

# **Procurement Strategy 2020 - 2022**

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<b>Responsibility for Contents</b>	<b>Procurement Manager</b>
<b>Responsibility for Review</b>	<b>Vice Principal of Finance and Corporate Affairs</b>
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<b>Primary Contact</b>	<b>Procurement Manager</b>

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## **Foreword**

This Strategy has been designed to ensure legislative compliance with the Procurement Reform (Scotland) Act 2014 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 and Strategic Plan.

The key elements of procurement legislation:

- require us to publish a procurement strategy and action plan
- require us to maintain a public contracts register on our external website
- increase the scope of our regulated procurements
- require us to publish an annual procurement report
- require us to meet the sustainable procurement duty

This Strategy sets us challenging but realistic goals for the development of our procurement activities over the next two years, which will be subject to regular and transparent review.

The successful implementation of this Strategy can only be achieved by everyone involved in the procurement of goods, services and works on behalf of the College working in partnership with our Procurement service 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 Mission Statement '**Making Learning Work**' and the supporting Vision and Value Statements.

**Alison Stewart**

**Vice Principal of Finance and Corporate Affairs**

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## **1. Formation and approval of our Procurement Strategy**

The formation of this Strategy has been guided throughout by the College's Procurement service and Vice Principal of Finance and Corporate Affairs, and is the culmination of consultation and engagement with a wide range of staff involved in procurement across the College as well as external stakeholders.

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

The Strategy was approved by the College's Board of Management on the 22<sup>nd</sup> September 2020 and subsequently published on our website.

The Procurement service and Vice Principal of Finance and Corporate Affairs in consultation with APUC<sup>1</sup> as appropriate, 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.

The Finance Committee will approve, review and monitor the progress of the procurement strategy, reporting into the College's Board of Management or equivalent, where required.

## **2. Context**

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 procurement practice and where we want and need to be, and how we should get there.

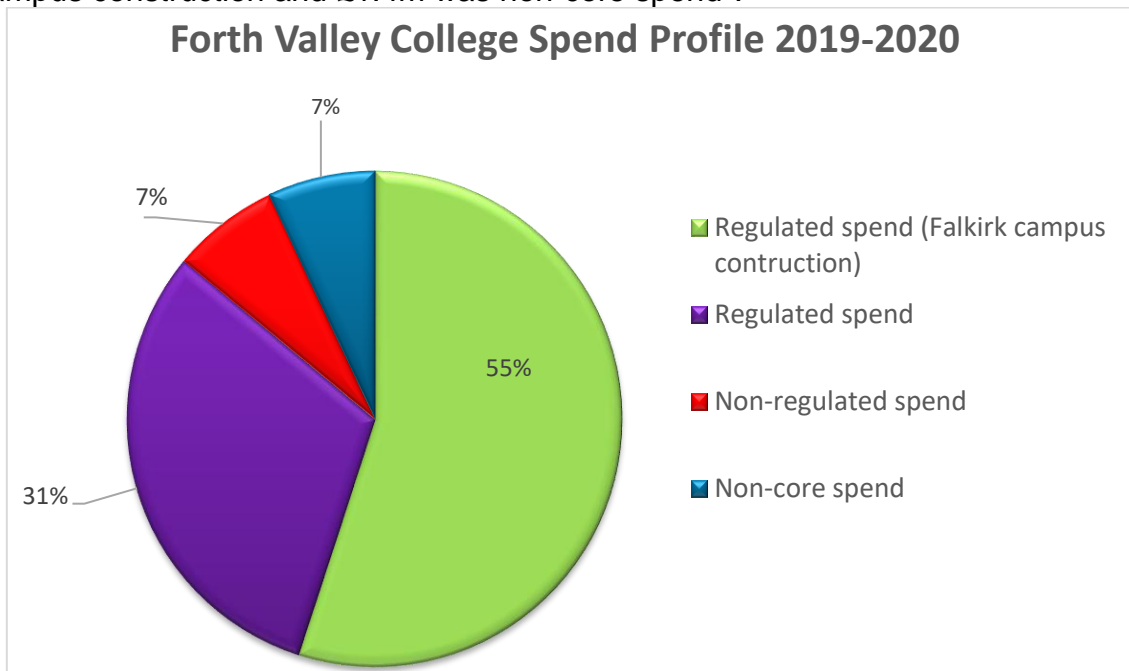
As above, the College is legally required to have and maintain a procurement strategy as part of the requirements of the Procurement Reform (Scotland) Act 2014, which provides a national legislative framework for sustainable public procurement that supports Scotland's economic growth through improved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

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<sup>1</sup> Advanced Procurement for Universities and Colleges

The College’s spend profile for 2019/2020 is displayed below with a total non-pay spend in the region of £18.7m, of which circa £10.2m was linked to the new Falkirk campus construction and £1.4m was non-core spend<sup>2</sup>.



