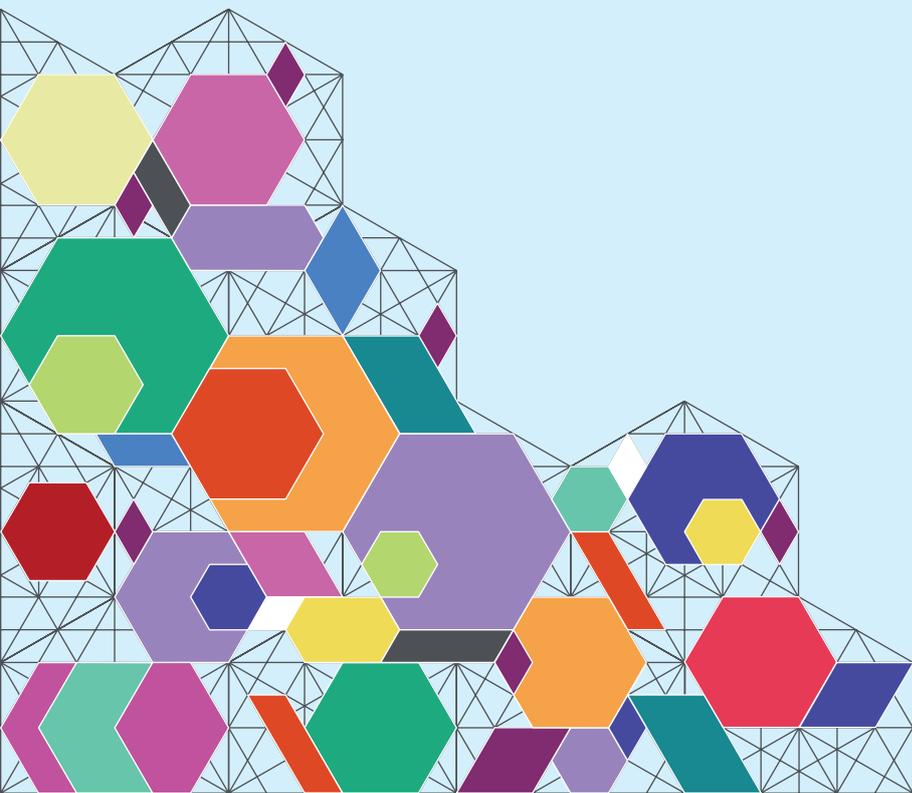


START
TOMORROW
TODAY

Procurement Strategy



Procurement Strategy 2017-2020

1. Inverness College UHI Purpose, Vision, Values and Commitments

OUR PURPOSE

Inverness College UHI will have a transformational impact on the development and prospects of the Highlands and Islands region through the provision of excellence in education, training and research, encouraging individual attainment and driving economic and community development.

We will inspire each other, and our community, providing a safe and supportive environment within which we nurture ambition at every opportunity.

We will enrich our Highland community and have national and international reach, putting Inverness College UHI and the University of the Highlands and Islands on the world map and encouraging inward migration.

OUR VISION

We will be recognised as a centre of excellence, working with partners to deliver a coherent education system founded upon:

- Inclusive practice that encourages participation and closes the attainment gap;
- Courses of excellent quality that respond to industry demand;
- Seamless pathways through all levels of education;
- Research that informs teaching and drives regional innovation.

We will achieve this by creating a dynamic and progressive environment, which promotes effective teamwork, dispersed leadership and creativity.

OUR VALUES

Our values define who we are, our expectations of ourselves and of each other. They describe how we interact with one another and how we interact with our students and partners.

The values that underpin the culture of Inverness College UHI are:

- **Respect**
- **Integrity**
- **Accountability**
- **Passion**

These values underpin our behaviours at work and the commitments we make to ourselves and one another.

OUR COMMITMENTS

We will operate in an environment of mutual respect, behaving professionally at all times;

We will act with integrity, being honest and transparent in our work and putting the interests of our students first;

We will be accountable for our actions, do what we say we will do and exceed expectations;

We will be passionate in our work and in our ambition for our students, our college and our university.

2. Introduction

This strategy aligns closely with the Inverness College Strategic Plan and that of the University of the Highlands and Islands working towards the Scottish Government's overarching strategic outcomes as outlined by Public Procurement in Scotland (PPS) to accelerate the pace of change and the delivery of benefits, embedding public policy strategic aims into business as usual.

