

Procurement Framework

2025-2028

**Empowering People
for a Changing World**

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1 Executive Summary

1.1 Recognising that effective and efficient procurement will positively support the College in achieving its objectives, this Procurement Framework provides a corporate vision, direction and focus for all procurement activities in the College.

1.2 The College's procurement mission is:

*'To be a fit-for-purpose professional procurement service which achieves value through compliant, commercially effective and sustainable procurement activity for the College and supports the organisation in realising its objectives to deliver **outstanding experiences**; to be the **partner of choice**; and to play a key role in **enabling the future**'¹.*

1.3 The Procurement Framework has been developed in line with [Ayrshire College Strategic Ambition 2024-2027](#) which sets the College's strategic direction and objectives and the [Scottish Government Public Procurement Strategy for Scotland 2023-2028](#) four outcomes for Procurement and Property. This Framework will assist the College in achieving these outcomes through delivery of best value; continuous improvement; sound performance management; partnership working; innovation; community benefits and sustainable development.

1.4 The Framework explains how it will deliver these outcomes and sets out the main challenges that the College will face to July 2028. As with all public sector organisations, the College is facing significant financial pressures and procurement activity will be paramount in delivering service provision that has the greatest positive impact upon the students, staff and other stakeholders of the College.

1.5 In developing the Procurement Framework, the following five outcomes have been set:

1. Robust and Transparent Complete Procurement Process

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

The College will treat all suppliers fairly, equally and without discrimination through making procurement transparent and accessible to all businesses especially Small and Medium Sized Enterprises (SMEs), the third sector and supported businesses.

2. Maximise Efficiency and Collaboration

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

- (a) articulate their requirements early in the process.*
- (b) deliver financial savings and added value.*
- (c) generate community and other benefits.*
- (d) identify and promote collaborative and shared services opportunities.*

3. Embed Sustainability In All We Do

To embed sound ethical, social and environmental policies within the procurement process and to comply with Scottish sustainable procurement duty.

¹ [Ayrshire College Strategic Ambition 2024-27](#)

4. Procurement Skills Enhancement

To implement and expand procurement training to expand the knowledge of college staff involved in procurement at all levels. To develop professional development opportunities to enrich and enhance experience and capability of the procurement resource and to work with the supply chains to ensure continued value, measured and managed performance and minimise risk throughout the life of contracts for the benefit of suppliers, students and staff.

5. Driving Innovation and Digital Transformation

To embed innovation and digital transformation across all procurement activities, enabling smarter, faster, and more transparent procurement that delivers greater value for the College and its stakeholders.

1.6 The Action Plan in Appendix 2 details the actions and processes to be undertaken to achieve these outcomes.

1.7 The Framework is the culmination of consultation and engagement with different stakeholder groups affected by the College's approach to procurement. This ensures that the Framework benefits from exposure to both internal and external scrutiny and strengthens the understanding of procurement and its strategy and the prospect of achieving its policies and objectives.

It will be reviewed annually to ensure it remains relevant and current with revised versions published on the College website once endorsed by the Senior Leadership Team (SLT).

1.8 The progress of actions and success of this Framework will be measured and reported through six monthly reports to the SLT, annual action plan reviews, the Procurement and Commercial Improvement Programme (PCIP) and through the publication of the College Annual Procurement Report (APR).

1.9 The Framework was approved by the Senior Leadership Team on the 20 August 2025 and is published on the College website.

2 Framework Context

- 2.1** Procurement is the process of sourcing and acquiring goods, services or works. The process spans the whole life cycle of whatever is being purchased through to the end of the contract or the useful life of an asset:



- 2.2** All procurement is undertaken in compliance with the Procurement Reform Act 2014, the Public Contract (Scotland) 2015 Regulations, the Procurement (Scotland) Regulations 2016 and other legislative requirements. The College procurement resource will assist in the procurement of goods, services and works, with high ethical standards focussed on social, economic and environmental considerations by applying principles of sustainable procurement.
- 2.3** Internally, the role of the procurement resource is to provide professional, qualified procurement expertise, advice and services for all spend with external suppliers.
- 2.4** Externally the [Scottish Procurement and Property Directorate](#) is responsible for developing and advising on a range of procurement activity, including implementing policy and setting up contracts and framework agreements for itself and the wider public sector in Scotland.

