

# PROCUREMENT STRATEGY 2022 – 2026

Policy Number	FCS1.04
Version Number	9
Status	Approved
Approval Date: first version	1 December 2016
Approval date: current version	11 December 2025
Approved by: current version	Board of Governors
Responsible for policy:	Assistant Principal Culture and Resource
Responsible for implementation:	All Staff
Date of last review:	13 November 2025
Date of next review:	31 November 2026
Equality Impact Assessed	18 May 2021

## Document Change History

Document Version	Paragraph	Change from	Change to	Date of change
2	1	The formation of this Strategy has been guided throughout by the College's Senior Management Team	The formation of this Strategy has been guided throughout by the College's Executive Team	27/11/2017
	5.2	Footnote link to SFC Delivering Outcome Agreements	Link to Fife College 2016-17 Outcome Agreement	27/11/2017
	6.4.2	Use of PCST Portal	Removed: PCS-T is not used in Fife College as it is overly complex for bidders to use.	27/11/2017
	6.9	Fife College is a Living Wage employer.	Fife College is an accredited Living Wage employer.	27/11/2017
	8.1.2	Progress against the Action Plan (see section 8.2 below) will be regularly monitored and reviewed by the College's Senior Management Team.	Progress against the Action Plan (see section 8.2 below) will be regularly monitored and reviewed by the College's Executive Team.	27/11/2017
3	Foreword	David Neilson	Susan Dunsmuir, Chief Financial Officer	21/12/2018
	Page 1 Footnote	Link to Regional Outcome Agreement 2014/15 in Footnotes	Update link to Regional Outcome Agreement 2014/15 in Footnotes	21/12/2018
	Page 5 Footnote	Link to Fife College Outcome Agreement (AY 2016-17) in Footnotes	Update to Fife College Outcome Agreement (AY 2018-19) in Footnotes	21/12/2018
	6.2.1	Goods and Services worth more than £164,176 and Works worth more than £4,104,394 (OJEU Thresholds )	Goods and Services worth more than £181,302 and Works worth more than £4,551,413 (OJEU Thresholds )	21/12/2018
	Page 7 Footnote	current thresholds in until 31st December 2017	current thresholds in until 31st December 2019	21/12/2018
4	Cover Page	Assistant Principal Finance & Commercialisation & date	Chief Financial Officer	19/12/2019
	Footer	Author: Procurement Manager & Date	Author: Head of Procurement & Date	19/12/2019

	Page 1 Footnote	Link to Regional Outcome Agreement 2018/19 in Footnotes Link to Visions & Values	Update link to Regional Outcome Agreement 2019/20 in Footnotes Updated link to Visions & Values	19/12/2019
	1.4	N/A	Added "is reviewed annually"	19/12/2019
	Page 5 Footnote	Link to Regional Outcome Agreement 2018/19 in Footnotes	Update link to Regional Outcome Agreement 2019/20 in Footnotes	19/12/2019
	Action Plan	Procurement Manager	Head of Procurement	19/12/2019
5	Full Review	2016-2020 strategy and action plan	Updated 2020-22 strategy and revised action plan Footnote links updated Spend profile and ROA strategic aims updated. Climate emergency requirement and actions included throughout.	18/05/2021
6	Full Review	2020-2022 strategy and action plan	Updated 2022-24 strategy and revised action plan Footnote links updated Spend profile and ROA strategic aims updated. Climate actions aligned with Fife College Climate Change Strategy. New Scope 3 and Net Zero Actions added.	25/05/2022
7	Full Review	N/A	Included reference to <a href="#">Public Procurement Strategy for Scotland 2023 to 2028</a>	25/05/2023
8	Full Review	Minor updates to reflect continuation of underlying procurement approach.	No material changes noted.	28/11/2024
9	Full Review	Minor updates to reflect continuation of underlying procurement approach.	Updated spend profile, removed reference to EU thresholds replacing with thresholds aligned to the World Trade Organisation's Government Procurement Agreement, refreshed action plan.	13/11/2025