Thus our annual influenceable procurement spend of £17.3m is made up of £15.9m of regulated spend (above threshold) and £1.3m 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 and is essentially about achieving the best balance of cost, quality and sustainability.

A key element of this Strategy is about moving the balance of procurement effort away from the buying or tendering phase and towards a greater emphasis on the planning and post contract phases of procurement. Included in this is an increasingly greater engagement with our internal and external stakeholders.

### 3. Procurement Mission

The Procurement mission for Forth Valley College is: **“To deliver a best in class, co-ordinated and efficient procurement function which is focused on achieving sustainable best value for all College stakeholders”**

This aligns to the College’s Business Model which is formed by our Mission Statement ‘**Making Learning Work**’, which is supported by the following Vision and Value statements:

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<sup>2</sup> For example, spend on statutory requirements such as tax and other expenditure not covered by procurement legislation



The Procurement service aims to 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, the Procurement service will ensure:

- We understand and respond to internal and external stakeholders' business needs and challenges and constantly changing market conditions;
- We will actively seek to use collaborative arrangements where they represent best value for the College;
- 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 procurement of goods, services and works across the College, 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;
- We will embed best practice Sustainable Procurement taking account of the Strategic National Priority regarding the Global Climate Emergency. Where relevant, we shall include climate impact, circular economy and fair work considerations in our procurement activities;
- We will conduct all regulated procurements in line with the College's Procurement Policy and Procedures; and

- We will have due regard to whether Procurement Policy and Procedures will further the aims of the General Equality Duty, through consideration of Public Sector Equality Duty in our procurement activities

#### 4. Procurement Policy

Our Procurement Policy and Procedures set out the operational framework of how we conduct procurement of goods, services and works across the College, and are based on the principles of equal treatment, non-discriminatory, mutual recognition, transparency, proportionality.

Furthermore, these policies and procedures are largely based upon the Scottish Government’s Procurement Journey. This will facilitate our regulated procurements being conducted in accordance with best practice in a legally compliant manner that is consistent with the rest of the Scottish public sector in achieving value for money for our stakeholders.

The policy is therefore intended to:

- Ensure that procedures are in accordance with standards of public accountability;
- Ensure that the College is compliant to its obligations under the Public Procurement (Scotland) Act 2015, the Procurement Reform (Scotland) Act 2014 and Procurement (Scotland) Regulations 2016 and all subsequent amendments; 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 procurement objectives are designed to link to each of the following:

- College Strategic Priorities and Objectives (Mission/Vision/Value Statements noted above)
- Scottish Funding Council (SFC) Strategic Aims, as detailed in the College’s Regional Outcome Agreement
- The Scottish Model of Procurement

##### 5.1. College Regional Outcome Agreement

Forth Valley College Interim Outcome Agreement 2020-21 contains the following SFC key sector priorities and outcomes for students, for economic recovery and social renewal and for responsive and collaborative institutions:

Outcomes For Students
Fair access and transitions
Quality, learning, teaching and participation
Learning with impact
Equalities and inclusion

## Outcomes for Economic Recovery and Social Renewal:

Responsive institutions  
Work-ready students  
Innovation

## Responsive and Collaborative

Public health emergency  
Collaboration  
Climate emergency

### 5.2. The Scottish Model of Procurement

The Scottish Model of Procurement is based upon achieving the best balance between cost, quality and sustainability (i.e. not simply focusing on cost and quality). This model is supported by a Value for Money Triangle, which consists of the following four objectives:

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

## Scottish Procurement



Scottish Model of Procurement



### 5.3. Forth Valley College – Strategic Procurement Objectives

The Strategic Procurement Objectives (PO) for the period of this Procurement Strategy (2020-2022) are set out below:



**PO1** - To maximise collaborative procurement opportunities in the delivery of value for money and efficiency

**PO2** - To further develop a College wide approach to procurement which is co-ordinated, efficient and effective in the achievement of value for money, and which supports the delivery of high quality learning

**PO3** - To develop sound and useful procurement management information in order to measure and improve procurement and supplier performance in support of the College Strategic Priorities and Objectives

**PO4** - To embed relevant and appropriate procurement strategies to manage or reduce risk to the College

**PO5** - To embed sound economic, social and environmental procurement policies, and to comply with relevant Scottish and UK legislation in performance of the Sustainable Procurement Duty

The Procurement Action Plan in Section 8 shows how each of these link to the College Strategic Plan, Regional Outcome Agreement and Scottish Model of Procurement.

Furthermore, the Procurement Action Plan shows how these actions are measured and reported through our involvement in the Scottish Government's Procurement and Commercial Improvement Programme (PCIP) and through the publication of an Annual Procurement Report (see Section 7).

