



PROCUREMENT STRATEGY

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FOREWORD BY PRINCIPAL SIMON HEWITT

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 College Outcome Agreement](#).

The key elements of the procurement legislation:

- *require us to publish a [Procurement Strategy](#)*
- *require us to maintain a public [Contracts Register](#) on our external website*
- *increase the scope of our [Regulated Contracts](#)*
- *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 4 years, which will be subject to regular and transparent review.

The successful implementation of this Strategy can only be achieved by all of us involved in the procurement of goods and services on behalf of the College working in partnership with our Procurement Department and collaboratively with our partners across the wider education and public sector.

Working together we can significantly contribute to the future sustainability of the College through the reinvestment of resulting savings and efficiencies from our procurement activities to enhance our students learning experiences and outcomes and meet our aspirations as set out in our [College's 2025 Strategy](#).

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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 2014](#) with the support of [Advanced Procurement for Universities and Colleges \(APUC\)](#), which serves as the procurement centre of expertise for all of Scotland's colleges and universities.

The Strategy underwent approval by the College's Finance and Property Committee in November 2021 and has been subsequently reviewed and approved annually thereafter. The Strategy is publicly available on our external website.

In adherence to the Procurement Reform (Scotland) Act 2014. It is the Senior Leadership Team responsibility to ensure an annual review of this Strategy. This proactive approach ensures that ongoing alignment of our procurement activities with our broader institutional priorities and allows the College to make necessary revisions as required.

For a concise summary of the application of the Procurement Reform Act 2014 and Public Contracts (Scotland) Regulations 2016, as well as the key strategic and operational requirements outlined therein, please refer to Annex A at the end of the document.

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.

It is imperative to note that the College is now legally mandated to establish and uphold a procurement strategy, as stipulated by the Procurement Reform (Scotland) Act 2014. This legislation establishes a nationwide framework for sustainable public procurement, with the goal of fostering economic growth in Scotland through an enhanced procurement practice.

The Act focuses on a small number of general duties on which a contracting authority must adhere to regarding their procurement activities as well as some specific measures designed to promote transparency, integrity and consistency in procurement practice which are detailed in section 6 below.

In accordance with this Strategy, we recognise that our procurement practices are based on the Scottish Government's [Public Sector Procurement Policy](#). This policy positions procurement as an integral component of policy development and service delivery, with a core focus on achieving the optimal balance between cost, quality, and sustainability.

A key element of this Strategy revolves around shifting the focus of our procurement effort away from the purchasing or tendering phase and towards an enhanced emphasis on planning and post-contract phases of procurement. This shift encompasses an increasingly robust engagement with our stakeholders, both internal and external, underscoring the significance of collaboration throughout the procurement journey.

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3 PROCUREMENT MISSION

At Dundee and Angus College, our mission is to strategically source and procure the highest quality goods, services and works to support our institution’s core values and goals. We are dedicated to fostering a culture of transparency, accountability, and sustainability in all our procurement practices. Our primary goal is to maximise value for money in our procurement endeavours, ultimately enhancing the educational experience for our students, employees, and the broader community.

This mission statement reflects the college’s commitment to efficient, ethical and sustainable procurement practices that align with our institution’s core values and educational vision.

4 PROCUREMENT POLICY

Our Procurement Policy and Procedures sets out our operational framework of how we conduct procurement. The policy and associated procedures ensure the procurement of all goods, services and works are achieved at competitive prices, and are governed by the Public Contracts (Scotland) Regulations 2015 principles of non-discrimination, transparency and procedural fairness. They comply with the Sustainable Procurement Duty and other relevant statutory requirements. In adherence to the regulations the College can demonstrate its accountability for, and good governance of its funds.

In summary, our policy aims to:

- Ensure that procedures adhere to high standards of public accountability;
- Align our practices with the Scottish Government’s Procurement Journey;
- Comply with our obligations under the Public Contracts (Scotland) Regulations 2015, the Procurement Reform (Scotland) Act 2014 and the Procurement (Scotland) Regulations 2016; and
- Promote equality, diversity, and sustainability within our procurement initiatives.

