

Procurement Strategy and Action Plan 2016 - 2020

Foreword by David Reeves, Director of Finance

This Strategy has been designed to ensure legislative compliance with the Procurement Reform (Scotland) Act 2014¹ and other relevant legislation and is aligned with the University's key strategic aims as detailed in Strategic Plan 2015-2020².

The key elements of the new legislation:

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

The Procurement team at Abertay were employed in April 2016 following a procurement skills gap of approximately 2 years. The procurement function at Abertay is therefore still relatively immature and requires time to review and embed policy and procedures. The Action Plan appended has been designed to allow realistic improvements and to meet the key elements of legislation.

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 University working in partnership with our Procurement team and collaboratively with our partners across the wider education and public sector.

This Strategy sets us challenging but realistic goals for the development of our procurement activities to July 2020 which will be subject to regular and transparent review and amendment, where necessary.

Working together we can significantly contribute to the future sustainability of the University through the reinvestment of resulting savings and efficiencies from our procurement activities to enhance our students learning experiences and outcomes and meet our aspirations as set out in our University's Strategic Plan.

1. [Procurement Reform \(Scotland\) Act 2014](#)
2. [Abertay University Strategic Plan](#)

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1 Formation and approval of our Procurement Strategy

This Strategy has been informed by the Scottish Procurement's statutory guidance under the Procurement Reform (Scotland) Act 2014¹ with the support of APUC³, the procurement centre of expertise for Scotland's Colleges and Universities.

The Strategy was approved by the University's Director of Finance and subsequently published on our external facing website.

The Director of Finance, Procurement Manager and the Purchase to Pay Steering Group will as a minimum, review this Strategy annually in compliance with the Procurement Reform (Scotland) Act 2014¹, thus maintaining the alignment of our procurement activity with our broader priorities and allow the University where necessary to revise the Strategy and its related Action Plan.

See Annex A at the end of this document for a concise summary of the application of the Procurement Reform Act and the Public Contracts (Scotland) Regulations 2015⁴ and the key strategic and operational requirements therein.

2 Context

This Procurement Strategy provides the framework within which the procurement activities of the University can develop and help support our strategic purpose, principles and aims. It can also be understood as a procurement improvements journey based on a clear understanding of where the University 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 University is now legally required to have and maintain a procurement strategy as part of the requirements of the Procurement Reform (Scotland) Act 2014¹, 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.

Abertay University Commercial Spend

The following spend data has been extracted from the Scottish Procurement Information Hub⁵ following their analysis of the University's supplier invoice payments for the year 2015-16.

3 [APUC](#)

4 [Public Contracts \(Scotland\) Regulations 2015](#)

5 [Scottish Procurement Information Hub](#)

Spend Analysis		£	%
Total Spend 2015-16		£5,704,423	100%
Above Regulated *(£50,000) Threshold		£2,639,926	46%
Below Regulated *(£50,000) Threshold		£3,064,497	54%
Spend by Supplier Location			
Supplier Operating in Tayside Central & Fife		£1,396,794	25%
Supplier Operating in other Scotland		£1,100,125	19%
Supplier Operating Other Areas		£3,207,504	56%

*Supplier total spend in year, above or below the £50,000 "regulated" procurement threshold as required by the Procurement Reform (Scotland) Act 2014.

This Strategy recognises that our procurement practice is based on the Scottish Model of Procurement⁶ 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 raising an awareness of the benefits of using collaborative contracts, and supporting internal stakeholders to improve planning and management their procurement activity. There is also an emphasis on increasing contract and supplier management and engagement with suppliers and staff to embed a sound ethical, social and environmental approach within the University's procurement function.

3 Procurement Mission

Our procurement mission is to support the University's Strategic Plan² by working with Schools and Services to ensure they have the tools they require to meet and exceed their innovative and inclusive teaching, research and knowledge exchange activity. By improving planning and collaboration we will seek to achieve value for money through continually improving our sustainable procurement practice.

4 Procurement Policy

Our Procurement policy is largely based on the Scottish Government's Procurement Journey⁷. 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.

