefits  
(mandatory  
over £4M)

Between  
£2m -  
£4,447,447

Reform Act  
Applies  
  
Regulated  
Procurement  
  
Follow  
Route 2  
Process

Less than  
£2m

3 Formal  
Quotations  
  
Follow  
Route 1  
Process

World Trade Organisation (WTO) Agreement on Government Procurement (GPA)

The principles are:

Non-Discrimination, Transparency and Procedural Fairness

## ANNEX B – Strategic Measures

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

The College will analyse its third-party expenditure, identify 'GPA regulated procurements' [Goods and Services worth more than £177,897 and works worth more than £4,447,447 (GPA 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 considering the approach to how these goods are procured whether through use of local contracts, national and sectoral frameworks or regional collaborative agreements, adopting the most appropriate route to market. We shall consult with key internal stakeholders to ensure that individual procurement strategies align with the College's own aims and objectives, and in turn to the objectives as detailed in the College's Regional Outcome Agreement. A two year forward contract plan will be published providing structured and efficient contract planning across the College.

Finally, the College will consider where appropriate the effective use of contract and supplier management to monitor and further improve the regulated procurement outcomes. The appropriate contract management approach will be set out in the project strategy and the appointed supplier managed aligned to the performance measures as set out in the contract.

### Delivery value for money

Value for money as defined by the Scottish Model of Procurement is 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. We will work with stakeholders to determine the most appropriate balance of these factors using tools such as the sustainability test.

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 World Trade Organisation (WTO) Agreement on Government Procurement (GPA) Principles of non-discrimination, transparency and procedural fairness, and in complying with the general duties of the Act as well as the Sustainable Procurement Duty.

The College will monitor delivery of value for money through use of the Hunter tool which records local contract and framework savings, community benefits, sustainability benefits and added value services achieved.

### Treating relevant economic operators equally and without discrimination

The College will conduct all its regulated procurements in compliance with the principles of the World Trade Organisation (WTO) Agreement on Government Procurement (GPA) Principles of non-discrimination, transparency and procedural fairness, 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 a straightforward output-based specification and clear evaluation criteria to ensure the procurement is accessible to as many bidders as possible.

#### 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 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 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, the provision to training and/or provide information on third party training opportunities to build suppliers capacity to better navigate the public tender process. Through the Annual Procurement Report, we shall publish a two year forward contract plan and by publishing a contracts register, these shall highlight contracts that local suppliers may be interested in bidding for.

#### The Sustainable Procurement Duty

In compliance with the Act, the College will consider 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. The College will ensure, as part of the tender process, through the use of appropriate declarations relating to supply chains, human trafficking, serious organised crime, and also through evaluation criteria, that it only awards regulated contracts to suppliers who are capable, reliable and, where relevant to the procurement, that they meet the highest ethical standards and values in the conduct of their business.

The College will seek to take account of climate impacts and the circular economy in its procurement activity contributing to the College's pledge to join the United Nations' climate change campaign in the Race to Net Zero, the Scottish University and College Sectors Supply Chain Climate and Ecological Emergency Strategy and the Scottish Colleges Statement of Commitment on the Climate Emergency. The Procurement Manager will work with stakeholders to further develop From Now to 2030 (FNT2030) commodity category plans to identify climate change benefits through high priority commodity categories including Energy, Food, Furniture, ICT, Travel and participates in the Circular Furniture Workgroup on behalf of the HE/FE Sector. The College will also 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 North Lanarkshire region as well as contribute to the wider global climate agenda.

The Estates Strategy (2018-2028) commits NCL to develop sustainable management practices and outcomes. Through the Estates Strategy, we commit to prioritise capital investment in environments that are proven to be economically viable and sustainable in their construction, operation and in the delivery of the curriculum. The College commits to implementing a robust Carbon Action Plan that will set NCL's sustainable ambitions and targets to address the environmental impact of our activities through planned sustainable practices, and which commits NCL to completing and supporting both the 'Required' and 'Wider Influence' sections of the Public Bodies Climate Change Duties (PBCCD) Reporting tool. The College is undertaking feasibility studies to assess the viability of potential installation of LED lighting, photo voltaic cells and introduction of ground source/air source heat

pumps to contribute towards the phasing out of fossil fuels for heating/hot water across the College Campuses.

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.

To support compliance with the Sustainable Procurement 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, Supply Chain Management (SCM) Tool, EcoVadis and Electronics Watch where relevant and proportionate to the scope of the procurement.

#### 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 North Lanarkshire region through the inclusion of community benefits clauses aligned with the College's own strategic outcomes as well as a number of Scottish Government's National Outcomes namely:

- We have a globally competitive, entrepreneurial, inclusive and sustainable economy;
- We are well educated, skilled and able to contribute to society;
- We are creative and our vibrant and diverse cultures are expressed and enjoyed widely;
- We value, enjoy, protect and enhance our environment.