The Scottish Government published the [Scottish Government Public Procurement Strategy for Scotland 2023-2028](#) in April 2023 with the aim of ‘putting public procurement at the heart of a sustainable economy to maximise value for the people of Scotland as well as the outcomes outlined by the Sustainable Procurement Duty, which requires the College to buy in a way which is:

- good for businesses and employees
- good for society
- good for places and communities
- open and connected

The illustration below shows how these four objectives are all interlinked:



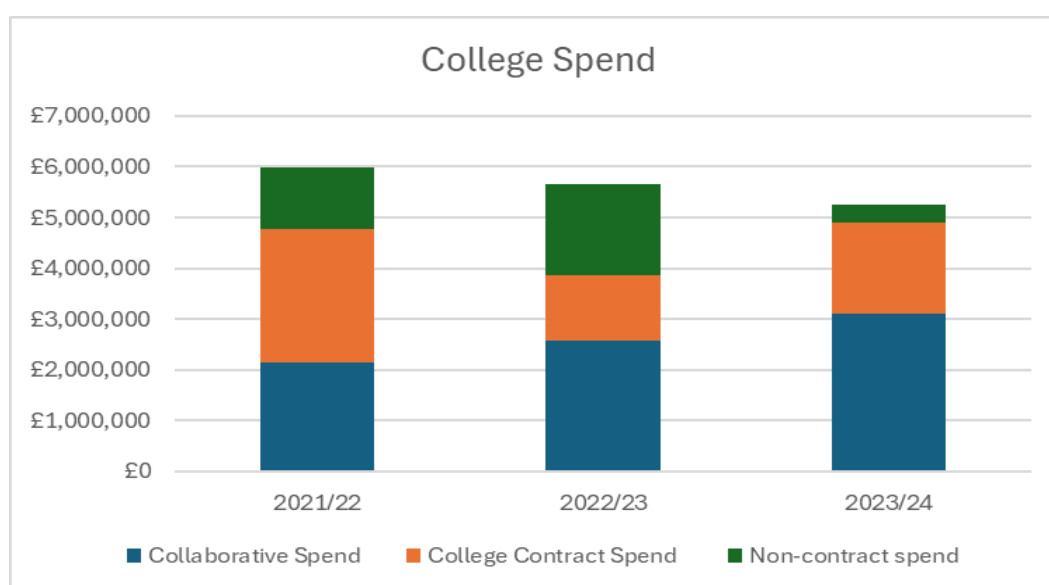
From The Scottish Government Procurement Strategy April 2023 – March 2028

The College Framework takes these four objectives into consideration.

2.5 College Spend

The College's spend profile, as illustrated below, is used to identify spend that is out-with available frameworks and contracts but the expenditure value means that it falls within procurement legislation.

The graph shows that progress has continued to be made and the actions taken by the College have continued to reduce the level of non-contracted spend from 45% in 2022/23 to 59% in 2023/24.



3 Framework Objectives

- 3.1** The Scottish Government's key priorities are centred on contributing to Scotland's purpose of creating a more successful country, with opportunities for all to flourish, through increased wellbeing, and sustainable and inclusive economic growth. This is underpinned by the [National Performance Framework](#) (NPF), which measures and keeps track of how Scotland is performing and includes the four procurement objectives for Procurement and Property. The College's five procurement objectives have been aligned with the College and national strategic objectives as noted below:

College Procurement Objectives	College Strategic Objectives	Public Procurement Strategy for Procurement Objectives
Robust and Transparent Complete Procurement Process	• To deliver outstanding experiences • To be the partner of choice • To play a key role in enabling the future	• Good for Businesses and their Employees • Good for Society • Good for Places and Communities • Open and Connected
Maximising Efficiency and Collaboration	• To deliver outstanding experiences • To be the partner of choice • To play a key role in enabling the future	• Good for Businesses and their Employees • Good for Society • Good for Places and Communities • Open and Connected
Embedding Sustainability in All We Do	• To deliver outstanding experiences • To be the partner of choice • To play a key role in enabling the future	• Good for Businesses and their Employees • Good for Society • Good for Places and Communities • Open and Connected
Procurement Skills Enhancement	• To deliver outstanding experiences • To play a key role in enabling the future	• Good for Businesses and their Employees • Good for Society • Good for Places and Communities • Open and Connected
Driving Innovation and Digital Transformation	• To deliver outstanding experiences • To play a key role in enabling the future	• Good for Businesses and their Employees • Good for Society • Good for Places and Communities • Open and Connected

For each of the College's procurement objectives the priorities and success measures are listed below and in the action plan (Appendix 2).

3.2 Objective 1: Robust and Transparent Complete Procurement

Process

To adhere to the Scottish Government Procurement Journey guidance and ensure full compliance through application of the Procurement Reform (Scotland) Act 2014, the Public Contracts (Scotland) Regulations 2015 and the Procurement (Scotland) Regulations 2016 and the Sustainable Procurement Duty from identification of the need through to contract end. The College will treat all suppliers fairly, equally and without discrimination through making procurement transparent and accessible to all businesses especially Small and Medium Sized Enterprises (SMEs), the third sector and supported businesses.

3.2.1 This objective will be achieved by progressing the following key priorities:

- Implement and enhance procurement tools, templates, training and guidance for all College staff involved in procurement.
- Maximise opportunities for SMEs, the third sector and supported businesses to participate in procurement.
- Continue monitoring the Procurement Risk Register using high/medium and low risk assessment methodology.
- Through contract and supplier management and expenditure analysis, identify supplier risk levels and determine appropriate tactical and strategic approaches to supply markets and management.
- Obtain regular customer input/feedback on contract and obtain regular supplier input/feedback on contracts to secure optimum value and opportunities.

3.2.2 Success will be measured by:

- Achieve a compliant annual procurement report as relevant to legislation and transparency.
- A reduction in non-regulated contractual spend.
- An increase in the number of SMEs taking part in college procurement and being awarded contracts.
- Continue to emphasise the aim of increasing the amount of spend with SMEs.
- Maintenance of Procurement Risk Register and evidence of management meetings with key suppliers.
- Six monthly reports to SLT on spend and market analysis.
- Survey feedback from suppliers and internal contract leads and users on contract and procurement performance.

3.3 Objective 2: Maximising Efficiency and Collaboration

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

- (a) articulate their requirements early in the process;*
- (b) deliver value for money;*
- (c) generate community and other benefits; and*
- (d) identify and promote collaborative and shared services opportunities.*

3.3.1 This objective will be achieved by progressing the following key priorities:

- To sustain and further develop relationships with all stakeholders internal and external to identify future procurements.
- Continued development of commodity and contract strategies to embed sustainability into specifications and evaluation criteria.
- Maintain and improve procurement tools and guidance so that every procurement exercise continues to deliver value for money through the correct balance of price and quality.
- Collaboration with other organisations in sector and locally on identifying common spend and forming shared procurement strategies and exercises

3.3.2 Success will be measured by:

- By finding smarter ways to work together, the College will unlock savings and get even more value—sometimes enjoying improved services for the same investment or stretching budgets further without compromise.
- Providing added value and innovative solutions.
- Measuring cash and non-cash benefits from existing and new contracts, together with social and community benefits opportunities.
- Participation in national, sector and local procurement workstreams and user groups and intelligence gathering forums.