## Foreword

*The Strategy has been designed to ensure legislative compliance with the Procurement Reform (Scotland) Act 2014<sup>1</sup> and other relevant legislation and is aligned with the College's and the Scottish Funding Council's key strategic outcomes as detailed in our Regional Outcome Agreement<sup>2</sup> and Strategic Plan<sup>3</sup>.*

*The key elements of the legislation:*

- *require us to publish a procurement strategy and action plan<sup>4</sup>*
- *require us to maintain a public contracts register on our external website<sup>5</sup>*
- *increase the scope of our regulated procurements<sup>6</sup>*
- *require us to publish an annual procurement report<sup>7</sup>*
- *require us to meet the sustainable procurement duty<sup>8</sup>*

*This Strategy sets us challenging but realistic goals for the development of our procurement activities over the next 2 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 College working in partnership with our Procurement department and collaboratively with our partners across the wider education and public sector.*

*Working together we can significantly contribute to the future sustainability of the College through the reinvestment of resulting savings and efficiencies from our procurement activities to enhance our students learning experiences and outcomes and meet our aspirations.*

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<sup>1</sup> [Procurement Reform \(Scotland\) Act 2014](#)

<sup>2</sup> [Outcome Agreement 2019-22](#)

<sup>3</sup> [Strategic Plan](#)

<sup>4</sup> [Procurement Strategy](#)

<sup>5</sup> [Contracts Register](#)

<sup>6</sup> [Regulated Contracts](#)

<sup>7</sup> [Annual Procurement Report](#)

<sup>8</sup> [The Sustainable Procurement Duty](#) is a new requirement of the Procurement Reform (Scotland) Act 2014



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## 1 Formation & Approval of the Fife College Procurement Strategy

- 1.1 In the context of the ongoing climate emergency, the formation of this Strategy has been guided throughout by the College's Executive Team and is the culmination of consultation and engagement with a wide range of staff involved in procurement as well as external stakeholders.
- 1.2 Procurement has regular meetings with its internal stakeholder groups to ensure that procurement practices and prioritisation of tenders are in alignment to the business needs of the College.
- 1.3 This Strategy has also been informed by the new Public Procurement Strategy for Scotland 2023 to 2028<sup>9</sup>, Scottish Procurement's statutory guidance<sup>10</sup> under the Procurement Reform (Scotland) Act 2014 and through the support of APUC (Advanced Procurement for Universities and Colleges) the procurement centre of expertise for all of Scotland's colleges and universities.
- 1.4 This Strategy was approved by the College Finance, Commercial and Estates Committee on 7 June 2022 and is reviewed annually and published on our external facing website.

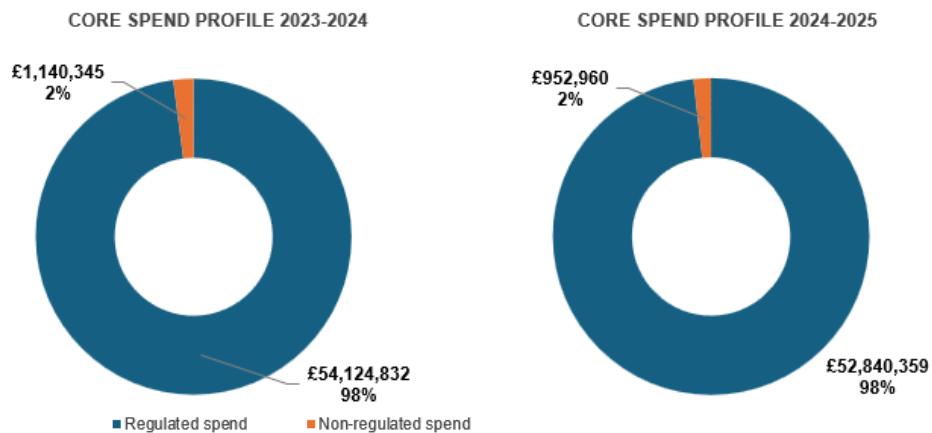


<sup>9</sup> [Public Procurement Strategy for Scotland 2023 to 2028](#)