Overall Estates spend is one of the largest budgets in the College. All spend will be procured within the Public Sector Procurement guidance and contracts will be rationalised across campuses wherever possible. This will enable the College to build relationships with key contractors and more effectively manage contracts across the Estate. It will also ensure that best value for money is achieved through improved bargaining power. The regional approach to procurement will also assist in this regard. Specifically, the College will use Government negotiated contracts and frameworks wherever possible and will ensure that energy and water are procured through these frameworks. The Procurement Strategy provides further detail on how procurement is managed across the College'

Information Communication and Technology (ICT) is also a high spend area in which a number of national framework agreements are used. The Procurement Strategy is aligned with the ICT Strategy

The institutional spend of Inverness College UHI on bought in goods and services is circa £4.5m per annum. At all times, Inverness College is committed to obtaining value for money in all of its transactions, and in conducting its daily business staff must always implement the institution's wider responsibilities in terms of legal, moral, social, economic and environmental impact. Effective procurement will support the key institutional objectives outlined in the strategic plan.

Best value procurement will:

- Be transparent.
- Be driven by desired results.
- Create the most economically advantageous balance of quality & cost.
- Reduce the burden on administrative and monitoring resources.
- Lead to simplified or routine transactions.
- Encourage open and fair competition.
- Follow all appropriate regulations and legislation.

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 Inverness College Strategic Plan.

The key elements of the new legislation:

- require us to maintain a public contracts register on our external website
- increase the scope of our regulated procurements
- 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 4 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 and services on behalf of Inverness College working in partnership with our Procurement Team and collaboratively with our partners across the wider education and public sector.

Working together we can significantly contribute to the future sustainability of the College through the reinvestment of resulting savings and efficiencies from our procurement activities to enhance our students learning experiences and outcomes and meet our aspirations as set out in our College's, Mission, Vision, Values and Ambitions by 2021. The intention of this Procurement Strategy is to set out a number of key objectives to encourage, monitor and deliver the most effective procurement processes in alignment with the College Strategic Plan 2017-2020.

In line with government guidance, this will be a 4-year strategy with an appended action plan outlining key priorities for the 12 months following publication, to be updated annually.

3. Formation and approval of our Procurement Strategy

The formation of this Strategy is the culmination of consultation and engagement with a wide range of staff involved in procurement as well as external stakeholders and guided by the UHI Strategic Procurement Team.

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 20th June 2017 and subsequently published on our external facing website.

We will review this Strategy annually as a minimum 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 Action Plan will be reviewed annually and the UHI Strategic Procurement Team will provide support and guidance to ensure compliance with the Procurement Reform (Scotland) Act 2014.

Appendix 1, at the end of this document gives a concise summary of the application of the Procurement Reform Act and Public Contracts (Scotland) Regulations 2016 and the key strategic and operational requirements therein.

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

The College aligns its procurement strategy with 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.

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 stakeholders both internal and external.

5. Procurement Procedures

Our Procurement Procedures set out the operational framework of how we conduct our procurement activity and are largely based on the Scottish Government's Procurement Journey. This will facilitate our regulated procurements being conducted in accordance with best practice in a legally compliant manner that is consistent with the rest of the Scottish public sector in achieving value for money for our stakeholders.

6. Strategic Procurement Objectives

Our strategic procurement objectives as defined below form the core of our Procurement Strategy. They pay regard to the five strategic areas defined by the Public Procurement Reform Board (PPRB): Sustainability, Access, Efficiency and Collaboration, Savings and Benefits and Capability, which in turn have been aligned with SFC's Strategic Aims as further detailed in the College's Regional Outcome Agreement, namely:

- Ensuring an efficient regional structure
- Delivering high quality and efficient learning
- Providing access to people from the widest range of backgrounds
- Delivering the right learning in the right place
- Creating a developed workforce for the region and
- Creating a sustainable institution.

Our strategic focus for the period of this strategy will therefore be as follows:

- We will ensure compliance with the general duties and specific measures of the Procurement Reform (Scotland) Act 2014.
- We will deliver value for money – value for money as defined by the Scottish Model of Procurement is not just about cost and quality, but is also about the best balance of cost, quality and sustainability.