3.4 Objective 3: Embedding Sustainability in All We Do

To embed sound ethical, social and environmental policies within the procurement function and to comply with the Scottish sustainable procurement duty.

“To ensure the college ‘s procurement arrangements use sustainable and ethical supply chains and promote best practice to our suppliers.”²

Reduce the college’s scope 3 supply chain carbon emissions.

3.4.1 These objectives will be achieved by progressing the following key priorities:

Use of sustainable procurement tools such as sustainability test; life cycle impact mapping and flexible framework to support all procurement to assist the College in:

- Identifying risks and opportunities during the development of commodity and contract strategies to embed sustainability into specifications and evaluation criteria.
- Understanding the social and environmental impact
- Understanding the scope for sustainability outcomes and fulfilling sustainable procurement duties.
- Optimising our ability to influence sustainable outcomes.

Collaborate with staff and suppliers to look at innovative ways of reducing carbon emissions such as consolidating deliveries and use of energy efficient goods.

3.4.2 Success will be measured by:

- Increasing the number and value of contracts with sustainability objectives and criteria embedded in them.

² [Ayrshire College Sustainability Strategy 2023-25](#)

- Progress on the From Now (FNT) to 2030 category management plans activity and targets.
- Increasing the delivery of sustainable, environmental and social benefits through College procurements.
- Contributing to the overall reduction in the College's carbon emissions in the supply chain as measured by APUC Hunter tool and reported on in the Public Bodies Climate Change Duties Annual Compliance Report.

3.5 Objective 4: Procurement Skills Enhancement

To implement and expand procurement training to expand the knowledge of college staff involved in procurement at all levels. To increase use of contract and supplier management with key suppliers.

Develop professional knowledge opportunities to enrich and enhance experience and capability of the procurement resource and to work with the supply chains to ensure continued improvement in supplier knowledge of dealing with public procurement requirements and expectations for the benefit of suppliers, students and staff.

3.5.1 This objective will be achieved by progressing the following key priorities:

- Implementing and improving procurement guidance for college staff involved in procurement to understand roles and processes.
- An increase in the number of staff who engage in procurement at all levels that have had procurement guidance and have done the e-training module .
- Ensuring staff continue to develop their procurement skills and training through provision of regular awareness training thereby developing working relationships within the College.
- Provision of contract and supplier management training, guidance and templates for contract leads dealing with key suppliers.
- Having in place a high calibre procurement resource with a competency-based training and a skills development programme having assessed knowledge and identified gaps.
- Continued development and promotion of the use of e-procurement and e-learning tools.

3.5.2 Success will be measured by:

- Having accessible procurement training guidance, e-learning training modules for all levels of staff.
- The number of staff undertaking procurement awareness training in the year.
- All contract leads taking part in contract and supplier management training.
- Successful procurement resource continuous performance review and development quarterly and annually.

3.6 Objective 5: Driving Innovation and Digital Transformation

To embed innovation and digital transformation across all procurement activities, enabling smarter, faster, and more transparent procurement that delivers greater value for the College and its stakeholders.

3.6.1 This objective will be achieved by progressing the following key priorities:

- Digital Procurement Tools: Expand the use of e-procurement platforms, contract lifecycle management systems and spend analytics tools to streamline processes and improve decision-making.
- Emerging Technologies: Explore the use of AI and automation in appropriate procurement contexts to improve efficiency and traceability.
- Collaborative Innovation: Partner with public sector innovation hubs, academic institutions and suppliers to co-develop solutions that address College needs.

3.3.2 Success will be measured by:

- Increase in the number of procurement processes using digital tools or platforms.
- Number of innovation-led procurement projects initiated or completed.
- Reduction in procurement cycle times through automation.
- Supplier feedback on digital engagement and innovation opportunities.
- Participation in innovation-focused procurement forums or pilots.