<sup>10</sup> [Statutory Guidance under the Procurement Reform \(Scotland\) Act 2014](#)

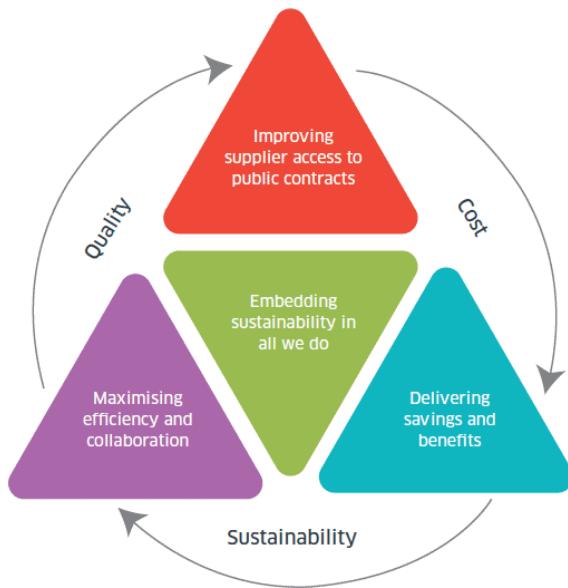
## 2 Context

- 2.1 This Procurement Strategy provides the framework within which the procurement activities of the College can develop and help support our strategic objectives and outcomes. It can also be understood as a procurement improvements journey based on a clear understanding of where the College is currently, in terms of our sustainable procurement practice and where we want and need to be, and how we should get there.
- 2.2 The College, as noted in the Foreword, 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, climate action and circular economy through improved procurement practice.
- 2.3 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.
- 2.4 The total non-pay expenditure for 2024/25 was £55,615,090, with £52,544,131 of regulated expenditure, £1,249,188 of non-regulated expenditure, and £1,821,771 of non-core expenditure. The comparison below illustrates the College's core spend profile over the previous and current reporting periods respectively, both periods have seen an increased spend profile, primarily due to the ongoing construction and delivery of the Dunfermline City Campus.



- 2.5 It is estimated that 92% of core expenditure, or 47% of core expenditure excluding capital works expenditure, went through collaborative agreements in 2024/2025.
- 2.6 This Strategy recognises that our procurement practice is based on the Scottish Model of Procurement<sup>11</sup>, 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.

<sup>11</sup> [The Scottish Model of Procurement](#)



2.7 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 Vision

Our procurement vision is to support the College's wider vision<sup>12</sup> by enabling and supporting the College in achieving value for money and supporting the journey to net-zero carbon through the application and continual improvement of our compliant sustainable procurement practices.

### 4 Procurement Policy

4.1 Our Procurement Policy<sup>13</sup> 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.

4.2 Our procurement policy ensures the integrity of our procurement processes and combined with this Strategy will set out the College's strategic approach to procurement.

<sup>12</sup> [College's Vision & Values](#)

<sup>13</sup> [Fife College Procurement Policy](#)

## 5 Strategic Procurement Objectives

5.1 Our strategic procurement objectives as defined below form the core of our Procurement Strategy.

5.2 Each objective is mapped to the five strategic areas defined by the PPRB; Sustainability, Access, Efficiency & Collaboration, Savings & Benefits and Capability which in turn have been aligned with SFC's Strategic Aims<sup>14</sup> as further detailed in the College's Regional Outcome Agreement, namely:

- Ensuring fair access to learning;
- Providing high quality and supportive learning and teaching;
- Deliver a high quality a relevant and dynamic portfolio aligned to economic and industry needs;
- Develop innovative and collaborative approaches which support environmental and financial sustainability.