Examples of the scope of community benefits clauses will include the delivery of training opportunities or subcontracting opportunities within the North Lanarkshire 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.

#### Consulting and engaging with those affected by its Procurements

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 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 the above will be embedded in the College's procurement practice.

### 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 make the Real Living Wage a condition of contract or 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 on Fair Work First.

### 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.

### 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.

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

The College will find practical ways to supply healthy, fresh, seasonal, and 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 and guidance such as "Catering for Change – Buying food sustainably in the public sector". This will include utilising TUCO and other relevant Collaborative Agreements when suitable.

### 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 the Scottish Government policy guidance on prompt payment in the supply chain assessing past payment performance where appropriate. It will review on a contract-by-contract basis whether such obligations should be enforced and monitored further down its supply chain.

## Annex C – The Public Procurement Priorities

**Table 1: The Public Procurement Priorities and their Aims**

Priority	Leadership & visibility	Sustainable economic recovery	Supply chain resilience (Public Sector)	Maximise impact of the Sustainable Procurement Duty	Climate emergency (including carbon reduction and circular economy)	Achieving professional excellence (against national policy and standards)	Develop our systems to drive sustainable outcomes and support reporting
Aims	Engage and influence organisation leaders and stakeholders	Mainstream Sustainable Procurement and related tools	Manage business continuity through supply chain shocks	Understand and exploit any flexibility within current rules and our international obligations to support economic recovery	Embed climate considerations in a 'whether', 'what', 'how' and 'how much' we buy approach	Create and develop the talent we require now, and in the future, to deliver on our ambitions	Embed national and tailored sectoral systems and best practice tools across the Scottish public sector and supply base
	Raise profile with better communications internally & externally	Use of intelligent data & local partnerships	Build/support immediate and longer-term resilience in critical supply chains	Explore further options to maximise priority outcomes and financial wellbeing to ensure Scotland maintains its competitive position in the world	Integrate climate action in contract and supplier management activities	Develop and/or implement collaborative targeted capability programmes to build skills and competencies, driving consistency in approaches	Increase the visibility / use of other systems in use across sectors
	Identify and own escalated issues	Inclusive & responsible supply chains Understand what good looks like, tracking performance and tackling opportunities to deliver better outcomes	Collaborate on opportunities to grow capacity & capability in targeted sustainable supply chains		Seek local leaders, stakeholders and suppliers commitment to developing cross-functional roadmaps that exploit opportunities for economic development while delivering on our climate ambitions	Ensure that training and professional development continues to be available to the sector during the pandemic and post-pandemic period	Develop a strategy to enable the sharing of these systems and tools across sectors to enhance outcomes

**Table 2: The Public Procurement Priorities and Success Indicators – What success could look like**

Priority	Leadership & visibility	Sustainable economic recovery	Supply chain resilience (Public Sector)	Maximise impact of the Sustainable Procurement Duty	Climate emergency (including carbon reduction and circular economy)	Achieving professional excellence (against national policy and standards)	Develop our systems to drive sustainable outcomes and support reporting
<b>Delivery/ Success Statement</b>  <b>(What success could look like)</b>	<p>Increasing the visibility of procurement</p> <p>Reviewing and refreshing existing engagement with key stakeholders</p> <p>Improving communications</p> <p>Empowering leaders to understand their role in driving impactful procurement</p> <p>Identification, management, and mitigation of potential risk</p> <p>Identifying opportunities for cross-sector and cross-functional working</p>	<p>Utilising Sustainable Procurement tools to support the delivery of social, economic, or environmental benefits for communities (local or connected through supply chains)</p> <p>Utilising responsible procurement practices</p> <p>Creating opportunities for local and third sector businesses to bid for, and win, contracts</p> <p>Using data, where appropriate, to support well-reasoned decision making and highlight future opportunities</p>	<p>Being dependable to partners within supply chains, taking adequate precaution against supply chain disruption</p> <p>Arranging contingency processes should conventional ways of working be disrupted by unforeseen or unpredicted events</p> <p>Where offset of risk is impossible, having a process for the mitigation and management of potentially disruptive events</p> <p>Where possible, working collaboratively to both reinforce and grow links in supply chains</p>	<p>Utilising the Sustainable Procurement Duty to deliver social, economic and/or environmental benefits from organisational spend</p> <p>Using the duty to advance other key shared priorities as it relates to Fair Work, Circular Economy, Community Wealth Building, increasing access to skills development and training</p>	<p>Identifying and mitigating risks within your org's supply chains</p> <p>Reporting against specific priorities in annual reports</p> <p>Utilising existing tools and service to access guidance and resources</p> <p>Carbon mapping to understand procurement activity emissions</p> <p>Using climate impact reduction road-mapping</p> <p>Aligning climate and economic development objectives</p> <p>Sourcing guidance from benchmarking and best practice</p>	<p>Promoting training and development to support the professionalisation of procurement in Scotland</p> <p>Taking steps to enhance commercial capability of procurement teams and championing continuous improvement</p> <p>Working collaboratively to share best practice and contribute to knowledge sharing with similarly oriented organisations</p> <p>Creating development plans aligned to the Procurement Competency Framework</p>	<p>Development of organisational norms around the use of PCS, PCS-T, Procurement Hub &amp; PECOS</p> <p>Commitment to improving competence with and familiarity of updates to system/service functionality</p> <p>Ensuring that relevant personnel have the required competence to utilise systems in order to deliver on key shared priorities</p>