3.7 The above objectives are measured and supported in three ways:

- Through the Procurement Action Plan which will be revised each year
- Through the College involvement in the Scottish Government's Procurement and Commercial Improvement Programme (PCIP)
- Through the publication of the Annual Procurement Report.

3.8 As part of the formal annual review of this Framework, the Action Plan will be reviewed and updated annually, to ensure that the College's procurement activity is aligned with its broader strategic objectives.

4 Framework Compliance with Procurement Reform (Scotland) Act 2014

- 4.1 To comply with Procurement Reform (Scotland) Act 2014, the College must observe several general duties and specific measures which are embedded in the College's policy and procedures or in the Framework Action Plan. For clarity they are also detailed below:

Contribution of Procurement to the carrying out of its Functions and Achievements of its Purpose	For each procurement, the College will consider who will be affected by the resultant contract and ensure any affected communities, organisations/persons are consulted (e.g. impact on service for students, or a local contract that could be combined with other similar college needs). Such consultation will always be on a scale and approach relevant to the procurement in question.
Delivering Value for Money	Value for money is defined as the best balance of cost, quality and sustainability. The balance of value for money varies on a case-by-case basis. The College applies a value for money approach to all procurements whilst ensuring that it does so in a clear, transparent and proportionate manner. The College's approaches are in line with the WTO and GPA aligned - World Trade Organisation's (WTO) Agreement on Government Procurement (GPA) Principles of non-discrimination, transparency and procedural fairness as well as the sustainable procurement duty.
Acting in a Transparent and Proportionate Manner	Where appropriate the College uses lotting, output-based specifications and transparent evaluation criteria to ensure that procurement opportunities are accessible to as many bidders as possible. Procurement documents will be in a standard format in clear and concise language. The College actively take steps to make it easier for local and smaller businesses to bid for contracts. This is done through the use of Public Contracts Scotland, quick quotes, the provision of training and by publishing a contracts' register to highlight contracts that local suppliers may be interested in bidding for. The College also provides information on third party training opportunities to build suppliers capacity to better navigate the public tender process and publication of the Annual Report in the public domain with 2 year forward contracting plan and Contract Register
Treating Relevant Economic Operators Equally and Without Discrimination	The College conducts all its regulated procurements in compliance with the principles of equal treatment, non-discrimination, transparency, proportionality and engages 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 lower value purchases via PCS Quick Quote. The college uses pre-declared selection, evaluation criteria and scoring process to ensure suppliers treated the same.