### Aligning Key Outcomes

ROA Strategic Aims	Sustainability	Access	Efficiency & Collaboration	Savings & Benefits	Capability
Ensuring Fair Access and successful transitional pathway opportunities for all into and out of college, providing learning opportunities to people from all ages, communities and backgrounds throughout their learner journey.		✓	✓		
Providing Students with a high quality of learning and teaching, developing successful, ambitious and confident students who feel safe and supported during their learning and find it easy to participate and engage in their educational experience.	✓	✓			✓
Deliver a high quality relevant, dynamic and flexible portfolio, aligned to the economic and industry needs, supporting the economic and social recovery, equipping students with the skills they need to flourish in to employment and further study.	✓	✓	✓		✓
Develop Innovative and Collaborative approaches which support coherent, sustainable provision, environmental change and a financially viable college which supports Scotland's recovery.	✓		✓	✓	

<sup>14</sup> [Fife College Outcome Agreement 2019-22](#)

Author: AP Culture and Resources Doc No: FCS1.04

Date: 13 November 2025

Ver.: 9

CONTROLLED by: Finance

Fife College Validity: One Year from Date of Approval

## Procurement Objectives

- a) 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 & Collaboration; Savings & Benefits]**

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

**[Access; Efficiency & Collaboration; Savings & Benefits]**

- c) To promote the delivery of value for money and sustainability through good procurement practice and optimal use of procurement collaboration opportunities.

**[Savings & Benefits; Efficiency & Collaboration]**

- d) 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 & Benefits]**

- e) To develop sound and useful procurement management information in order to measure and improve procurement and supplier performance in support of fair and transparent processes and to inform demand management for goods and services.

**[Efficiency & Collaboration; Access]**

- f) To embed sound ethical, social and environmental policies within the College's procurement function and to comply with relevant Scottish, UK and EU legislation in performance of the sustainable procurement duty and support the journey to net-zero carbon and Fife College Net Zero Action Plan.

**[Sustainability; Capability]**

5.3 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)<sup>15</sup> and through the publication of an Annual Procurement Report (section 7).

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<sup>15</sup> [PCIP](#) focuses on the policies and procedures driving procurement performance and more importantly, the results they deliver and replaces the previous Procurement Capability Assessment regime.

## **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 College 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 these are stated below.

### **6.2 Contribute to Carrying out our Function and the Achievement of our Purposes**

- 6.2.1 the College will analyse its third party expenditure, identify 'GPA threshold regulated procurements' [Goods and Services worth more than £179,087 ex VAT and Works worth more than £4,477,174 ex VAT that apply to the College as an "other public sector contracting authority"]<sup>16</sup> 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>17</sup>.
- 6.2.2 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.
- 6.2.3 Finally, the College 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**

- 6.3.1 Value for Money (VFM) 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.
- 6.3.2 The College, through its procurement processes, 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.
- 6.3.3 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<sup>18</sup> of the Act as well as the sustainable procurement duty – see 6.6 below

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<sup>16</sup> Thresholds subject to review every two years – current thresholds in until 31<sup>st</sup> December 2025

<sup>17</sup> Scottish lower value regulated threshold subject to periodic review by the Scottish Government

<sup>18</sup> [Section 8 Procurement Reform \(Scotland\) Act 2014](#)

## **6.4 Treating Relevant Economic Operators Equally and Without Discrimination**

- 6.4.1 The College will conduct all its regulated procurements in compliance with the principles of 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.
- 6.4.2 All regulated procurements will be posted on Public Contracts Scotland<sup>19</sup> (PCS) 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**

- 6.5.1 The College will ensure it engages widely with its local supply market on an on-going basis and though the College's procurement procedures will mandate the use of clear and plain English 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.
- 6.5.2 The College will actively take appropriate 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<sup>20</sup> 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**

- 6.6.1 In compliance with the Act the College will seek to take account of climate and circular economy in its procurement activity. Consideration of environmental, social and economic issues relating to all regulated procurements and how benefits can be delivered through the procurement will be made 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 College but the wider Fife region.
- 6.6.2 To support compliance with the duty the College will endeavour to use available tools and systems<sup>21</sup> such as the Scottish Public Procurement Prioritisation Tool, the Sustainability Test, Life Cycle Impact Mapping, the Scottish Flexible Framework as well as APUC's<sup>22</sup> Code of Conduct, Sustain and Electronics Watch where relevant and proportionate to the scope of the procurement to further support climate and circular economy ambitions.