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

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

<b>General Duties/Specific Measures under the Act</b>	<b>What we will do</b>
<b>Contribute to the carrying out of our function and the achievement of our purposes</b>	The College will analyse our non-pay expenditure to identify:  GPA regulated procurements: Goods and Services greater than £189,330 Works worth more than £4,733,252; and  Procurement Reform Act lower value regulated procurements: Goods and Services greater than £50,000 Works worth more than £2 million

	<p>The College will ensure that all commodity strategies and project specific procurement strategies align to the College’s strategic aims and objectives and in turn the College’s Regional Outcome Agreement. This will be achieved through appropriate and effective consultation.</p> <p>The College will consider where appropriate the effective use of contract and supplier management to monitor and further improve the regulated procurement contract outcomes.</p>
<p><b>Deliver Value for Money</b></p> <p>“Value for money, as defined by the Scottish Model of Procurement, is not just about cost and quality but about the best balance of cost, quality and sustainability”</p>	<p>The College through its Procurement Policy and Procedures will seek to consistently apply the principle of Value for Money, albeit the balance of cost, quality and sustainability will vary for each procurement depending on the particular commodity, category and market.</p> <p>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 principles of equal treatment, non-discrimination, transparency, proportionality and mutual recognition and in complying with the general duties of the Act as well as the sustainable procurement duty (see below).</p>
<p><b>Treating relevant economic operators equally and without discrimination</b></p>	<p>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.</p> <p>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 use of separate lots, where appropriate, with straightforward output based specifications and clear evaluation criteria to ensure the procurement is accessible to as many bidders as possible.</p>
<p><b>Acting in a transparent and proportionate manner</b></p>	<p>The College will ensure it engages with its local supply market and through the College’s Procurement Policy will mandate the use of clear and precise language in its specifications.</p> <p>The College shall ensure contracts are awarded using appropriate quality, risk and sustainability factors as</p>

	<p>well as cost according to declared score weightings specific to each contract.</p> <p>The College will actively take steps to make it easier for smaller and local businesses to bid for contracts through:</p> <ul style="list-style-type: none"> <li>- the use of Public Contracts Scotland and Quick Quotes;</li> <li>- information contained on the Procurement page of the College website;</li> <li>- the provision of training and/or provide information on third party training opportunities (such as the Supplier Development Programme);</li> <li>- attending local supplier/buyer engagement events (such as Meet the Buyer).</li> </ul>
<p><b>The Sustainable Procurement Duty</b></p>	<p>The College will give consideration to the environmental, social and economic issues relating to all regulated procurements and how benefits can be accrued, on a contract-by-contract basis by taking proportionate actions to involve SMEs, third sector bodies and supported businesses in our procurement activities and in so doing benefit not only the College but the wider Forth Valley region.</p> <p>The College utilises available tools and systems such as the Scottish Public Procurement Prioritisation Tool, the Sustainability Test, Life Cycle Impact Mapping, the Scottish Flexible Framework, APUC's Sustain Code of Conduct and Electronics Watch where relevant and proportionate to the scope of the procurement.</p>
<p><b>Policy on the use of community benefits</b></p>	<p>The College will consider for each of its procurements over £4m how it can improve the economic, social or environmental wellbeing of the Forth Valley region through the inclusion of community benefit clauses aligned with the College's own strategic outcomes as well as a number of the Scottish Government's National Outcomes namely outcomes:</p> <ul style="list-style-type: none"> <li>- Economy - We have a globally competitive, entrepreneurial, inclusive and sustainable economy;</li> <li>- Education - We are well educated, skilled and able to contribute to society;</li> <li>- Fair Work and Business – We have thriving and innovative businesses, with quality jobs and fair work for everyone;</li> </ul>

	<ul style="list-style-type: none"> <li>- Culture - We are creative and our vibrant and diverse cultures are expressed and enjoyed widely;</li> <li>- Environment - We value, enjoy, protect and enhance our environment.</li> </ul> <p>Examples of the scope of community benefits clauses may include, amongst others as appropriate, the delivery of training opportunities or subcontracting opportunities within the Forth Valley region, relevant and proportionate to the particular procurement.</p> <p>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.</p> <p>Where possible and proportionate, such clauses may also be included in procurements below £4m.</p>
<p><b>Consulting and engaging with those affected by its procurements</b></p>	<p>The College will take note of available good practice/principles of engagement including those detailed in the National Standards for Community Engagement as well as ensuring procurement staff have or will be developed to have the relevant communication and engagement skills.</p> <p>The College will consider for each procurement, the community affected by the resultant contract and ensure any affected organisations/persons are consulted (e.g. impact on service for students, persons or groups with relevant protected characteristics where reasonable adjustments may be considered as part of a specification, 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.</p> <p>All of the above will be embedded in the College's procurement practice.</p>
<p><b>The Living Wage</b></p>	<p>As an organisation who is a Living Wage employer, the College recognises the value of a well-motivated and dedicated workforce both in its own organisation and in those of its suppliers. In compliance with the Act the College will consider, before undertaking a procurement, whether it is relevant and proportionate to include a question on fair work practices along with other relevant criteria, whilst ensuring the appropriate</p>