Consulting and engaging with those affected by its procurements	For each procurement, the College will consider who will be affected by the resultant contract and ensure any affected communities, organisations/persons are consulted (e.g. impact on service for students, or a local contract that could be combined with other similar college needs). Such consultation will always be on a scale and approach relevant to the procurement in question.
Payment Terms	The College recognises the importance of paying suppliers on time once a service or works has been performed or goods delivered and that late payment is particularly detrimental to SMEs, third sector bodies and supported businesses. The College is committed, as far as is reasonably practicable, to pay contractors and subcontractors within 30 days of a valid invoice, or similar claim, being received. It follows 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. The College complies with the Late Payment legislation and will review on a quarterly basis if there is non-compliance and whether such obligations should be enforced and monitored further down its supply chain in key contracts.
Sustainable Procurement Duty- Procurements contribution to Climate Emergency response	The College considers the environmental, social and economic issues relating to all regulated procurements. The College also considers how benefits can be accrued, on a contract-by-contract basis by taking proportionate actions to involve SME's, third sector bodies and supported businesses in our procurement activities. In addition, the College will take account of climate and circular economy in its procurement activity. The College will use available tools and systems such as Prioritisation, Life Cycle Impact Mapping, Sustainability Test, Flexible Framework and Sustain Code of Conduct where relevant and proportionate to the scope of the procurement. The College is an affiliated member of Electronics Watch, an independent monitoring organisation of the electronics industry which monitors ethical issues in the first, second and third tier supply chains. Ayrshire College will align corporate commitments to work towards net zero greenhouse gas emissions framework agreements wherever possible. Ayrshire College will monitor and report progress through its annual procurement report and its Public Bodies Climate Change Duties (PBCCD) Annual Report . 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 collaborate 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 and Travel. Participate in the College's Social, Economic, And Environmental Sustainability (SEES) Group- Partnership & Engagement Workgroup. Ayrshire College Sustainability Strategy 2023-25
Community Benefits	The regulations require the college to include community benefits for spend over £4m. These are incorporated into the campus PPE and PFI contracts and monitored as part of the management of these agreements. Where possible and proportionate for lower value procurements, the college will consider how it can improve the economic social or environmental wellbeing of communities in Ayrshire through inclusion of community benefit clauses, to assist with its strategic objective of being 'a place where businesses and communities can access skills, expertise and innovation that supports local and national economic development and inclusive growth'. Examples of the scope of community benefits clauses include the delivery of training opportunities or subcontracting opportunities.
Fairly and ethically traded goods and services	The College supports the sourcing of goods that are fairly and ethically traded. Where relevant the College shall make use of appropriate standards and labels in its procurements and will consider 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 the promotion of the highest standards of animal welfare	The College will continue to seek practical ways to source healthy, fresh, seasonal, and sustainably grown food including the highest standards of animal welfare through collaborative frameworks and its own contracts which meet the nutritional requirements for food for all users of our catering services and hospitality teaching.
Living Wage	Ayrshire College is an accredited living wage employer and recognises the positive impact of a well-motivated and dedicated workforce both within its own organisation and in those of its suppliers. The College does recognise that the payment of a living wage may place pressure on the finances and sustainability of suppliers, particularly small or medium sized businesses. Therefore, the College engages with potential suppliers as early as possible in the procurement process to balance how suppliers can support its living wage policy, while ensuring an appropriate balance between quality and cost.

Compliance by contractors and sub-contractors with the Health and Safety at Work etc. Act 1974	The College is committed to contracting only with suppliers and their sub-contractors that comply with all appropriate and relevant legislation, including Health and Safety legislation. The College will assess the legislation applicable to a procurement and take steps to ensure bidders comply with such legislation. For works, contractors must have membership of a Safety Schemes in Procurement (SSIP) Ltd and where appropriate, the College will also assess such compliance of sub-contractors.
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Appendix 1 - Glossary

The categorisations of college procurement expenditure referred to within this Framework are defined as follows:

- **Non-Pay Expenditure** – all College expenditure – both influenceable and non-influenceable – but does not include staff remuneration costs.
- **Non-Influenceable Spend** – expenditure that relates to fixed and statutory requirements – such as irrecoverable VAT, property rent and rates and examination fees.
- **Influenceable Spend** – all expenditure that the College has an ability to influence.
- **Regulated and Non-Regulated Procurement** – under the Procurement Reform (Scotland) Act 2014 the definition of regulated procurement is contracts valued at £50,000 or above, excluding VAT for goods and services and £2,000,000 for works. Non-regulated procurements are those contracts below the £50,000 threshold