A Purchasing and Procurement Manual communicates the University's procurement policies and procedures to staff and identifies procurement and buying staff roles and responsibilities.

6. [Scottish Model of Procurement](#)

7. [Procurement Journey](#)

Policy is essentially about maintaining the integrity of process and combined with this Strategy will set out the University's strategic approach to procurement.

5 Strategic Procurement Objectives

Our strategic procurement objectives as defined below form the core of our Procurement Strategy. Each objective is mapped to the four strategic areas aligned to the Scottish Model of Procurement⁶:

- Removing barriers
- Delivering savings and benefits
- Maximising efficiency and collaboration
- Embedding sustainability in all we do

These areas can be aligned with SFC's Strategic Aims as further detailed in the University's Outcome Agreement⁸, namely:

1. Providing access to people from the widest range of backgrounds
2. Delivering high quality, efficient and effective learning
3. Delivering the right learning in the right place
4. Creating a developed workforce for the region
5. Maintaining a research base that is internationally competitive
6. Engaging in industry-industry collaboration
7. Creating a sustainable institution.

Objective 1

To work with internal budget holders, academic and support service colleagues and suppliers to deliver innovation and best value to the University, through the continuing development of effective and co-ordinated purchasing processes.

[Removing barriers; Efficiency and collaboration; Savings and benefits]

Objective 2

To seek out professional development opportunities to enrich and enhance experience and capability of procurement practitioners.

(Capability; Efficiency and collaboration)

Objective 3

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

[Savings and benefits; Efficiency and collaboration]

8. [Abertay University Outcome Agreement](#)

Objective 4

To work with our internal stakeholders and suppliers to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of customers and students.

[Efficiency & collaboration; Savings and benefits]

Objective 5

To develop sound and useful procurement management information in order to measure and improve procurement and supplier performance and to improve co-ordinated procurement planning

[Efficiency and collaboration; Removing barriers; Savings & benefits]

Objective 6

To embed sound ethical, social and environmental policies within the University's procurement function and to comply with relevant Scottish and EU legislation through compliance with the Sustainable Procurement Duty.

[Sustainability; Capability]

These objectives are measured and supported in three ways; through the Procurement Action Plan within this Strategy (section 8), through our involvement in the Scottish Government's Procurement and Commercial Improvement Programme (PCIP)⁹ and through the publication of an Annual Procurement Report (section 7).

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

6.1 Introduction – as required by the Act the University must comply with a small number of general duties and some specific measures which will be embedded in our Action Plan (section 8) and are listed below:

6.2 Contribute to the carrying out of our functions and the achievement of our purposes

The University will analyse its supplier spend on a quarterly and annual basis and identify regulated procurements (both PRSA and EU thresholds).

In addition, the University will identify regulated procurements by Proc-HE Commodity category and give consideration to the effectiveness of these procurements in consultation with key stakeholders and contract managers.

The alignment to the University's Strategic Plan² and also their contribution to the National Outcomes as detailed in the University's Regional Outcome Agreement⁸ will be considered.

Consultation will take place when developing a procurement strategy for regulated procurements.

9. [PCIP](#)

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

6.3 Deliver value for money

The University will:

- Complete commodity strategy documents for regulated procurements, following the Procurement Journey⁷ principles.
- Use available management information and key stakeholders specialist knowledge to identify spend by commodity category.
- We shall aggregate spend by category and where appropriate identify tendering opportunities.
- Regulated procurements shall undertake risk assessment and opportunities for improved contract performance and demand management shall be identified.
- Collaborative contracts shall be used where they provide benefit and improved contract terms.
- We shall undertake proportionate contract management practices, addressing qualitative shortfalls.
- We shall promote sustainability, where relevant within our tendering activity and during the life of contracts.

Creation of a P2P Steering Group has allowed the University to consider its operational activities in the Purchase-to-Pay cycle and the continuation of this group and the expertise therein will see further improvement and efficiencies in the activities of staff whilst improving and standardising the service for external stakeholders.

6.4 Treating relevant economic operators equally and without discrimination

The University will conduct all its regulated procurements in compliance with the principles of the Treaty on the Functioning of the European Union; equal treatment, non-discrimination, transparency, proportionality and mutual recognition.