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<sup>19</sup> [Public Contracts Scotland](#)

<sup>20</sup> [Supplier Development Programme](#)

<sup>21</sup> [Sustainable Procurement Processes \(section 3.4.1 Statutory Guidance\)](#)

<sup>22</sup> [APUC Toolset for Sustainability](#)

6.6.3 To ensure understanding of the net-zero aims of the College the Procurement team will undertake climate literacy training.

## 6.7 Policy on the use of Community Benefits

6.7.1 The College will consider for each of its procurements over £4M<sup>23</sup> how it can improve the economic social or environmental wellbeing of the Fife region through the inclusion of community benefit clauses<sup>24</sup> aligned with the College's own strategic outcomes as well as a number of the Scottish Government's National Outcomes<sup>25</sup> namely outcomes 2, 3, 4 and 7; namely (2) We realise our full economic potential with more and better *employment opportunities* for our people; (3) We are better educated, more skilled and more successful, renowned for our *research and innovation*, (4) Our young people are successful learners, confident individuals, effective contributors and responsible citizens and (7) We have tackled the significant inequalities in Scottish society.

6.7.2 Examples of the scope of community benefits clauses will include the delivery of training opportunities or subcontracting opportunities within Fife relevant and proportionate to the particular procurement. The College 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 College will take note of available good practice/principles of engagement including those detailed in the National Standards for Community Engagement<sup>26</sup> 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 of the above will be embedded in the College's procurement practice.

## 6.9 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 and as such Fife College is an accredited Living Wage employer. The College is also recognised this for its directly employed Modern Apprentices. In compliance with the Act the College will consider, before undertaking a procurement exercise, whether it is relevant and proportionate to include a question on fair work practices as part of the

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<sup>23</sup> [Section 25\(1\) community benefit requirements in major contracts](#)

<sup>24</sup> [Community Benefit Clauses](#)

<sup>25</sup> [National Outcomes](#)

<sup>26</sup> [National Standards for Community Engagement](#)

competition paying regard to the statutory guidance<sup>27</sup> including the application of the living wage.<sup>28</sup>

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

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

## **6.11 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.

## **6.12 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**

- 6.12.1 The College will find practical ways to supply healthy, fresh, seasonal, and sustainably grown food which represents value for money whilst improving the health, wellbeing and education of our teaching and learning communities, coupled with promoting the highest standards of animal welfare.
- 6.12.2 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"<sup>29</sup>

## **6.13 Payment Terms**

- 6.13.1 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.
- 6.13.2 The College will comply with the Late Payment legislation<sup>30</sup> and will review on a contract by contract basis whether such obligations should be enforced and monitored further down its supply chain.

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<sup>27</sup> [Statutory Guidance on the Selection of Tenderers and Award of Contracts - Addressing Fair Work Practices, including the Living Wage, in Procurement](#)

<sup>28</sup> [Scottish Living Wage](#)

<sup>29</sup> [Catering for Change – Buying food sustainably in the public sector](#)

<sup>30</sup> [The Late Payment of Commercial Debts \(Scotland\) Regulations 2015](#)

## 7 Annual Procurement Report

### 7.1 Statutory Requirement

7.1.1 In accordance with requirement of the Procurement Reform (Scotland) Act 2014 the College will publish an Annual Procurement Report as soon as practicable after 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.

7.1.2 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

7.2.1 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 College 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 College expects to commence in the next two financial years;
- Such other information as the Scottish Ministers may by order specify and where applicable that demonstrate compliance with other legislation that places specific requirements on a contracting authority with respect to its procurement activities and the College will also consider including:
  - What it has learned from its consultation and engagement with stakeholders and those affected by its procurements, and what it is doing to respond to these views
  - What it is doing to improve its performance and impact, drawing on relevant information – for example spend analysis – and what improvements have been achieved since its last report; and
  - How it is working with other bodies – for example procurement centres of expertise – to maximise effectiveness and efficiency.