Appendix 2 Action Plan

Procurement Objective	Outcomes	Main Actions & Commitments	Key Performance Indicators / Benchmark Data	Targets 2025-28	PCIP Ref Lite	RAG-Updated March 2026
Robust and Transparent Complete Procurement Process	To adhere to the Scottish Government Procurement Journey guidance and ensure full compliance through application of the Procurement Reform (Scotland) Act 2014, the Public Contracts (Scotland) Regulations 2015 and the Procurement (Scotland) Regulations 2016 and the Sustainable Procurement Duty from identification of the need through to contract end. The College will treat all suppliers fairly, equally and without discrimination through making procurement transparent and accessible to all businesses especially Small and Medium Sized Enterprises (SMEs), the third sector and supported businesses.	Implement and enhance procurement tools, templates, training and guidance for all college staff involved in procurement.	Achieve a compliant annual procurement report as relevant to legislation and transparency.	Procurement awareness e-learning module issued to staff	1. Leadership & Governance	
		Maximise opportunities for SMEs, the third sector and supported businesses to participate in procurement	A reduction in non-compliant contractual spend. An increase in the number of SMEs taking part in college procurement and being awarded contracts. An increase in the amount of spend with SMEs.	SME tender participation, contract award and spend to be monitored -mthly	2. Development & Tender	
		Continue development of the Procurement Risk Register using high/medium and low risk assessment methodology	Maintenance of the Procurement Risk Register and evidence of management meetings with key suppliers.	Monthly procurement activity report and six monthly report for SLT	3. Contract & Supplier Management	
		Through contract and supplier management and expenditure analysis, identify supplier risk levels and determine appropriate tactical and strategic approaches to supply markets and management.	Six monthly reports to SLT on spend and market analysis	Ongoing review Monthly and quarterly reporting	Spend & Market Analysis	
		Obtain regular customer input/feedback on contract and obtain regular supplier input/feedback on contracts to secure optimum value and opportunities	Survey feedback from suppliers and internal contract leads and users on contract and procurement performance	Annual survey to be issued Nov 2025		SCM function still to be issued

Procurement Objective	Outcomes	Main Actions & Commitments	Key Performance Indicators / Benchmark Data	Targets 2025-28	PCIP Ref Lite	RAG-Updated March 2026
Maximising Efficiency and Collaboration	To secure value for money by working closely with the people who use the goods, services and supplies that the College requires to:	To sustain and further develop relationships with all stakeholders internal and external to understand future procurements/projects.	Find smarter ways to work together, the college will unlock savings and get even more value and improved services for the same investment or stretching budgets further without compromise.	Ongoing review with contract leads	2.Development and Tender	ICT-extension of cabinets lease to free up budget
	(a) articulate their requirements early in the process;		Providing added value and innovative solutions			
	(b) deliver value for money;	Continued development of commodity and contract strategies to embed sustainability into specifications and evaluation criteria.	Expenditure data sorted into categories and strategies developed	Monthly spend analysis	Spend & Market Analysis	
	(c) generate community and other benefits; and	Maintain and improve procurement tools and guidance so that every procurement exercise continues to deliver value for money through the correct balance of price and quality.	Measuring cash and non-cash benefits from existing and new contracts, together with social and community benefits opportunities.	Six monthly reporting to SLT and Annual Procurement Report	1.Leadership & Governance	
	(d) identify and promote collaborative and shared services opportunities.	Collaboration with other organisations in sector and locally on identifying common spend and forming shared procurement strategies and exercises.	Participation in national, sector and local procurement workstreams and user groups and intelligence gathering forums.	PM to attend APUC meetings and participate in Ayrshire Growth Deal procurement workstream meetings	1.Leadership & Governance	No AG meetings since 2024
						APUC PSGC meetings etc attended

Procurement Objective	Outcomes	Main Actions & Commitments	Key Performance Indicators / Benchmark Data	Targets 2025-28	PCIP Ref Lite	RAG-Updated March 2026
Embedding Sustainability In All We Do	To embed sound ethical, social and environmental policies within the procurement function and to comply with the Scottish sustainable procurement duty.	Use of sustainable procurement tools such as sustainability test; life cycle impact mapping and flexible framework to support all procurement to assist the College in:	Progression on levels in flexible framework	To achieve level 3 of flexible framework in 2024-25	Climate Change	
	To ensure the college 's procurement arrangements use sustainable and ethical supply chains and promote best practice to our suppliers	-Identifying risks and opportunities during the development of commodity and contract strategies to embed sustainability into specifications and evaluation criteria.	Progress of the From Now To 2030 (FNT2030) strategies in collaboration with other organisations and APUC	Update strategies by end of Dec 2024		
		- understanding the social and environmental impact.	Increase in the number of awarded contracts with sustainability benefits (BT14) as % of total.	Actual number will depend on contracts to be awarded- no target set		
	Reduce the college's scope 3 supply chain carbon emissions	-Understanding the scope for sustainability outcomes and fulfilling sustainable procurement duties.	Key suppliers have successful Ecovadis audit	No figure set		
		-Optimising our ability to influence sustainable outcomes.	Identify where community benefits are incorporated into the contract criteria.	All key contracted Suppliers identified and tagged on Ecovadis database		
		Work with staff and suppliers to look at innovative ways of reducing carbon emissions such as consolidating deliveries; use of energy efficient goods.	Use of APUC Hunter tool to report on supply chain emissions year on year	No target set-overall reduction in relation to spend		