Through our Procurement Policy and practice, we will seek to consistently apply the above principle albeit the balance of cost, quality and sustainability will vary for a regulated procurement depending on the particular commodity, category and market.

We will evaluate the whole-life cost of what is being procured and when applying the above principle of value for money, ensure that we do so in a clear, transparent and proportionate manner; in line with the Treaty on the Functioning of the European Union of equal treatment, non-discrimination, transparency, proportionality and mutual recognition and in compliance with the general duties of the Act as well as the sustainable procurement duty.

- In compliance with the Procurement Reform Act we 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 College but the wider region of the Highlands.

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

- We will consult and engage with those affected by our procurements – we 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. In each procurement we will always take into account the community affected by the resultant contract and ensure any affected organisations/persons are consulted (e.g. impact on service for students, or a local contract that could be combined with other similar institution's needs).

Such consultation will always be on a scale and approach relevant to the procurement in question.

- We will analyse our third party expenditure, identify 'EU regulated procurements' [Goods and Services worth more than £164,176 and Works worth more than £4,104,394 (OJEU Thresholds that apply to the College as an "other public sector contracting authority")] and 'lower value regulated procurements' [Goods and Services worth more than £50,000 and Works worth more than £2 million (Procurement Reform Act 2014)].

In addition, we will sort regulated procurements into procurement categories and provide effective consultation that aligns individual procurement strategies with our own aims and objectives and in turn, their contribution to the National Outcomes as detailed in our Regional Outcome Agreement.

Finally, we will embed the effective use of contract and supplier management to monitor and further improve the regulated procurement contract outcomes.

- We will conduct all of our 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 and will conduct early engagement with the supply market where relevant prior to the publication of a contract notice.

All regulated procurements will be posted on portals such as Public Contracts Scotland (PCS) and Public Contracts Scotland-Tender (PCS-T) and shall strive to ensure the appropriate use of separate lots with straightforward output based specifications and clear evaluation criteria to ensure the procurement is accessible to as many bidders as possible.

- We 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.

We will work to put in place affordable contracts, which meet the nutritional requirements for food for all users of our catering services and will use available good practice and guidance such as "Catering for Change – Buying food sustainably in the public sector".

With specific reference to the aims identified within Inverness College Strategic Vision 2017-2020:

Aim 1: Opportunity and growth in student Life - We will build a vibrant campus community that all of our students are proud of, and within which they are engaged and supported to reach their potential. We will strengthen our existing relationships between our students, staff, employers and the wider community to further increase student participation and the student voice.

- We will purchase value for money quality and innovative products through the procurement process to enhance the learning environment for our students.
- We will focus on student considerations when purchasing goods and services to ensure the outcomes meets or exceeds the need.

Aim 2: Opportunity and growth in Organisational Development - As a highly regarded organisation, we will attract and retain talented employees committed to achieving shared goals. We will create a supportive, collaborative and dynamic environment where students and staff are inspired to learn and develop. Our high performance culture will be underpinned by a dispersed leadership model within which teams are empowered to deliver and share accountability for outcomes.

- We will educate all staff with devolved purchasing authority through effective communication streams and training events.
- We will support our procurement staff to develop and maintain their procurement knowledge in terms of best practice and legislation requirements
- We will work with Centres of Expertise to embed best practice procedures in our procurement processes
- We will endeavour to embed the principles of effective contract management across the organisation, providing guidance and training where appropriate, focussing on high spend and high-risk areas.

Aim 3: Opportunity and growth in research and innovation - We will build upon our successes in research by strengthening our impact and excellence and growing our regional and international reputation. We will continue to support and grow an innovative and inspired postgraduate researcher community. Our research will directly inform innovation and entrepreneurship activity in key sectors regionally and internationally.

- We will enable innovative solutions to be purchased through using the most relevant procurement route and tools whilst supporting the research community to meet or exceed their requirements.
- We will include innovation evaluation criteria where relevant within our tendering exercises

Aim 4: Opportunity & Growth in Sustainability - We will ensure our continuing financial stability by developing income streams and promoting efficient, effective service delivery. We will work collaboratively to enhance the prosperity of the regional economy. We are

committed to acting responsibly by protecting our environment, maintaining and developing our infrastructure and managing our risks.