5 STRATEGIC PROCUREMENT OBJECTIVES

Our strategic procurement objectives form the core of our Procurement Strategy. Each objective is aligned to the four strategic areas in line with the Scottish Model of Procurement:



i. Improving Supplier Access to Public Contracts

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Our goal is to simplify procurement processes for the College and potential suppliers, with a specific focus on enhancing access for local suppliers and SMEs. We aim to eliminate any non-value-adding elements in the procurement process. Furthermore, we are committed to developing comprehensive procurement management information systems to assess and enhance procurement and supplier performance, as well as to enhance coordinated procurement planning."

ii. Delivering savings and benefits

Our objective is to advance cost-effective practices and leverage procurement collaboration opportunities to deliver value for money. We will therefore collaborate closely with internal stakeholders and suppliers to consistently provide value, ensure performance management, and minimise risks throughout the duration of contracts, all for the benefit of our customers and students.

iii. Maximising efficiency and collaboration

Collaborating with internal academic budget holders, professional support services colleagues, and suppliers we will aim to deliver innovation and optimal value to the teaching, learning, and services support communities. This will be achieved through the continuous enhancement of efficient and well-coordinated procurement processes.

We will aim to maintain and expand partnerships within the sector, including other publicly funded entities, professional bodies and supply markets. These collaborations will provide valuable insights, innovation, and enhancements to deliver value to users of our procurement services.

Additionally, we are committed to providing professional procurement training to our colleagues, ensuring the integration of procurement and contract management skills throughout the College.

iv. Embedding sustainability in all we do

Incorporating robust ethical, social, and environmental policies into procurement practices and adhering to applicable Scottish and other relevant laws by complying with the Sustainable Procurement Duty.

We will assess and reinforce these objectives through three specific methods; via the [Dundee and Angus College Outcome Agreements](#), participating in the [Scottish Government's Procurement and Commercial Improvement Programme \(PCIP\)](#), and through the publication of an Annual Procurement Report.

6 ENSURING COMPLIANCE WITH GENERAL DUTIES AND SPECIFIC MEASURES OF THE PROCUREMENT REFORM (SCOTLAND) ACT 2014

6.1 Introduction

In accordance with the Procurement Reform (Scotland) Act 2014, the College is obligated to adhere to general obligations and specific provision which have been embedded within our Procurement Policy. To provide clarity and to ensure comprehensive compliance with the Act these are outlined below.

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

The College will conduct and analyse its third-party expenditure and identify two categories: 'GPA regulated procurements' (comprising Goods and Services valued at over £213,477, or £177,897 excluding VAT, and Works valued over £5,336,937, or

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£4,447,447 excluding VAT, in accordance with the GPA Thresholds that apply to the College as an “other public sector contracting authority”) and ‘lower value regulated procurements’ (comprising Goods and Services valued at more than £50,000 and Works valued at over £2 million, as per the Procurement Reform (Scotland) Act 2014).

Additionally, the College will categorise regulated procurements based on Proc-HE Commodity category and give due consideration to appropriate and effective consultation that aligns individual procurement strategies with the College’s objectives. This alignment, in turn will contribute to the National Outcomes as detailed in the College’s Regional Outcome Agreement.

Lastly, the College will consider, where appropriate, the effective use of proportionate contract and supplier management practices to oversee and enhance the outcomes of regulated procurement contract.

6.3 Deliver value for money

Value for money, as defined by the Scottish Model of Procurement, transcends cost and quality consideration; it encompasses the balance of cost, quality, and sustainability.

The College, through its Procurement Policy and practice is committed to consistently upholding this principle. However, it acknowledges that the balance of cost, quality and sustainability will fluctuate for regulated procurements based on the characteristics of the subject matter and its market.

Furthermore, the College will explore the feasibility of applying whole-life costing to procurement (when appropriate). When applying the value for money principle, the College will ensure clarity, transparency, and proportionality in alignment with the Public Contracts (Scotland) Regulations 2015, encompassing equal treatment, non-discrimination, transparency, proportionality and mutual recognition. This commitment also aligns with [Section 8 Procurement Reform \(Scotland\) Act 2014](#) as well as Sustainable Procurement (refer to section 6.5 below).

6.4 Treating relevant economic operators equally and without discrimination

The College is committed to conducting all its regulated procurements in accordance with the principles of the Public Contracts (Scotland) Regulations 2015. These principles include the promotion of equal treatment, non-discrimination, transparency, proportionality, and mutual recognition.

As part of this commitment, all regulated procurements will be openly published on accessible platforms such as [Public Contracts Scotland](#) (PCS) and [Public Contracts Scotland - Tender](#) (PCS-T). Additionally, the College will make every effort to utilise distinct lots, incorporating clear output based specifications and transparent evaluation criteria, to enhance the accessibility of the procurement process and encourage participation from a wide range of potential bidders.