## ANNEX D - Linked Policies/Related Documents

- a. [Annual Procurement Report](#)
- b. [APUC \(Advanced Procurement for Universities and Colleges\)](#)
- c. [APUC Responsible Procurement](#)
- d. [Catering for Change – Buying food sustainably in the public sector](#)
- e. [Community Benefit Clauses](#)
- f. [Contracts Register](#)
- g. [Fair Work First](#)
- h. [Lanarkshire Outcome Agreement 2021/22](#)
- i. [Lanarkshire Regional Strategy 2018 - 2023 National Outcomes](#)
- j. [National Standards for Community Engagement](#)
- k. [NCL Estates Strategy](#)
- l. [New College Lanarkshire Contracts Register](#)
- m. [Principles of procurement deriving from the World Trade Organisation \(WTO\) Agreement on Government Procurement \(GPA\)](#)
- n. [Procurement Equality Duties](#)
- o. [Procurement Reform \(Scotland\) Act 2014](#)
- p. [Procurement Strategy](#)
- q. [Prompt Payment in the Supply Chain](#)
- r. [Public Contracts Scotland](#)
- s. [Public Contracts Scotland - Tender](#)
- t. [Public Procurement Priorities 2021-2024](#)
- u. [Public Procurement Strategy for Scotland](#)
- v. [Public Sector Equality Duties](#)
- w. [Regulated contracts](#)
- x. [Scottish Government's Procurement Journey](#)
- y. [Scottish Living Wage – Real Living Wage](#)
- z. [Section 8 - General Duties Procurement Reform \(Scotland\) Act 2014](#)
- aa. [Section 25\(1\) community benefit requirements in major contracts](#)
- bb. [Statutory Guidance under the Procurement Reform \(Scotland\) Act 2014](#)
- cc. [Supplier Development Programme](#)
- dd. [Supply Chain Climate & Ecological Emergency Strategy 2022-2030](#)
- ee. [Sustainable Procurement Processes \(section 3.4.1 Statutory Guidance\)](#)
- ff. [The Late Payment of Commercial Debts \(Scotland\) Regulations 2015](#)
- gg. [The Scottish Model of Procurement](#)
- hh. [The Sustainable Procurement Duty](#) is a requirement of the Procurement Reform (Scotland) Act 2014

## Version Control

Version	Version date	Sections updated
V1	October 2016	Original version of document
V2	October 2017	Revised version to align with College Strategies
V3	January 2018	Revision to Appendix 4 – EU Thresholds
V4	July 2019	Update to Expenditure Statistics & Annual Report
V5	October 2019	Update to Strategic Objectives to align with Lanarkshire Regional Strategy 2018 – 2023 & ANNEX B Strategic Measures
V6	November 2020	Update to Expenditure Statistics Update to table in Section 6 Added strategic procurement objectives to Section 5 Admin changes Revision of Annex A Process Revision of EU Thresholds in Annex B Update to Scottish Government's National Outcomes in Annex B Update to Linked Policies/Related Documents
V7	November 2021	Update to Expenditure Statistics - Section 2 Update to change from EU to GPA - Section 4 Update to Strategic Procurement Objectives - Section 5 Update to PPG priorities - Section 5 Update to Reporting Requirements – Section 7 Update from EU to GPA – Annex A Update from EU to GPA – Annex B Update to Sustainable Procurement Duty narrative - Annex B Update to Responsible Procurement Tools – Annex B Update to Living Wage – Annex B Update to Linked Policies/Related Documents
V8	November 2022	Update to Expenditure Statistics - Section 2 Update to Strategic Procurement Objectives – Section 5 (Table) Revision of GPA Thresholds in Annex B Update to Linked Policies/Related Documents
V8	May 2023	Update to strategy date Update to wording of Formation and Approval of Strategy Update to Strategic Procurement Objectives narrative - Section 5 Update to Strategic Measures narrative – Annex B Added Annex C – Public Procurement Priorities Update to Linked Policies/Related Documents Update to Appendix 1 – Action Plan

## Appendix 1 – Action Plan 2023-2024



Action Plan  
2023-2024.xlsx