All regulated procurements will be posted on portals such as Public Contracts Scotland (PCS)¹⁰ and Public Contracts Scotland-Tender (PCS-T)¹¹ 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.

10. [PCS](#)

11. [PCS-T](#)

The University shall publish a public facing Contract Register which includes lower value opportunities which smaller, local organisations may have an interest in bidding.

6.5 Acting in a transparent and proportionate manner

All regulated procurement shall be advertised within the PCS¹⁰ portal. Appropriate lotting and output based specifications will be used.

The University will actively take steps to make it easier for smaller and local businesses to bid for contracts through:

- Use of PCS¹⁰ and Quick Quotes
- Providing information on third party training opportunities to build suppliers capacity to better navigate the public tender process
- Publishing a contracts register to highlight contracts that local suppliers may be interested in bidding for.

6.6 The Sustainable Procurement Duty¹²

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

To support compliance with the duty the University will endeavour to make use of some available tools and systems such as the Scottish Public Procurement Prioritisation Tool, the Sustainability Test, Life Cycle Impact Mapping, the Scottish Flexible Framework as well as APUC's Code of Conduct, Sustain and Electronics Watch, where relevant and proportionate to the scope of the procurement.

6.7 Policy on the use of community benefits

The University will consider for each of its procurements over £4m how it can improve the economic social or environmental wellbeing of the Tayside region through the inclusion of community benefit clauses.

Examples of the scope of community benefits clauses will include the delivery of training opportunities to students or subcontracting opportunities within Tayside region relevant and proportionate to the particular procurement. Where possible and proportionate, such clauses may also be included in procurements below £4m.

12. [Sustainable Procurement Duty](#)

6.8 Consulting and engaging with those affected by its procurements

The University will consider each procurement, the community affected by the resultant contract and seek to consult with those affected (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 University's procurement practice.

6.9 The Living Wage¹³

The University recognises the value of a well-motivated and dedicated workforce both in its own organisation and in those of its suppliers. Abertay University pays the living wage to staff although is not currently an accredited living wage employer. In compliance with the Act the University will consider, before undertaking a regulated procurement, whether it is relevant and proportionate to include a question on fair work practices along with other relevant criteria, whilst ensuring the appropriate balance between quality and cost of the contract, paying regard to the statutory guidance including the application the living wage.

6.10 Promoting compliance with the Health and Safety at Work Act 1974¹⁴

The University 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 University also seek to assess the compliance of subcontractors.

The ESPD (Scotland)¹⁵ shall be used for all regulated procurements.

For suppliers entering University premises, it is a requirement that notification is given in advance to the Health & Safety manager or Estates and Campus Manager to provide a work permit and assess any H&S requirements.

6.11 The procurement of fairly and ethically traded goods and services

The University 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 regulated 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.

13. [The Living Wage](#)

14. [H & S at Work Act](#)

15. [ESPD \(Scotland\)](#)

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

The University will work to put in place affordable contracts, which meet the nutritional requirements for food for all users of our catering services.

6.13 Payment terms

The University recognises the importance of paying suppliers promptly once a service has been performed or goods delivered and that late payment is particularly detrimental to SMEs, third sector bodies and supported businesses.

The University 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.

7 Annual Procurement Report

7.1 Statutory Requirement

In accordance with requirement of the Procurement Reform (Scotland) Act 2014¹ the University will publish an Annual Procurement Report as soon as practicable after University's financial year end and will describe as required by the Act how it has discharged its obligations under the Act and how it has exercised discretion and judgement as permitted by the public procurement rules to secure strategic objectives in compliance with the Act.

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

7.2 Contents of our Annual Procurement Report

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

- 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 University 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 University expects to commence in the next two financial years
- Such other information as the Scottish Ministers may by order specify.

The University 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 University'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)⁹.

Progress against this Action Plan (see section 8.2 below) will be regularly monitored by the Finance & Corporate Performance 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 University's procurement activity with its broader priorities.