- Where appropriate we will maximise community benefits through the tendering process such as the introduction of apprenticeships and work experience for students as well as promoting value added services to enhance the college and local area.
- Regulated procurement exercises will be evaluated using; quality, risk, sustainability and cost factors.
- We will maximise the opportunities presented by the implementation of the new finance system (2017) and we aim to ensure financial stability through promoting an efficient and effective service delivery. The new finance system will deliver efficiencies in the finance process.
- We recognise that the move to e-invoicing will be a journey the College undertakes. We will ensure that e-Invoicing is implemented by November 2019 at the latest in line with EU and governmental legislative requirements.
- We will use available tools such as the Flexible Framework and Life Cycle Impact Mapping to ensure that, where appropriate, all environmental, social and economic issues are assessed as well as the benefits that can be delivered.
- We will enhance our efficiency through effective engagement with our partners both in UHI, the wider education sector and the public sector in general maximising collaborative opportunities
- We will continue to engage with local businesses and employers who are part of our community and seek to demonstrate transparency and fairness in the way in which the College carries out procurement and awards contracts for its services and goods.
- We will publish a contracts register to highlight contracts that local suppliers may be interested in bidding for.
- We will embed and promote the APUC Supply Chain Code of Conduct
- As an accredited Living Wage employer, we will make specific reference within tender documentation to meet the requirements of the Scottish Government's Fair Work Practice Act and Modern Slavery Act 2015.
- We are committed to working with suppliers that comply with all relevant legislation, including Health and Safety legislation. Where appropriate and on a contract-by-contract basis, we will ensure that bidders are fully compliant with such legislation. Where proportionate, we will also seek to assess the compliance of subcontractors, as this is a legal requirement on regulated exercises.
- We recognise 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. We will comply with Late Payment legislation and will review on a contract-by-contract basis whether such obligations should be enforced further down its supply chain.

- To ensure effective risk management in relation to procurement activities, we will develop a procurement risk register that will identify commercial and reputational risks and the appropriate control measures required to mitigate them.
- We will support the sourcing of goods that are fairly and ethically traded. Where directly relevant we will make use of appropriate standards and labels in our procurements to take account of fair and ethical trading requirements as well as considering equivalent offerings from suppliers that can demonstrate they can meet the specified criteria without necessarily having the specific certification.

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

7 Annual Procurement Report

In accordance with Procurement best practice, we will publish an Annual Procurement Report as soon as practicable after College's financial year-end 31st July. The report will be issued within Q1 of the following financial year (August to October).

This report will provide a commentary on the progress of this Strategy and its Action Plan and 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 we intend 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 we expect 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 our procurement activities and the College will demonstrate:
 - What we have learned from our consultation and engagement with stakeholders and those affected by its procurements, and what it is doing to respond to these views
 - What we are doing to improve our performance and impact, drawing on relevant information – for example spend analysis – and what improvements have been achieved since our last report; and
 - How we are working with other bodies – for example procurement centres of expertise – to maximise effectiveness and efficiency.

- We will seek to publish our 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 Definitions

Procurement Reform (Scotland) Act 2014 – Updated legislation that came into effect in April 2016 and has a significant impact on all of our procurement processes.

EU Treaty Principles – These principles relate to equality of opportunity for all EU member states and are equal treatment, non-discrimination, transparency, proportionality and mutual recognition.

Scottish Model of Procurement – Looking at outcomes rather than outputs, the Scottish Model of Procurement uses the power of public spend to deliver genuine public value beyond simply cost and/or quality in purchasing, ensuring the best balance of cost, quality and sustainability.

Public Contracts Scotland – The web portal provided by the Scottish Government upon which all public contract opportunities are advertised.

APUC – Advanced Procurement for Universities and Colleges, the Centre of Excellence for the Scottish FE/HE sector.

The Flexible Framework – The Flexible Framework is a widely used self-assessment mechanism developed by the business-led Sustainable Procurement Task Force, which allows organisations to measure and monitor their progress on sustainable procurement over time.

Life Cycle Impact Mapping – A process that maps the impact of a product on the environment through the supply chain through to end of life disposal.

Procurement Journey – The Procurement Journey provides guidance and documentation for the Scottish Public Sector, which can be updated on a continual basis with any changes in legislation, policy and facilitates best practice and consistency.