	<p>balance between quality and cost of the contract, paying regard to the statutory guidance including the application of the living wage.</p>
<p><b>Promoting compliance with the Health and Safety at Work Act 1974</b></p>	<p>The College is committed to contracting only with suppliers that comply with all appropriate and relevant legislation, including Health and Safety legislation.</p> <p>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.</p>
<p><b>The procurement of fairly and ethically traded goods and services</b></p>	<p>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.</p>
<p><b>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</b></p>	<p>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.</p> <p>The College will work to put in place affordable contracts, which meet the nutritional requirements for all users of our catering services and will use available good practice and guidance such as that made available by The University Catering Organisation (TUCO) and any other relevant bodies.</p> <p>The College utilises APUC and TUCO Framework Agreements for the vast majority of our food and catering requirements, and the products and services under these Frameworks must comply with all relevant legislation and standards.</p>
<p><b>Payment terms</b></p>	<p>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.</p>

	The College will comply with the Late Payment legislation and will review on a contract by contract basis whether such obligations should be enforced and monitored further down its supply chain.
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## 7. Annual Procurement Report

### 7.1. Statutory Requirement

In accordance with requirement of the Procurement Reform (Scotland) Act 2014 the College will publish an Annual Procurement Report as soon as practicable after College's financial year end and will describe as required by the Act how it has discharged its obligations under the Act and how it has exercised discretion and judgement as permitted by the public procurement rules to secure strategic objectives in compliance with the Act.

This report will also provide a commentary on the progress of this Strategy and its Action Plan.

### 7.2. Contents of our Annual Procurement Report

The Annual Procurement Report in compliance with the Act will contain as a minimum:

- 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 the College with respect to its procurement activities and the College will also consider including:
  - A summary of benefits that have had a positive impact on climate change;
  - 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, including how procurement has furthered the College's work with regard to the General Equality Duty;

- What it is doing to improve its performance and impact, drawing on relevant information – for example spend analysis – and what improvements have been achieved since its last report; and
- How it is working with other bodies – for example procurement centres of expertise – to maximise effectiveness and efficiency.

The 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**

The Action Plan consists of a number of specific actions and commitments in relation to each of the strategic objectives and their desired outcomes these are also cross referenced to the relevant section of the Procurement and Commercial Improvement Programme (PCIP).

Progress against this Action Plan (see below) will be regularly monitored by the College's Procurement service and Finance Committee.

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

## Procurement Action Plan

<b>SFC Priority Outcome</b>	<ul style="list-style-type: none"> <li>• <b>Collaboration</b></li> </ul>						
<b>FVC Strategic Plan Value Statement</b>	<ul style="list-style-type: none"> <li>• <b>Leading as a business that is champion for governance, financial control and balanced risk taking</b></li> <li>• <b>Delivering a whole system approach. Simply effective, efficient and consistent</b></li> </ul>						
<b>Scottish Model of Procurement Objective</b>	<ul style="list-style-type: none"> <li>• <b>Maximising efficiency and collaboration</b></li> <li>• <b>Delivering Savings and Benefits</b></li> </ul>						
<b>Procurement Objective 1</b>	<b>Target/Outcome</b>	<b>Main Actions</b>	<b>Benchmark Data/Sources</b>	<b>KPI/Measure</b>	<b>Target Date for Review</b>	<b>PCIP Ref</b>	<b>RAG</b>
<b>To maximise collaborative procurement opportunities in the delivery of value for money and efficiency</b>	To maximise the use of collaborative Framework Agreements and Contracts (CAT A, B and C1)	<ul style="list-style-type: none"> <li>• Review expenditure analysis on an annual basis to identify non-pay expenditure not covered by regulated contract</li> </ul>	<ul style="list-style-type: none"> <li>• Scottish Procurement Information Hub/FVC expenditure analysis</li> <li>• APUC Annual Benefits Statement</li> </ul>	Increase uptake of available Collaborative Framework Agreements and Contracts annually (% of collaborative contracts used)	November 2022 then annually thereafter	<ul style="list-style-type: none"> <li>• Dashboard</li> <li>• Assessment Q2.1</li> <li>• Assessment Q3.3</li> </ul>	
		<ul style="list-style-type: none"> <li>• Develop forward contracting plan and identify opportunities to utilise collaborative opportunities</li> <li>• Identify any sectoral or regional opportunities to collaborate</li> </ul>	<ul style="list-style-type: none"> <li>• FVC expenditure analysis</li> <li>• CoEs and other Publicly funded Bodies Contracts Registers</li> </ul>				
		<ul style="list-style-type: none"> <li>• Further embed collaborative procurement into policies and procedures (aligned to Procurement Journey)</li> <li>• Work with relevant College staff to maximise use of Framework Agreements where possible</li> </ul>	<ul style="list-style-type: none"> <li>• FVC procurement policy and procedures</li> <li>• Framework Agreement information on FVC SharePoint site</li> <li>• Periodic departmental review meetings</li> <li>• Quarterly expenditure reports</li> </ul>				