7.2.2 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 Introduction

8.1.1 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).

8.1.2 Progress against the Action Plan (see section 8.2 below) will be regularly monitored and reviewed by the College's Executive Team.



## 8.2 Action Plan

Objective (reference 5a)	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
<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>	Scrutinise annual expenditure analysis to improve use of Cat A, B and C1 collaborative contracts.	Numbers and values for A, B and C1 business as % of totals	Annual	Head of Procurement	HIGH	Dashboard	
	Identify collaborative regulated procurements and categorise.	Number and value of contracts covered by register				2.1	
	Maintain contracts register.					3.3	
	Establish network with APUC, other sector consortia and other sector representative bodies for collaborative and professional development.	Proactive participation in sectorial/public procurement best practice events and information sharing.	Ongoing with periodic progress reports	Head of Procurement	MEDIUM	1.5	
	Establish mechanisms for and contribute to sharing best procurement practice with the sector.						
	Embed procurement best practice and ethical values.	Details of training delivered and numbers involved	Annual	Head of Procurement	MEDIUM	1.4	
	Align procurement procedures to the Procurement Journey.	Review Procurement Procedures Manual					
	Use internal and external training resources.						
	Develop forward contracting plan and contract/project strategies and relate these to sectoral, regional and national contracting plans.	Number and value of contracts covered by contract/project strategies expressed as % of total	Annual Contracting Priorities	Head of Procurement	MEDIUM	1.2 2.1	

Objective (reference 5b)	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 engage early to deliver innovation and best value to the learning, teaching and service support communities, through the development of an effective and co-ordinated purchasing effort within the College.</b>	Establish regular meetings with key customer areas such as Estates & Digital.	Number of Key Customer meetings held	Ongoing with annual reporting	Head of Procurement Key Customers	HIGH	1.1	
	Develop a procurement action plan.	Total £ value of Key Customer expenditure					
	Early engagement from Budget Holders to consider future-proofed refurbished, repaired, pre-used and service models.	Number of early engagement project meetings held	Ongoing	Head of Procurement	HIGH	1.1 1.2 2.1	
	Co-ordinate procurement initiatives and disseminate procurement information from external sources e.g. APUC contract and advisory information.	Record of number of "hits" on procurement web and intranet pages	Quarterly review and Annual Report	Head of Procurement	MEDIUM	1.5	
	Optimise use of intranet to communicate.						
	Deliver appropriate training and guidance to all staff involved in procurement process to be delivered at point of need.	Record of staff attending individual training events, also to include counter fraud and conflict of interest issues	Ongoing linked to changes and turnover	Head of Procurement APUC	HIGH	1.4 1.5 1.6	
	Procurement induction programmes for all new appointees.	Record of staff inductions		Human Resources			
	Implement efficient tendering and requisition processes.	Record number and types of transactions quarterly/annually and as % of total transaction type and total value of transaction type e.g. bids, <sup>31</sup> orders and monitor over time	Monthly, Quarterly, Annual reports	Head of Procurement	MEDIUM	4.1	
	Optimise efficiencies by use of e-tools for all regulated procurements.						
	Robust internal control systems for procurement processes and systems.	Clean audit report	Periodic	Internal Audit		1.6	
	Produce and publish a supplier satisfaction survey to gain feedback on procurement processes.	% feedback surveys returned	Annual	Head of Procurement Digital	HIGH	3.1 3.2	
	Revise and maintain website guidance/advice for suppliers and potential suppliers on doing business with the College and APUC.	Outputs of stakeholder and supplier satisfaction surveys	Ongoing – Quarterly & Annual			1.5	
	Provision of Executive Team periodic reports plus annual report.	Contract reporting in Executive Team reports	Quarterly & Annual	Head of Procurement Chief Financial Officer	HIGH	1.1	
	Improve communications to engage wider audience and get buy in to procurement.	Stakeholder feedback	Annual & Ongoing	Head of Procurement	MEDIUM	1.5	