Local Procurement Journey – Inverness College best practice procedure for the procurement of goods and services.

Hunter Database – Contract management database provided by APUC.

Public Contracts Scotland – A portal provided by the Scottish Government which provides suppliers with free easy access to all essential information on public sector business opportunities. All public sector bodies in Scotland are expected to use PCS.

Public Contracts Scotland Tender – national e-Sourcing system provided free of charge by the Scottish Government allowing buyers to communicate securely with suppliers throughout the whole procurement lifecycle

Quick Quote – the facility on Public Contracts Scotland that allows buyers to ask for competitive quotes for low value/low risk procurement exercises from suppliers who are registered on Public Contracts Scotland.

Small and Medium Sized Enterprises (SME's) - Companies with less than 250 employees (Scottish Government Definition)

Procurement and Commercial Improvement Programme (PCIP) – Assessment and review of procurement and commercial performance carried out by APUC.

Public Procurement Reform Board (PPRB) – the Board formed following the McClelland report in 2006 to drive change within public sector procurement in Scotland, promoting collaborative working across a wide range of procurement activities and practice across all public sector procurement spend.

9 Responsibilities

- 9.1 The Senior Management Team and Board of Management have overall responsibility for the Strategy and for fostering a culture within the organisation in which legislative compliance is accepted as a minimum.
- 9.2 The Director of Corporate Services has responsibility for implementing the Strategy, monitoring compliance and ensuring the Strategy is regularly reviewed and updated as appropriate.
- 9.3 The responsibility to control the risks of non-compliance resides at all levels of the organisation.
- 9.4 The responsibility for consultation with stakeholders, training and providing support and guidance to ensure organisational and legislative compliance rests with the Director of Corporate Services.
- 9.5 Quality approval check of the strategy is the responsibility of the Head of Quality who will arrange for the strategy to be posted on the web.

10. Linked Policies/Related Documents

- Financial Regulations
- Procurement Policy
- Anti-bribery Policy
- Contract Management Procedure
- Fraud Prevention Policy and Response Plan
- Health and Safety Policy
- Selection of Suppliers Procedure
- Tendering Procedure

11. Relevant Legislation/Guidance

- Procurement Reform (Scotland) Act 2014
- Health and Safety at Work Act 1974
- Modern Slavery Act 2015
- Treaty on the Functioning of the European Union
- EU Procurement Directive on Public Procurement
- EU Procurement Directive on the Award of Concession Contracts
- EU Procurement Directive on the Award of Contracts by Entities Operating in the Water, Energy, Transport and Postal Services Sectors

- EU Procurement Directive for Electronic Invoicing in Public Procurement
- Statutory Guidance on the Selection of Tenderers and Award of Contracts
- Addressing Fair Work Practices, including the Living Wage, in Procurement

Appendix 1: Action Plan for Jan 2017 - July 2018

Opportunity and growth in Organisational Development

Objective	Main Action	KPI	By Whom	By When
We will educate all staff with devolved purchasing authority through effective communication streams and training events.	Create and Introduce an e-learning Procurement module	E-learning module available to staff on Blackboard or equivalent	Contracts & Procurement Coordinator	31/12/17
	Quarterly reports produced on e-learning module statistics	Reports produced quarterly detailing: <ul style="list-style-type: none"> • Number of staff completed training • % of first time pass rate • Additional training requirements 	Contracts & Procurement Coordinator	31/01/18
	Devolved purchasing authority staff to be identified and given access to e-learning training module	90% of all staff to complete training module	Fiona Gunn + C& P Coordinator	31/07/18
	Create and manage Procurement Guidance Documents	Complete an annual customer feedback survey in Spring 2018. Report on Customer Feedback Survey by Summer 2018.	Contracts & Procurement Coordinator	30/04/18
		Continuous Improvement Action Log to be created from Survey results and actioned by deadlines.		31/07/18
We will support our procurement Staff to develop and maintain their procurement knowledge in terms of best practice and legislation requirements	Procurement Staff to attend relevant Procurement training	Create and manage a Procurement Staff Training log, identify and action training gaps. Work with APUC to attend training events / courses. Worth with UHI Strategic Procurement Team to secure Training funding.	Contracts & Procurement Coordinator	31/12/17