<b>SFC Priority Outcome</b>	<ul style="list-style-type: none"> <li>• <b>Collaboration</b></li> <li>• <b>Quality, learning, teaching and participation</b></li> </ul>						
<b>FVC Strategic Plan Value Statement</b>	<ul style="list-style-type: none"> <li>• <b>Leading as a business that is champion for governance, financial control and balanced risk taking</b></li> <li>• <b>Delivering a whole system approach. Simply effective, efficient and consistent</b></li> </ul>						
<b>Scottish Model of Procurement Objective</b>	<ul style="list-style-type: none"> <li>• <b>Maximising efficiency and collaboration</b></li> <li>• <b>Delivering Savings and Benefits</b></li> </ul>						
<b>Procurement Objective 2</b>	<b>Target/Outcome</b>	<b>Main Actions</b>	<b>Benchmark Data/Sources</b>	<b>KPI/Measure</b>	<b>Target Date for Review</b>	<b>PCIP Ref</b>	<b>RAG</b>
<b>To further develop a College wide approach to procurement which is co-ordinated, efficient and effective in the achievement of value for money, and which supports the delivery of high quality learning</b>	To increase the number of regulated contracts for College wide use for commonly purchased goods, services and works	<ul style="list-style-type: none"> <li>• Review expenditure analysis to identify categories of goods, services and works which are not currently covered by a College wide contract</li> <li>• Engage with relevant departments/staff to understand common requirements and develop appropriate procurement strategy (including route to market)</li> <li>• Implement College wide contracts, including appropriate contract management approach</li> </ul>	<ul style="list-style-type: none"> <li>• Scottish Procurement Information Hub/FVC expenditure analysis</li> <li>• Stakeholder Focus Groups/Surveys</li> <li>• CoEs and other Publicly funded Bodies Contracts Registers</li> <li>• FVC Contracts Register (website)</li> <li>• FVC SharePoint page (intranet)</li> </ul>	<p>Increase the proportion of annual non-pay expenditure covered by a regulated contract (CAT A, B, C or C1)</p> <p>Increase the number of regulated contracts in FVC Contracts Register</p>	<p>November 2022 then annually thereafter</p> <p>November 2022 then annually thereafter</p>	<ul style="list-style-type: none"> <li>• Dashboard</li> <li>• Assessment Q3.3</li> </ul>	
	To maximise efficiency of processes relating to the requisition and invoicing of goods, services and works	<ul style="list-style-type: none"> <li>• Ensure procurement policy and procedures maximise efficiency relevant to value/risk of purchase</li> <li>• Maximise use of available electronic processes and tools</li> <li>• Reduce the cost of processing orders and invoices throughout the purchasing cycle</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant staff/stakeholder survey/feedback</li> <li>• FVC procurement policy and procedures</li> <li>• P2P purchasing system</li> <li>• Procurement Cards</li> <li>• PCS/PCS-T</li> <li>• P2P purchasing system/Finance system</li> <li>• Finance Reports</li> </ul>	<p>Reduce total number of Purchase Orders and Invoices processed per annum</p>	<p>November 2022 then annually thereafter</p>	<ul style="list-style-type: none"> <li>• Dashboard</li> <li>• Assessment Q2.3</li> <li>• Assessment Q4.1</li> </ul>	
	To improve the awareness of procurement policies and procedures amongst	<ul style="list-style-type: none"> <li>• Introduce a short Procurement induction course on Moodle for relevant new staff</li> </ul>	<ul style="list-style-type: none"> <li>• HR induction plan</li> <li>• Moodle Report</li> </ul>	<p>Total number of FVC staff that have completed the Induction course</p>	<p>July 2022 then annually thereafter</p>		

	relevant College staff and suppliers through various sources of information			Outputs of staff and supplier surveys/feedback (staff)	November 2022 then annually thereafter	<ul style="list-style-type: none"> <li>• Assessment Q1.4</li> <li>• Assessment Q1.5</li> </ul>	
	<ul style="list-style-type: none"> <li>• Introduce periodical review meetings/training opportunities with departments to provide relevant updates</li> </ul>	<ul style="list-style-type: none"> <li>• Records of meetings/training sessions held and relevant information discussed.</li> </ul>	Number of FVC staff attending training sessions on Procurement topics	July 2022 then annually thereafter			
	<ul style="list-style-type: none"> <li>• Improve the awareness of procurement information available for College staff</li> </ul>	<ul style="list-style-type: none"> <li>• Periodical department meetings</li> <li>• Procurement SharePoint page</li> <li>• Relevant staff/stakeholder survey/feedback</li> <li>• E-Focus bulletins</li> </ul>	Increase the satisfaction percentage in the Procurement Satisfaction Survey (staff)	November 2022 then annually thereafter			
	<ul style="list-style-type: none"> <li>• Improve the awareness of procurement information available for suppliers</li> </ul>	<ul style="list-style-type: none"> <li>• FVC website</li> <li>• Supplier survey/feedback as appropriate</li> <li>• Supplier engagement events</li> </ul>	Increase the satisfaction percentage in the Procurement Satisfaction Survey (suppliers)	November 2022 then annually thereafter			
	To ensure that our procurement policies and procedures continue to deliver the requirements of the College in an efficient and effective manner	<ul style="list-style-type: none"> <li>• Introduce new approaches to gathering feedback from College staff about the service provided by Procurement and suggestions for improvement</li> <li>• Continue to review and improve our policies and procedures based on feedback received</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder Focus Groups/Surveys</li> <li>• Procurement SharePoint Page</li> </ul>	Outputs of staff and supplier surveys/feedback (suppliers)	November 2022 then annually thereafter	<ul style="list-style-type: none"> <li>• Assessment Q1.5</li> <li>• Assessment Q1.6</li> <li>• Assessment Q2.3</li> <li>• Assessment Q3.1</li> <li>• Assessment Q3.2</li> </ul>	