6.4 Acting in a transparent and proportionate manner

The College is committed to maintaining continuous engagement with its local supply market. Through its Procurement Policy encourage the use of clear and precise language in its specifications. Furthermore, contracts will be awarded based on a holistic evaluation, considering quality, risk, sustainability, as well as cost, in accordance with the predetermined score weightings specific to each contract.

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To facilitate the participation of smaller and local businesses in the bidding process, the College will take proactive steps. These measures include:

- Initiating market engagements;
- Leveraging platforms such as Public Contract Scotland – Tender (PCS-T), Public Contracts Scotland (PCS), and Quick Quotes. Providing information on third party training opportunities such as [Supplier Development Programme](#), to enhance suppliers’ capacity in navigating the public tender process; and
- Maintaining a contracts register that showcases contracts of potential interest to local suppliers for bidding purposes.

6.5 Sustainable Procurement

The College is committed to the principles of sustainable procurement. Our procurement endeavours are not merely driven by a pursuit of best value for money; they also aspire to make a substantial, sustainable, and socially responsible impact, both locally and on a global scale.

We acknowledge that the decisions we make in procurement hold significant socio-economic and environmental consequences, not just for the present but also for future generations. Consequently, our commitment extends to the seamless integration of sustainability into our everyday practice and decision-making processes. This approach is designed to minimise our environmental impact and optimise the social and economic outcomes inherent in our operations.

Recognised that our external supply chain partners play a pivotal role in contributing to sustainability in its broadest sense, we are dedicated to ensuring that our staff involved in the procurement process take account of relevant environmental, social and economic factors when making their purchasing decision.

To uphold our commitment to [The Sustainable Procurement Duty](#), the College will leverage various tools and systems, including the Scottish Public Procurement Prioritisation Tool, the Sustainability Test, Life Cycle Impact Mapping, the Scottish Flexible Framework as well as [APUC’s Supply Chain Code of Conduct](#), Sustain and Electronics Watch. The usage of these tools will be determined by their relevance and proportionality to the scope of the procurement.

Our sustainable procurement objectives are aligned with the College’s [Climate Emergency Action Plan](#), aiming to ensure that:

- Environmental sustainability and social impact are integral to the entire procurement process, encompassing the assessment of needs, evaluation of options, design and specification, supplier selection, tender evaluation, post-contract management and supplier development.
- The College and our supply base remain in compliance with all relevant legislation and regulatory requirements.
- The College actively promotes sustainable awareness and assessment amongst suppliers and contractors.
- Sustainable products and services are procured wherever feasible.
- Ongoing efforts are made to diminish the negative environmental and sustainability impacts of construction and refurbishment projects.
- Measures are developed to monitor our sustainable practice, with a focus on continual improvement.

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- The results of monitored practices are used to benchmark our performance against similar organisations, allowing us to identify areas for improvement.
- Staff are equipped with the necessary skills and tools to make sustainable procurement decisions.

These objectives are further reinforced by the introduction of a [Supply Chain Climate & Ecological Emergency Strategy](#) (SCCEES), developed in collaboration with a diverse range of stakeholders from the University and College sectors. This strategy will facilitate the monitoring of activities aimed at reducing climate impact across seven primary commodity categories. Specifically, Estate Operations and Development, Catering, Furniture, Information Technology / Services (IT/S), Laboratories, and Travel and Transport have been recognised as the most significant areas of impact. Effective management of these areas will be essential to our sector's contribution to addressing the Climate and Ecological Emergency

6.6 Modern Slavery & Human Trafficking

The College is committed to measurement and vigilant monitoring of its operation to ensure that there are no occurrences of [Modern Slavery](#) and human trafficking.

In compliance with the Modern Slavery Act, the College is committed to preventing modern slavery, human trafficking, forced and bonded labour and labour rights violations in its supply chains. The following fundamental principles will be adhered to:

- Ensuring employment is freely chosen.
- Respecting the freedom of association and the right to engage in collective bargaining.
- Ensuring the provision of safe and hygienic working conditions
- Zero tolerance of child labour
- Living wages are paid
- Regulating working hours, ensuring they are reasonable and not excessive
- Prohibiting any form of discrimination
- Providing regular and secure employment
- Prohibiting harsh or inhumane treatment in any circumstance.