Opportunity & Growth in sustainability

Objective	Main Action	KPI	By Whom	By When
We will ensure our continuing financial stability by developing income streams and promoting efficient, effective service delivery.	Evaluate whole life costs where relevant Regulated Procurement Benefits and savings to be formally documented.	Whole life costs documented in Evaluation matrix for regulated procurements. Cash and Non-cash savings will be calculated by using the Scottish Government Benefits Methodology and reported on Hunter Database. Cash and Non-Cash savings to be included in Annual Report.	Contracts & Procurement Coordinator	31/10/17
We will ensure fair and transparent opportunity for all current and potential suppliers including small and medium sized enterprises (SME's), third sector and voluntary organisations	Engage with local businesses and employers who are part of our community and seek to demonstrate transparency and fairness in the way in which the College carries out procurement and awards contracts for its services and goods.	Participate in local meet the buyer events/Participate with local authorities on SME engagement events.	Contracts & Procurement Coordinator	31/12/17
We will support the government's directive to drive change through engagement with supported businesses, recognising the positive impact that these have in addressing stubborn inequalities.	Where appropriate, work with supported businesses to develop meaningful contracts for the provision of goods and services.	Minimum of 1 formal contract to be formalised with supported businesses on the national framework agreement.	Contracts & Procurement Coordinator	31/12/17
We will enhance our efficiency through effective engagement with our partners in both UHI, the wider education sector and the public sector in general.	Engage with partners out with UHI to maximise economies of scale based on local geography and through this engagement ensure that we meet our corporate social responsibility requirements in our local communities.	Participate in a minimum of 1 contract per annum with another Public Sector Body	Contracts & Procurement Coordinator	31/12/17

<p>We will ensure that sustainability criteria is reviewed as part of each tendering exercise and, where appropriate, evaluated and measured.</p>	<p>Ensure tender documentation contains appropriate sustainability criteria for measurement and evaluation.</p>	<p>By including 5% (minimum) Fair Work Practice criteria in regulated procurement evaluations.</p> <p>Validate if a contractor is Living Wage Accredited through tender documentation.</p> <p>Report all sustainability benefits in Award Recommendation Documents along with Cash and Non Cash Savings.</p> <p>Capture all sustainability benefits achieved in regulated procurements through BT14 function on Hunter Database.</p>	<p>Contracts & Procurement Coordinator</p> <p>Contracts & Procurement Coordinator</p>	<p>31/12/17</p> <p>31/12/17</p>
<p>We will use available tools such as the Flexible Framework and Life Cycle Impact Mapping to ensure that, where appropriate, all environmental, social and economic issues are assessed as well as the benefits that can be delivered.</p>	<p>Complete the Flexible Framework self-analysis of sustainability criteria.</p>	<p>Achievement of Level 1.</p>	<p>Contracts & Procurement Coordinator</p>	<p>31/12/17</p>
<p>We will support an ethos of effective contract management, adopting a proactive approach to ensure optimum performance and service levels.</p>	<p>Identify Top 10 Key Suppliers by value</p> <p>Work with Budget Holders / Heads of Department to embed an effective contract management process</p>	<p>Taken from the 4 year spend analysis, managed and reported to SMT</p> <p>Contract management documentation created and communicated</p> <p>Carry out 4 Contract Management training sessions to be provided to staff throughout the year</p> <p>Quarterly and Annual Reviews in place with top 10 suppliers based on risk / value analysis</p> <p>Quarterly Review meetings formally documented in central file</p>	<p>Contracts & Procurement Coordinator</p> <p>Contracts & Procurement Coordinator + Budget Holders Heads of Depts</p>	<p>31/12/17</p> <p>31/12/17</p>

Identify Procurement Related Risks	Keep abreast of changes to legislative conditions because of the referendum decision to leave the European Union, identifying any challenges and risks because of this.	<p>Engagement with APUC to identify risk / challenges</p> <p>All risks / challenges to be identified in Procurement Risk Register and in addition high risks to be added to IC Strategic Risk Register</p> <p>All identified risks / challenges to be actioned within register deadlines</p>	<p>Contracts & Procurement Coordinator +</p> <p>Budget Holders</p> <p>Heads of Depts</p>	31/12/17
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