<b>SFC Priority Outcome</b>	<ul style="list-style-type: none"> <li>• <b>Collaboration</b></li> <li>• <b>Responsive institutions</b></li> </ul>						
<b>FVC Strategic Plan Value Statement</b>	<ul style="list-style-type: none"> <li>• <b>Leading as a business that is champion for governance, financial control and balanced risk taking</b></li> <li>• <b>Delivering a whole system approach. Simply effective, efficient and consistent</b></li> </ul>						
<b>Scottish Model of Procurement Objective</b>	<ul style="list-style-type: none"> <li>• <b>Maximising efficiency and collaboration</b></li> <li>• <b>Delivering Savings and Benefits</b></li> </ul>						
<b>Procurement Objective 3</b>	<b>Target/Outcome</b>	<b>Main Actions</b>	<b>Benchmark Data/Sources</b>	<b>KPI/Measure</b>	<b>Target Date for Review</b>	<b>PCIP Ref</b>	<b>RAG</b>
<b>To develop sound and useful procurement management information in order to measure and improve procurement and supplier performance in support of College Strategic Priorities and Objectives</b>	To continue to record savings and efficiencies achieved through procurement activity	<ul style="list-style-type: none"> <li>• Record local savings and efficiencies using agreed sector methodology</li> <li>• Review APUC Annual Benefits Statement for savings and efficiencies achieved through Frameworks</li> </ul>	<ul style="list-style-type: none"> <li>• FVC procurement savings report/Hunter database</li> <li>• APUC Annual Benefits Statement</li> </ul>	Annual Report to Senior Management Team showing overall totals of: <ul style="list-style-type: none"> <li>• Cash Savings</li> <li>• Non-Cash Savings</li> <li>• Added Value</li> </ul>	November 2022 then annually thereafter	Dashboard Assessment Q2.3 Assessment Q2.4	
	To report the benefits delivered by the Procurement function in support of College objectives	<ul style="list-style-type: none"> <li>• Preparation of periodic reports that address the aims and objectives of the College, and the requirements of Procurement Reform (Scotland) Act 2014</li> <li>• Prepare Annual Report on performance against Procurement Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• FVC procurement savings report/Hunter database</li> <li>• FVC Contracts Register</li> <li>• Stakeholder Focus Groups/Surveys</li> <li>• PCIP report</li> <li>• Forward Contracting Plan</li> </ul>	Annual Report showing the achievement of strategic objectives in line with the requirements of the Procurement Reform (Scotland) Act	November 2022 then annually thereafter	Assessment Q1.2 Assessment Q2.4	
	To seek to continually improve supplier performance through the management of performance on contracts	<ul style="list-style-type: none"> <li>• Seek feedback from College staff/departments on key suppliers/contracts</li> <li>• Hold periodic supplier reviews with key suppliers and discuss feedback and/or provide feedback to relevant CoE's for Framework Agreements</li> <li>• Seek supplier feedback on performance and opportunities to deliver further improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder Focus Groups/Surveys</li> <li>• Contract KPI's/SLA's</li> <li>• Supplier feedback/performance improvement reports</li> </ul>	Level of staff satisfaction/positive feedback on supplier performance from Focus Groups and Surveys	July 2022 then annually thereafter	Assessment Q3.1 Assessment Q3.2 Assessment Q3.3	