8.2 Action Plan

Objective 1	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
To work with internal budget holders, academic and support service colleagues and suppliers to deliver innovation and best value to the University, through the continuing development of effective and co-ordinated purchasing processes.	Scrutinise annual expenditure analysis to improve use of Cat A, B and C1 collaborative contracts and identify collaborative regulated procurements and categorise.	Numbers and monetary values for A, B and C1 business. Number and value of contracts covered by register.	Quarter 4 2016-17 and quarterly	Snr Procurement Manager	HIGH	Dashboard 2.1 3.3	
	Produce appropriate purchasing guidance for staff use to enable coordinated and standardised purchasing and to ensure visibility of existing collaborative contracts.	Increased use of A, B and C1 contracts year on year. Reduced avoidable non-contract spend	Quarter 4 2016-17 and quarterly	Snr Procurement Manager	MEDIUM	Dashboard 2.1 3.3	
	Regular P2P Steering Group meetings, including lead buyers engagement to ensure collaborative approach to development.	Notes of meetings and actions.	Quarterly	Snr Procurement Manager Director of Finance		1.1	
	Creation of Procurement Group to widen communication channels within the University and raise awareness of policy, increase procurement representation and identify potential benefits.	Notes of meetings and actions.	Quarter 3 2016-17 and quarterly	Snr Procurement Manager Heads of School/Service		1.1 1.2	
	Embed procurement best practice and ethical values. Use internal and external training resources.	Details of training delivered and numbers involved. Availability of guidance.	Annual review	Snr Procurement Manager		1.4	
	Develop communications plan and methodology to engage wider audience and get buy-in to procurement	Stakeholder engagement record	Annual and ongoing	Snr Procurement Manager		1.5	
	Align procurement team procedures to the Procurement Journey.	Evidenced by procurement policy and procedures	Ongoing	Snr Procurement Manager	HIGH	2.1	
Develop forward contracting plan and contract/project strategies and relate these to sectoral, regional and national contracting plans.	Number and value of planned regulated contracts to be reviewed as potential collaborative opportunity. Annual Report	Annual Contracting Priorities	Snr Procurement Manager	MEDIUM	1.2 2.1		

Objective 2	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
<p>To seek out professional development opportunities to enrich and enhance experience and capability of procurement practitioners</p>	<p>Provide appropriate procurement training to staff involved in purchasing and procurement activity to increase knowledge and awareness of policy and legislation.</p> <p>Provide best practice guidance to staff.</p>	<p>Register of trained staff</p> <p>Availability and content of Purchasing & Procurement Manual and other guidance.</p>	<p>Ongoing and Annual Report</p>	<p>Snr Procurement Manager Heads of School/Service</p>	<p>HIGH</p>	<p>1.3 1.4</p>	<p style="background-color: green;">RAG</p>
	<p>Procurement staff to undertake CIPS or equivalent training.</p> <p>Procurement staff to undertake Procurement Competency Framework bi-annually. Development areas to be taken forward and reviewed on a 6 monthly basis through PRD.</p> <p>Performance Review and Development (PRD) undertaken on yearly basis with 6 month reviews, including recognition of training needs.</p>	<p>Number of CIPS/or equivalent qualified staff per £m of influenceable spend.</p> <p>Outputs from PCF</p> <p>Records of staff training linked to PCF development areas.</p> <p>PRD documentation</p>	<p>Annual Report</p> <p>PCF complete by Q3 16-17 and bi-annually thereafter with tie in to PRD process.</p>	<p>Snr Procurement Manager</p>	<p>MEDIUM</p>	<p>1.5</p>	<p style="background-color: orange;">RAG</p>

Objective 3	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
<p>To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities.</p>	<p>Analyse organisational expenditure data to:</p> <ul style="list-style-type: none"> • Identify annual spend covered by Cat A, Cat B, Cat C1 and local Cat C contracts; • Categorise spend by PROC-HE commodity type; • Identify non-contract spend above regulated contract thresholds. • Identify opportunities to use framework agreements <p>Identify regulated contracts in place with agreed strategies.</p> <p>Review expenditure on goods and services covered by duplicate contracts and remove duplicated effort where feasible and beneficial e.g. use of framework agreements</p>	<p>Total expenditure on projects, goods and service and % 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>% of total expenditure covered by a contracts register</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 > £50k and works > £2m)</p> <p>% savings, cost avoidance or other efficiencies i.e. cash and non-cash savings</p> <p>Totals of maverick and compliant expenditure in last FY</p>	<p>Annual and Ongoing</p>	<p>Snr Procurement Manager Heads of School/Service</p>	<p>HIGH</p>	<p>Dashboard 2.1 2.2 3.3</p>	