<sup>31</sup> Total number of notes of interest and bids submitted in PCS, plus total number of bids submitted from SMEs in the last financial year

Objective (reference 5c)	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
<b>To promote the delivery of value and sustainability for money through good procurement practice and optimal use of procurement collaboration opportunities.</b>	<p>Review organisational expenditure data to identify contracts in place, contracts with stakeholder agreed strategies, regulated procurements.</p> <p>Expenditure data sorted into categories and prioritised as part of contract plan.</p> <p>Review expenditure on goods and services covered by contracts to identify off-contract spend and advise users to purchase from contracts.</p>	<p>Total expenditure on goods, service and works as % of total expenditure influenced by procurement</p> <p>%'s of total expenditure covered by Cat A, Cat B, Cat C1 and Cat C contracts</p> <p>% of total value covered by contracts in the last FY</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>Totals of maverick and compliant expenditure in last FY</p>	<p>Annual and Ongoing</p> <p>Annual and Ongoing</p> <p>Annual and Ongoing</p>	<p>Head of Procurement</p> <p>Head of Procurement</p> <p>Head of Procurement</p>	<p>HIGH</p> <p>HIGH</p> <p>HIGH</p>	<p>Dashboard 2.1 2.2</p> <p>Dashboard 2.1 3.3</p> <p>Dashboard 2.1 3.3</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>Contract and supplier management processes applied to all significant provision and associated suppliers securing service improvement and/or opportunities for innovation.</p>	<p>Record of staff attending individual training events.</p> <p>Maintain templates and guidance.</p> <p>Annual Report on contract improvements/innovation</p>	<p>Training provided according to needs assessment</p> <p>Annual &amp; Ongoing</p>	<p>Head of Procurement</p> <p>Head of Procurement</p>	<p>HIGH</p> <p>MEDIUM</p>	<p>Dashboard 2.2 2.3 3.1 3.2 3.3</p> <p>Dashboard 1.2 2.1 3.1</p>	

Objective (reference 5d)	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 team in place with competency based training and a skills development programme.	Number of people in the procurement team  Number of procurement staff with MCIPS	Ongoing	Head of Procurement	MEDIUM	Dashboard 1.3	
	Assess procurement team competencies and conduct gap analysis.	Identify training where appropriate		Head of Procurement	MEDIUM	1.3	
	Address any shortfall by encouraging involvement with or attendance at training and development courses and events with results monitored and recorded.	Number of procurement staff to have undertaken formal training & development in the past year	Ongoing Annual	Head of Procurement Chief Financial Officer	MEDIUM	Dashboard 1.4	
	Obtain regular customer input/feedback on contract and obtain regular supplier input /feedback on contracts to secure optimum value and opportunities.	Project Review feedback  Supplier debrief feedback  Supplier Survey analysis  Customer feedback and survey analysis  Include in annual reports	Periodic [but important to avoid the process becoming burdensome]	Head of Procurement	MEDIUM	1.5	
	Review procurement risk register using high/medium and low risk assessment methodology.	Data drawn from risk criticality rating matrix	Immediate with regular reviews	Head of Procurement Executive Team	HIGH	1.6	
	Procurement professionals to be carbon literate	Attain Carbon Literacy Accreditation	Ongoing	Head of Procurement	MEDIUM	1.3	