<b>SFC Priority Outcome</b>	<ul style="list-style-type: none"> <li>• <b>Collaboration</b></li> <li>• <b>Public health emergency</b></li> <li>• <b>Climate emergency</b></li> </ul>						
<b>FVC Strategic Plan Value Statement</b>	<ul style="list-style-type: none"> <li>• <b>Leading as a business that is champion for governance, financial control and balanced risk taking</b></li> </ul>						
<b>Scottish Model of Procurement Objective</b>	<ul style="list-style-type: none"> <li>• <b>Delivering Savings and Benefits</b></li> <li>• <b>Maximising efficiency and collaboration</b></li> <li>• <b>Embedding Sustainability in all we do</b></li> </ul>						
<b>Procurement Objective 4</b>	<b>Target/Outcome</b>	<b>Main Actions</b>	<b>Benchmark Data/Sources</b>	<b>KPI/Measure</b>	<b>Target Date for Review</b>	<b>PCIP Ref</b>	<b>RAG</b>
<b>To embed relevant and appropriate procurement strategies to manage or reduce risk to the College.</b>	To understand risks relating to key suppliers/contracts and implement relevant management approach	<ul style="list-style-type: none"> <li>• Embed risk as a key consideration when developing contract/commodity strategy</li> <li>• Through detailed spend analysis, identify supplier/contract risk levels and determine appropriate tactical and strategic approaches to supply markets and contract management</li> <li>• Review the procurement risk register regularly to collate and manage all identified procurement risks</li> <li>• Communicate appropriate risks to Senior Management Team for inclusion in College Risk Register</li> </ul>	<ul style="list-style-type: none"> <li>• FVC Commodity Procurement Strategy in conjunction with relevant FVC staff</li> <li>• FVC Expenditure Analysis</li> </ul>	Review procurement risk register regularly	Quarterly	Dashboard Assessment Q1.5 Assessment Q1.6 Assessment Q3.1	
	To reduce the College's exposure to any forms of risk relating to procurement activity	<ul style="list-style-type: none"> <li>• Embed risk management processes into Policy and Procedures, including:             <ul style="list-style-type: none"> <li>- Schemes of Delegation</li> <li>- Conflict of Interest</li> <li>- Gifts and Hospitality</li> <li>- Counter Fraud</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• FVC procurement policy and procedures</li> <li>• Procurement SharePoint page (intranet)</li> <li>• Periodical departmental meetings</li> </ul>	Total number of FVC staff that have completed the Induction course	July 2022 then annually thereafter		

		<ul style="list-style-type: none"> <li>Continue to communicate Policy and Procedures to all FVC staff involved in procurement activity</li> </ul>	<ul style="list-style-type: none"> <li>Moodle induction</li> </ul>	Number of FVC staff attending training sessions on Procurement topics	July 2022 then annually thereafter		
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<b>SFC Priority Outcome</b>	<ul style="list-style-type: none"> <li>Fair access and transitions</li> <li>Quality, learning, teaching and participation</li> <li>Equalities and inclusion</li> <li>Innovation</li> <li>Collaboration</li> <li>Climate emergency</li> </ul>						
<b>FVC Strategic Plan Value Statement</b>	<ul style="list-style-type: none"> <li>Cultivating a vibrant learning organisation where learners develop skills, achieve qualifications valued by industry and progress seamlessly</li> <li>Instilling an energy and passion for our people, celebrating success and innovation</li> <li>Enhancing our position as the business and community partner of choice</li> </ul>						
<b>Scottish Model of Procurement Objective</b>	<ul style="list-style-type: none"> <li>Embedding Sustainability in all we do</li> <li>Improving supplier access to public contracts</li> </ul>						
<b>Procurement Objective 5</b>	<b>Target/Outcome</b>	<b>Main Actions</b>	<b>Benchmark Data/ Sources</b>	<b>KPI/Measure</b>	<b>Target Date for Review</b>	<b>PCIP Ref</b>	<b>RAG</b>
<b>To embed sound economic, social and environmental procurement policies and to comply with relevant Scottish and UK legislation in performance of the Sustainable Procurement Duty.</b>	To maximise the economic, social and environmental outcomes from our procurement activity	<ul style="list-style-type: none"> <li>Embed sustainability considerations into relevant commodity procurement strategies through the use of the Sustainability Test (including Sustainable Procurement Duty considerations)</li> </ul>	<ul style="list-style-type: none"> <li>Scottish Government Public Procurement Prioritisation Tool</li> <li>FVC Commodity Procurement Strategy in conjunction with relevant FVC staff</li> </ul>	Measure of sustainability benefits secured in contracts awarded, including Sustainable Procurement Duty considerations	November 2022 then annually thereafter	Dashboard Assessment Q1.2 Assessment Q2.2 Assessment Q2.4	
		<ul style="list-style-type: none"> <li>Identify and maximise Community Benefit opportunities from contracts where appropriate</li> <li>Place at least one contract with a Supported Business</li> <li>Seek to maximise opportunities for SMEs and local businesses, particularly for below regulated procurement opportunities</li> </ul>	<ul style="list-style-type: none"> <li>FVC Contracts Register (website)</li> <li>FVC procurement policy and procedures</li> <li>PCS/PCS-T</li> </ul>	Award a contract to a Supported Business	November 2022 then annually thereafter	Dashboard Assessment Q2.4	

