



University of the Highlands and Islands

Procurement Policy

POL104

Lead Officer (Post):	Head of Facilities and Procurement
Responsible Office/ Department:	Information Technology and Digital Infrastructure (ITDI)
Responsible Committee:	Finance and General Purposes Committee
Review Officer (Post):	Director of ITDI
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Accessible versions of this policy are available upon request. Please contact the Governance and Policy Officer on 01463 279000.

Policy Summary

Overview	As a public sector body in Scotland, the university is required to adhere to Scottish Government procurement policies and UK procurement legislation.
Purpose	The policy discharges the university's moral, legal, and economic duty to ensure that, so far as is reasonably practicable, it follows procurement best practice.
Scope	All staff procuring goods or services on behalf of the university.
Consultation	All staff will be notified.
Implementation and Monitoring	There will be various levels of implementation and monitoring – central through routine reporting and departmental.
Risk Implications	There are reputational and financial risks if the policy is not followed. Breach of regulations could give rise to supplier challenge, fines etc. Reputational damage could occur if the university trades with an organisation that is not financially or ethically sound and/or not seen to be allowing fair and transparent competition when using public funds.
Link with Strategy	The university is committed to the promotion of sustainable economic growth, and to maintaining financial sustainability.
Impact Assessment	Equality Impact Assessment:
	Privacy Impact Assessment:

1 Policy Statement

This is the procurement policy “the policy” of the University of the Highlands and Islands “the university”.

The policy has been written by utilising the resources issued by the [Scottish Government](#) and Advanced Procurement for Universities and Colleges (APUC) with certain content being adapted and modified by the university.

2 Purpose

As a member of APUC, the university is working in partnership with this centre of expertise to support the development of advanced procurement across the further and higher education sector in Scotland. This policy has been written in recognition of this support and in order to fully comply with Scottish Government procurement policies and UK procurement legislation.

The [Scottish Procurement Policy Handbook](#) (SPPH) sets the fundamental rules, behaviours, and standards applicable to public procurement activity in Scotland whereas in accordance with procurement best practice, this policy provides details of the university’s:

- Procurement leadership and governance;
- People;
- Procurement strategy and objectives;
- Approach to defining its supply needs, including the specification of goods and services;
- Commodity strategy and use of collaborative procurement;
- Key purchasing processes and systems, and
- Contract management.

This policy should be read in conjunction with the university’s [Financial Regulations](#) and other applicable [policies](#).

3 Scope

All university staff and anyone authorised to purchase on behalf of the university must follow this policy. Budget holders and those making financial decisions on behalf of the university have a greater responsibility and by accepting such positions agree to ensure they follow this policy at all times.

4 Exceptions

There are no exceptions to the application of this policy. It applies regardless of the source of funding.

5 Notifications

University staff are informed of this policy during induction, with appropriate information and instructions available on an on-going basis via the staff pages of the university's website. Staff will be made aware of any changes via staff updates.

6 Definitions

[Advanced Procurement for Universities and Colleges](#) (APUC) is our "Centre of Expertise" for procurement

APUC's Code of Conduct commits APUC and its client community of colleges and to carrying out procurement activities in an environmentally, socially, ethically and economically responsible manner and to entering into agreements and contracts with suppliers that share and adhere to its vision. To demonstrate this commitment, current and potential suppliers are asked to acknowledge their compliance with the principles of the APUC Supply Chain Code of Conduct with respect to their organisation and their supply chain.

Contracts Registers typically provide details of the procurement exercise to capture key information about a contract (the goods and services, values, date started, expiry date, procurement category etc).

Contract Management or contract administration is the management of contracts made with customers, suppliers, partners, or employees. Contract management activities can be divided into three areas: service delivery management; relationship management; and contract administration.

Regulated Procurements are those whose values require that they are conducted in compliance with the Public Contracts (Scotland) Regulations 2015 and the Procurement Reform (Scotland) Act 2014.

The Agreement on Government Procurement (GPA) is the [World Trade Organization's Agreement on Government Procurement](#)

Find a Tender (FTS) replaces the requirement to publish notices in the Official Journal of the European Union. As well as appearing on PCS, higher value notices will also appear on [FTS](#) (PCS will direct notices automatically to the new FTS system).

Hunter has been developed by the APUC eSolutions team. It is a database solution which uses standard Microsoft packages (Access and SQL Server) enabling organisations to effectively monitor and report on collaborative contracting activities. As a solution, it is operational within the HE/FE sector in Scotland and is also being utilised by the HE consortia in England and Wales that also provide collaborative contracting services to the sector. Hunter has a multi-level structure which allows consortia to share collaborative agreements, make them visible to their member organisations, and in turn enabling them to record their own contracts.