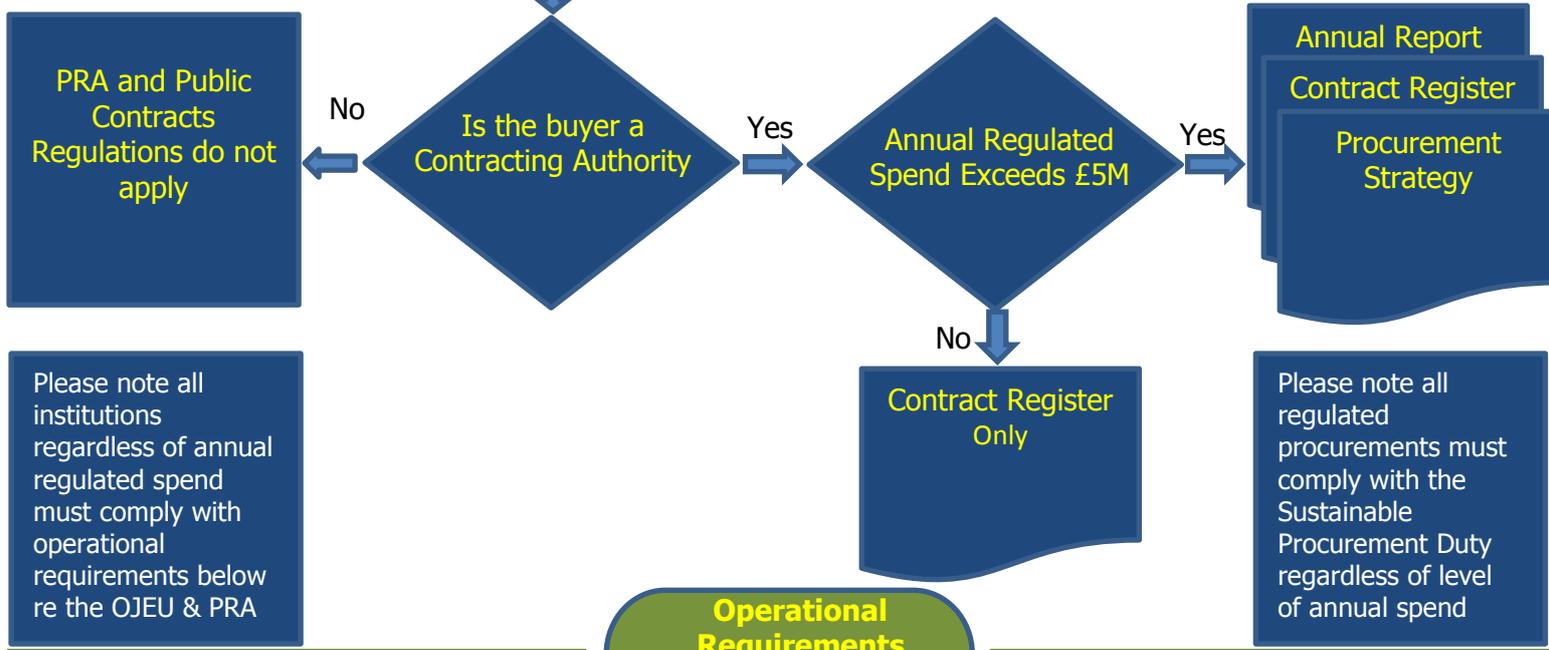
	Train organisation staff on best procurement practice including appropriate approaches to regulated procurements in use of specifications, selection and award criteria and ensure training is maintained in line with duties	Record of staff attending individual training events	Training provided according to needs assessment	Snr Procurement Manager Heads of School Service	MEDIUM	Dashboard 2.2 2.3	
	Apply appropriate levels of contract and supplier management processes to all regulated procurements securing service improvement and/or opportunities for innovation Establish contract management control and review processes	Surveys and feedback from key buyers on supplier and contract performance Annual report on contract improvements/ Innovation	Annual & Ongoing	Snr Procurement Manager Key buying schools/services	MEDIUM	1.2 3.1 3.2 3.3	
	Develop commodity strategy strategies for regulated procurements in line with the Procurement Journey	Annual report	Ongoing	Snr Procurement Manager Heads of School/Service	MEDIUM	2.1	