	To support the achievement of the College's overall Sustainability targets and objectives	<ul style="list-style-type: none"> <li>Actively participate in the College Sustainability Committee</li> <li>Report on economic, social and environmental outcomes from our procurement activity</li> <li>Maintain Level 2 of Flexible Framework as a minimum</li> <li>Communicate Sustainable Procurement objectives to College stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability Committee actions/Sustainable Procurement KPI's</li> <li>Summary of outcomes contained in Award Recommendation Report</li> <li>Annual Report</li> <li>Flexible Framework Assessment/Action Plan</li> <li>Procurement SharePoint page</li> </ul>	Annual Report showing the achievement of strategic objectives in line with the requirements of the Procurement Reform (Scotland) Act	November 2022 then annually thereafter	Assessment Q1.2	
				Maintain Level 2 of Flexible Framework	July 2022 then annually thereafter		
	Increase supplier engagement in relation to FVC's sustainable procurement objectives	<ul style="list-style-type: none"> <li>Improve information available to suppliers on how to do business with the College, and sustainability objectives</li> <li>Attend supplier engagement events in the Forth Valley area, such as Meet the Buyer</li> </ul>	<ul style="list-style-type: none"> <li>FVC website</li> <li>Supplier survey/feedback as appropriate</li> <li>Supplier engagement events</li> </ul>	<ul style="list-style-type: none"> <li>Increase the satisfaction percentage in the Procurement Satisfaction Survey</li> </ul>	November 2022 then annually thereafter	Assessment Q2.4	

Procurement Objective	KPI	Actual 2018/2019	Target 2019/2020	Actual 2019/2020	Target 2020/2021	Target 2021/2022
1	Increase uptake of available collaborative FW Agreements (% of collaboration frameworks used)	60%	63%	52%	65%	65%
2	Increase the proportion of annual non-pay expenditure covered by a regulated contract	72%	77%	75%	78%	78%
	Increase the number of regulated contracts in FVC Contracts Register	42	50	56	33	33
	Reduce total number of PO's and Invoices processed per annum	Invoices: 8500 POs: 2751	Invoices – reduce by 100 POs – reduce by 100	Invoices: 6479 POs: 1847	Invoices – reduce by 100 POs – reduce by 100	Invoices – reduce by 100 POs – reduce by 100
	Total number of FVC staff completed induction course	4	4	6	6	6
	Outputs of Staff and supplier surveys/feedback (Staff)	11 staff – 91% satisfied	95%	5 staff - 80% satisfied	97%	97%
	Number of FVC staff attending training sessions on Procurement Topics	11 sessions 39 staff	Increase by 50% (including refresher courses)	8 sessions 18 staff	16 staff	16 staff
	<b>Internal staff</b> - increase the satisfaction percentage in the Procurement Survey	11 staff – 91% satisfied	95%	5 staff - 80% satisfied	97%	97%
	<b>Supplier</b> - maintain the satisfaction percentage in the Procurement Satisfaction Survey	4 suppliers responded 75% satisfied	100% satisfied	2 suppliers responded 100% satisfied	100% satisfied	100% satisfied
	Outputs of staff and supplier surveys/feedback (Supplier)	75% satisfied	100% satisfied	100% satisfied	100% satisfied	100% satisfied
3	Annual report to SMT – showing cash savings Non cash savings Added value	Report presented to SMT on 12 November 2019	November 2020	Annual procurement report presented in November 2020	November 2021	By end of December 2022
	Annual report showing achievement of strategic objectives in line with requirements of Procurement Reform (Scotland) Act	Report presented to SMT on 12 November 2019	November 2020	Annual procurement report presented in November 2020	November 2021	By end of December 2022
	Level of staff satisfaction/positive feedback on supplier performance from Focus Groups and Surveys	6 survey responses from staff – all positive feedback	Aim for 100% positive feedback	5 survey responses from staff – 60% positive feedback	Maintain Level of Positive Feedback – 100%	Maintain Level of Positive Feedback – 100%
4	Review Procurement Risk Register regularly (update to show Bi-annually)	Reviewed March 2019	Review March 2020	Reviewed March 2020	Review March 2021	Review March 2022
	Total no. of FVC staff that have completed induction course	4	Increase by 50%	6	6	6
	Number of FVC staff attending training sessions on different Procurement topics	11 sessions 39 staff	Increase by 50%	8 sessions 18 staff	16 staff	16 staff

5	Measure of sustainability benefits secured in contracts awarded, including Sustainable Procurement Duty considerations	3	3	4	3	3
	Award a contract to a Supported Business	0	1	1 (below regulated)	1	1
	Annual Report showing the achievement of strategic objectives in line with the requirements of the Procurement Reform (Scotland) Act	November 2019	November 2020	Annual procurement report presented in November 2020	November 2021	By end of December 2022
	Maintain Level 2 of Flexible Framework	July 2019	July 2020	Level maintenance – July 2020	July 2021	July 2022
	Maintain the percentage in the Procurement Supplier Satisfaction Survey	50% satisfied (4 supplier responses)	Achieve 100% (see objective 2)	100% Satisfied (2 supplier responses)	Maintain Level of Positive Feedback – 100%	Maintain Level of Positive Feedback – 100%