Procurement Objective	Outcomes	Main Actions & Commitments	Key Performance Indicators / Benchmark Data	Targets 2025-28	PCIP Ref Lite	RAG-Updated March 2026
Procurement Skills Enhancement	Develop and implement procurement training to expand the knowledge of college staff involved in procurement at all levels. To increase use of contract and supplier management with key suppliers.	Developing and enhancing procurement guidance for college staff involved in procurement to understand roles and processes.	Have accessible procurement training guidance, e-learning training modules for all staff levels	Procurement awareness e-learning module to go live Nov 2024.	Learning and Skills-Capability	
	Develop professional knowledge opportunities to enrich and enhance experience and capability of the procurement resource and to work with the supply chains to ensure continued improvement in supplier knowledge of dealing with public procurement requirements and expectations for the benefit of suppliers, students and staff.	Ensuring staff continue to develop their procurement skills and training through provision of regular awareness training thereby developing working relationships within the College.	Number of staff undertaking procurement training in the year. Continued development and promotion of e-procurement and e-learning tools.	Contract and supplier management guidance to be put in place and presented to contract leads – Jan2025	Contract and Supplier Management	Evolve programme pres
		Provision of contract and supplier management training, guidance and templates for contract leads dealing with key suppliers.	Contract and supplier management training for all managers with contract lead responsibility.	Key suppliers identified and invited to management meetings by Jun2026		Awaiting new SCM Section 1
		Having in place a high calibre procurement resource with a competency-based training and a skills development programme having assessed knowledge and identified gaps.	Procurement resource continuous performance review and development quarterly and annually programme	Procurement personnel to have review meetings and share with CFC- Quarterly	Continuous improvement of procurement activity	

Procurement Objective	Outcomes	Main Actions & Commitments	Key Performance Indicators / Benchmark Data	Targets 2025-28	PCIP Ref Lite	RAG-Updated March 2026
Driving Innovation and Digital Transformation	Digital Procurement Tools- Expand the use of e-procurement platforms, contract lifecycle management systems and spend analytics tools to streamline processes and improve decision-making.	Increase in the number of procurement processes using digital tools or platforms.	Procurement Action Plan annual review	Implement a digital contract management system		ICT added to Unidesk. All contracts on Hunter
	Emerging Technologies- Explore the use of AI and automation in appropriate procurement contexts to improve efficiency and traceability.	Number of innovation-led procurement projects initiated or completed. Reduction in procurement cycle times through automation.	College participation in the Scottish Government Procurement and Commercial Improvement Programme (PCIP) Publication of Annual Procurement Report	Train 100% of procurement staff in digital tools and data literacy Launch at least two innovation-focused procurement pilots Achieve measurable time savings in procurement processes. Participate in two innovation-focused procurement forums / pilots		
	Collaborative Innovation- Partner with public sector innovation hubs, academic institutions and suppliers to co-develop solutions that address College needs.	Supplier feedback on digital engagement and innovation opportunities. Participation in innovation-focused procurement forums or pilots.		Undertake a forum with key suppliers to assess how College could improve its digital engagement		

RAG key:

Actions and Commitments on track or completed
Actions and Commitments started but not completed
Actions and Commitments not started