Objective 4	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
To work with our internal stakeholders and suppliers to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of customers and students	Produce contract strategy documents for regulated procurements, identifying and documenting appropriate management of risk. Develop lessons learned methodology for key contracts.	Procurement commodity strategies for regulated procurements	Ongoing	Snr Procurement Manager	MEDIUM	Dashboard 1.3	
	Through expenditure analysis, identify supplier risk levels and determine appropriate tactical and strategic approaches to supply markets and management	%s of 'significant' suppliers falling into rethink strategic control leverage positioning categories	Target date June 2017 & Ongoing	Snr Procurement Manager Heads of School/Service	HIGH	3.1	
	Implement a procurement risk register using high/medium and low risk assessment methodology	Risk register data	Target date June 2017 & Ongoing	Snr Procurement Manager University Senior Management Team	HIGH	1.6	

Objective 5	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
To develop sound and useful procurement management information in order to measure and improve procurement and supplier performance and to improve co-ordinated procurement planning	Optimise use of e-Procurement Tools and review procurement ICT options to improve availability of purchasing and procurement management information, and standardise processes for suppliers and staff.	ICT development "e-roadmap" Benefits reports on: <ul style="list-style-type: none"> • Reduced transactional costs • Increased management information • Reduced manual processes • Time savings in order-to-delivery 	Q4 2016-17 & Ongoing	Snr Procurement Manager Director of Finance ICT	HIGH	1.5	
	Adopt efficiency measurement model to record efficiencies generated by procurement activity	Measures of <ul style="list-style-type: none"> • Price reduction. • Added value. • Risk reduction. • Process re engineering. • Sustainability. • Cash Savings. 	Annual	Snr Procurement Manager	HIGH	2.3	
	Carry out annual customer satisfaction questionnaires on procurement function and supplier performance.	Analysis of periodic surveys analysed to show satisfaction trend analysis	Periodic	Snr Procurement Manager	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	Annual – as soon as practicable after each FY	Snr Procurement Manager	HIGH	1.2	

Objective 6	Main Actions & Commitments	KPI's/Benchmark Data	Completion Date	Responsibility	Priority H/M/L	PCIP Ref	RAG
To embed sound ethical, social and environmental policies within the University's procurement function and to comply with relevant Scottish and EU legislation through compliance with the Sustainable Procurement Duty.	Set out the organisational policy on how regulated procurements are to be undertaken in compliance with the sustainable procurement duty	Number and value of relevant contracts as % of total regulated contracts	Mid 2017 then Annual Reporting	Snr Procurement Manager	HIGH	1.2 2.2 2.4	Red
	Use appropriate tools to analyse opportunities to maximise social, economic and environmental outcomes through procurement action	Measure of sustainability outcomes	Mid 2017	Snr Procurement Manager	HIGH	1.2 2.2 2.4	
	Apply the prioritisation methodology, Flexible Framework, SUSTAIN etc. or similar to develop action plans, contracting strategies and to focus resources	Progress on achieving the Flexible Framework	End 2017	Snr Procurement Manager APUC	MEDIUM	1.3	
	Embed sustainable procurement duty in processes to take full consideration of whole life costs, environmental and social impacts in assessment of value for money, within commodity strategies, tender docs and evaluation criteria	Number and value of contracts with sustainability objectives and criteria embedded as % of relevant total	Annual report	Snr Procurement Manager APUC	HIGH	2.3 2.4	Orange

Strategic Requirements All Start Here



Operational Requirements All Start Here