Our unwavering commitment to these principles is not only a reflection of the College's ethical values but also a testament to our dedication to promoting social responsibility, human rights, and fair labour practices in all our endeavours. We diligently uphold these principles to ensure that modern slavery and human trafficking have no place in our operations, and we remain vigilant in our mission to drive positive change and set a high standard for ethical conduct in our industry.

6.7 Policy on the use of community benefits

The College is committed to supporting the economic, social, and environmental well-being of the local communities and regions it serves. The incorporation of Community Benefits outlines our commitment to incorporating Community Benefit Clauses into our procurement activities in alignment with our institutional values and the relevant statutory requirements. These clauses aim to promote stronger communities, reduce social exclusion and poverty, and encourage the growth of the local economy.

The College will assess the potential to enhance the economic, social, or environmental wellbeing of the Tayside region, based on proportionality and relevance. This assessment will be consider through the inclusion of [Community Benefit Clauses](#)

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that align with both the College's strategic objectives and several of the Scottish Government's [National Outcomes](#), specifically those for education, the economy, fair work, and the environment.

It is important to note that the legislation mandated the incorporation of [Community Benefits](#) for any procurements with an accumulative value exceeding £4 million.

The overarching aim of Community Benefits is to build stronger communities, reduce social exclusion and poverty, and stimulate local economic growth. Examples of community benefits clauses may include the provision of training opportunities or subcontracting opportunities within Tayside, relevant and proportionate to the specific procurement. The College is committed to engaging with internal stakeholders, including students where relevant and to foster engagement with the local and broader supplier community to ensure a clear understanding of the use of community benefits and how to respond where they are included within the procurement process.

6.8 Consulting and engaging with those affected by its procurement

The College will take into account established best practice and engagement principles, including those detailed in the [National Standards for Community Engagement](#). Additionally, we are committed to ensuring procurement staff possess, or will acquire, the necessary communication and engagement skills.

For each procurement, we will assess the potential impact on the community affected by the resulting contract, and we will undertake consultations with any impacted organisations or individuals. This may include assessing the impact on student service or the possibility of combining a local contract with the needs of other similar institutions. This approach to consultation will be tailored to the scale and requirements of the specific procurement. These practices will be fully integrated into the College's procurement practice.

6.9 The Living Wage

The College acknowledges the significance of having a well-motivated and committed workforce both in its own institution and among its suppliers. Dundee and Angus College are dedicated to paying the Living Wage to all its employees and holds accreditation as a Living Wage employer.

In compliance with the Act, the College will assess, prior to commencing a procurement, whether it is pertinent and reasonable to include a question on fair work practices, in conjunction with other relevant criteria. This evaluation will ensure an optimal balance between the quality and cost of the contract, taking into consideration to [Fair work and Procurement](#), including the application of the [Scottish Living Wage](#).

Our approach to fair work practices is not just a reflection of our commitment to ethical employment standards but also a testament to our pledge to promote equitable compensation, labour rights, and social responsibility. We are dedicated to fostering a work environment where all individuals are treated fairly and equitably, aligning our values with our actions in pursuit of a well-balanced and just approach to our procurement activities.

6.10 Promoting compliance with the Health and Safety at Work Act 1974

The College's commitment extends to engage exclusively with suppliers that adhere with all pertinent and applicable legislation, particularly Health and Safety legislation.

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On a contract-specific basis, the college will conduct assessments to ascertain the legislation applicable to a procurement and will take measures to ensure that bidders comply with such legal requirements. Furthermore, the College will endeavour to assess the compliance of subcontractors where this is proportionate and pertinent.

It is mandatory for all suppliers to have completed a Health and Safety Assessment Questionnaire. This requirement our dedication to safeguarding the well-being and security of all stakeholders involved in our procurement processes.

6.11 The procurement of fairly and ethically traded goods and services

The College is an advocate for sourcing goods that adhere to the principles of fairly and ethical trade. In this commitment, we not only strive for products that meet our high standard but that also aim to promote ethical trading practices throughout our procurement processes.

Where directly relevant, the College will actively incorporate applicable standards and labels in our procurements. These standards and labels will be integral in ensuring that our goods are sourced with careful consideration of ethical and fair-trade considerations. Such consideration encompasses various aspects, such as labour conditions, environmental sustainability, and social responsibility.

Furthermore, in the pursuit of ethical and fair trading, we acknowledge that some suppliers may not possess the specific certification but still demonstrate a strong commitment to meeting the criteria. In such cases, we remain open to considering equivalent offerings from these suppliers demonstrating a strong commitment to ethical and fair-trade practices.