Objective (reference 5e)	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 and to inform demand management for goods and services</b>	Optimise use of e-Procurement Tools and review procurement systems.	TechOne development outcomes  Number of PCS quick quotes per annum  % Increase spend with contracted suppliers (routed from off-contract)	Immediate then periodic review	Head of Procurement Chief Financial Officer Digital	HIGH	1.5	
	Through expenditure analysis, identify non-compliant spend and determine appropriate tactical and strategic management approaches through procurement procedures.	%'s of suppliers falling into rethink strategic control leverage positioning categories	Periodic reviews	Head of Procurement	HIGH	3.1	
	Adopt efficiency measurement model to record efficiencies generated by procurement activity.	VFM Measures of: • Price reduction. • Added value. • Risk reduction. • Process re- engineering. • Sustainability. • Cash Savings.	Annual	Head of Procurement	HIGH	2.3	
	Carry out periodic customer satisfaction questionnaire on procurement function.	Periodic surveys analysed to show satisfaction trend analysis	Periodic [but important to avoid the process becoming burdensome]	Head of Procurement	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  Benchmark report content and scope with peer organisations	Annual – as soon as practicable after each FY	Head of Procurement	HIGH	1.2	
	Gather data on supplier performance on key contracts.	Performance feedback e.g. Cost reduction, service improvements reports	Quarterly and Annual	Head of Procurement Contract Managers	MEDIUM	3.1 3.2	
	Review data with a view to improving demand management for goods and services	Total £ value reduction of high carbon impact goods	Annual	Head of Procurement	HIGH	3.1	

Objective (reference 5f)	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 and support the journey to net-zero carbon and the Fife College Net Zero Action Plan</b>	<p>Publicise Procurement Procedures Manual detailing how regulated procurements are to be undertaken in compliance with the sustainable procurement duty.</p> <p>Use appropriate tools to maximise opportunities for social, economic and environmental outcomes through procurement action.</p> <p>Review Contracts to ensure social outcomes are delivered.</p> <p>Apply relevant tools to assess life cycle impacts, help develop action plans, contracting strategies and to focus resources.</p>	<p>Number and value of relevant contracts as % of total regulated contracts</p> <p>Inclusion of sustainability outcomes</p> <p>Measure of sustainability outcomes</p> <p>Achievement of Level 3 of the Flexible Framework</p>	<p>Annual Reporting</p> <p>On-going</p> <p>At least annually</p> <p>On-going</p>	<p>Head of Procurement Budget holders</p> <p>Head of Procurement</p> <p>Head of Procurement APUC</p> <p>Head of Procurement</p>	<p>HIGH</p> <p>HIGH</p> <p>MEDIUM</p> <p>MEDIUM</p>	<p>1.2 2.2 2.4</p> <p>1.2 2.2 2.4</p> <p>1.3</p> <p>1.2 2.2 2.4</p>	
	Embed sustainable procurement duty in processes to take full consideration of whole life costs, carbon, 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	Head of Procurement APUC	HIGH	2.3 2.4	
	Develop internal templates and guidance to aid reduction in 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.	Measure of sustainability outcomes	Ongoing	Head of Procurement	MEDIUM	1.4	
	<p>Support supplier engagement under the sustainable procurement duty:</p> <ul style="list-style-type: none"> <li>improve their performance in relation to sustainability objectives</li> <li>address barriers to entry of SMEs and local suppliers</li> </ul>	<p>Number of SME and Local suppliers bidding for tenders.</p> <p>Improved outcomes reported through supplier feedback questionnaires</p>	<p>Ongoing</p> <p>At least annually</p>	<p>Head of Procurement APUC</p> <p>Head of Procurement</p>	<p>MEDIUM</p> <p>MEDIUM</p>	<p>3.1</p> <p>3.1</p>	
	Market engagement with suppliers to consider climate and stimulate development of circular economy and include sustainable procurement into processes, commodity strategies, tender docs & evaluation criteria to take account of climate and circular economy in procurement activity.	Carbon reduction targets, measurement and reporting	Ongoing	Head of Procurement Budget Holders	HIGH	2.3 2.4	
	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 – <ul style="list-style-type: none"> <li>waste prevention,</li> <li>reused,</li> <li>recycled,</li> <li>recovered including energy recovery</li> <li>safe disposal</li> </ul>	Ongoing	Head of Procurement	MEDIUM	1.4	

	Scope 3 Procurement emissions to be reported in PBCCD	Carbon measurement and reporting	Annually	Head of Procurement	HIGH	2.3 2.4	
	Develop and maintain a Procurement Net Zero Action Plan	Carbon reduction targets, measurement and reporting	Annually	Head of Procurement & Environmental Services Co-ordinator	HIGH	2.3 2.4	