Through these principles, we aim to not only acquire goods that meet our ethical standards but also encourage and support ethical and fair-trade practices within our supply chain, thereby contributing to a more just and sustainable market.

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

The College is committed to identifying practical strategies for providing nourishing, fresh, seasonal, and sustainably grown food product that not only offer value for money but also serves to enhance the health, well-being and educational experience of our teaching and learning communities. Additionally, we take great care to promote the highest standards of animal welfare in our food sourcing practices.

In pursuit of these objectives, the College will actively seek to establish cost-effective contracts that align with the nutritional requirements of all individuals utilising of our catering services.

We are committed to drawing from available best practices practice and guidance such as ["Catering for Change – Buying food sustainably in the public sector"](#). This guidance serves as a vital reference for promoting the sustainable procurement of food in the public sector and will inform our approach.

Our aim is to provide not just food, but sustenance that supports overall health and academic success. Furthermore, we are committed to ethical practices that not only extend to well-being but also to the welfare of the animals involved in our food supply

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chain. By doing so, we not only nourish minds but also foster a commitment to sustainability, health, and ethical responsibility.

6.13 Payment terms

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.

In accordance with our commitment, the College will adhere to the [Late Payment Legislation](#), ensuring that our supplier receive their payments promptly, enhancing their financial security. Furthermore, we recognise that the adverse effects of late payments can extend beyond our immediate suppliers. As a result, we will systematically review, on a contract-by-contract basis, whether these obligations should be extended and monitored further down our supply chain.

Our objective is not only to maintain a responsible and ethical approach to payment practices but also to create a financial ecosystem that supports the sustainability and growth of our suppliers, especially those that may be more vulnerable to the effects of delayed payments. This approach underscores our dedication to fostering fairness and integrity within our procurement processes.

7 ANNUAL PROCUREMENT REPORT

7.1 Statutory Requirement

In accordance with the Procurement Reform (Scotland) Act 2014, the College is committed to the timely publication of an Annual Procurement Report. This report will be made available promptly following the conclusion of the College’s financial year. Within this report, the College will fulfil its statutory obligations, as stipulated by the Act, by detailing the actions taken to conform with our responsibilities under the Act.

The report comprehensively outlines how the College has exercised discretion and exercised sound judgement, all within the bounds of the public procurement regulations. These measures have been strategically deployed to advance the College’s overarching objectives, ensuring full compliance with the requirements of the Act.

This report, in addition to its legal obligations, offers valuable insights into the College’s procurement activities and the strategic direction of its pursuits. Additionally, it presents an avenue for a comprehensive analysis of the advancements achieved under the scope of this Strategy. The report not only underscores our dedication to transparency but also serves as a medium for evaluating and conveying the concrete results and accomplishments stemming from our procurement initiatives.

7.2 Contents of our Annual Procurement Report

The Annual Procurement Report, as mandated by the Act, will contain as a minimum the following essential components:

- An overview of the regulated procurements that have been successfully completed during the reporting year.
- A review of the extent to which these procurements adhered to the principles outlined in this Strategy.
- In cases where regulated procurements did not fully align with the Strategy, a declaration specifying the measures that the College intends to implement in

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order to ensure future regulated procurements are in compliance.

- A summary of any community benefit requirements integrated into regulated procurement that were successfully fulfilled during the reporting year. This may include details on completed apprenticeships, contributions to curriculum support activities, engagement in business support activities, support to communities and resource efficiencies achievements related to materials, waste or water.
- A summary of the initiatives undertaken to facilitate the involvement / participation of supported businesses in regulated procurements during the reporting period.
- A summary of the regulated procurements the College anticipates initiating within the next two financial years.
- Any additional information as may be specified by the Scottish Ministers through order, as well as demonstration of compliance with other legislation governing the College's procurement activities.

Additionally, the College may also consider the following elements:

- Insights obtained from consultation and engagement with stakeholders and those impacted by our procurements, along with a description of the measure being taken to address and respond to their feedback.
- A presentation of ongoing efforts to enhance our performance and impact, utilising pertinent information such as spend analysis, and reporting on improvement achieved since the previous report.
- An account of collaborative efforts with other organisations, such as procurement centres of expertise, aimed at optimising efficiency and effectiveness.

In the interest of transparency and accessibility, the College will endeavour to publish its annual procurement report in an inclusive manner, taking into consideration equality and accessibility issues. This approach will ensure that stakeholders have the opportunity to gain a comprehensive understanding of the College's procurement performance.

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Annex A.