Prioritisation or the Sustainable Public Procurement Prioritisation Tool aids all procuring organisations across the Scottish Public Sector designed to bring a standard structured approach to the assessment of spend categories.

Procurement Journey is a public procurement toolkit with guidance and templates on the procurement process to facilitate a standardised approach to the market and contract and supplier management.

Public Contracts Scotland (PCS) is the national advertising portal used to advertise all public sector goods, services or works contract opportunities.

PCS-Tender is the national eTendering system and is centrally funded by the Scottish Government. The system is a secure and efficient means for buyers and suppliers to manage tender exercises online. The standard templates enable buyers to create consistent tender documentation.

Small and Medium Sized Enterprises (SMEs) encompass –

- Micro enterprises: enterprises which employ fewer than 10 persons and whose annual turnover and/or annual balance sheet total does not exceed £1.57 million.
- Small enterprises: enterprises which employ fewer than 50 persons and whose annual turnover and/or annual balance sheet total does not exceed £7.86 million.
- Medium enterprises: enterprises which are neither micro nor small, which employ fewer than 250 persons and which have an annual turnover not exceeding £39.28 million, and/or an annual balance sheet total not exceeding £33.78 million.

Social Enterprises are revenue-generating businesses with primarily social objectives whose surpluses are reinvested for that purpose in the business or in the community, rather than being driven by the need to deliver profit to shareholders and owners.

Supply Chain encompasses all activities, resources, products etc. involved in creating and moving a product or service from the supplier to the procurer.

Supported Business means an economic operator whose main aim is the social and professional integration of disabled or disadvantaged persons, and where at least 30% of the employees of the economic operator are disabled or disadvantaged persons.

Sustain is the APUC supply chain sustainability web portal, a central hub where sector suppliers can complete and store sustainability compliance data. The portal is the core supply chain sustainability tool supporting HE and FE institutions and their suppliers in delivering a transparent, environmentally positive, ethical and socially responsible supply chain.

Sustainable Procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis and generates benefits, not only for the organisation but also to society, the economy and the environment.

User Intelligence Groups are essential where the specification of goods and services as well as contract and supplier performance involves input from different departments within the university. Typically user intelligence groups are 6-8 people strong and cover a range of requirements and viewpoints.

6 Roles and Responsibilities

The university recognises procurement's contribution to achieving best value for money, however, due to the limited resources available to the university, good procurement leadership and governance is dependent on a clear system of delegation and authority.

In recognition of this, the university has defined the following roles, responsibilities and reporting lines for procurement.

- The principal and vice-chancellor, and secretary are ultimately responsible for ensuring that, so far as is reasonably practicable, the university follows procurement best practice.
- The director of corporate resources is responsible for leading procurement best practice at senior management level.
- Senior managers are responsible for ensuring that they provide clear direction and support for procurement's contribution to achieving best value. They are responsible for ensuring that departments and systems under the supply chain umbrella, including procurement, finance and planning are fully integrated. They are also responsible for making sure that people management and development processes have been established to ensure that, so far as is reasonably practicable, the university is capable of following procurement best practice.
- The internal auditor is responsible for providing assurances to court and the principal and vice-chancellor, through the audit committee, on the adequacy and effectiveness of the arrangements for risk management, control and governance and for economy, efficiency and effectiveness (best value for money), and the extent to which court can rely on these. They are responsible for undertaking an annual risk based plan of work to underpin these opinions and in the course of undertaking this where any significant procurement risks are identified these will be formally reported to senior management and the audit committee. Where deemed appropriate by the internal auditor recommendations for improvement in control will be made.
- The finance department are responsible for ensuring that the necessary purchasing processes and systems as detailed in section 7 are in place.
- The university procurement department is responsible for providing guidance and support throughout the procurement process as and when requested. They are responsible for maintaining the contracts register.
- The university procurement department is responsible for providing guidance and support throughout the procurement process as and when requested. They are responsible for maintaining the contracts register and other reporting mechanisms. The university procurement department is responsible for providing frequent updates to the senior management team in terms of the progress which is being made with regard to relevant procurement activities and actions.
- The university's finance and general purposes committee will review the policy periodically to ensure that, so far as is reasonably practicable, the university follows procurement best practice.
- All staff should ensure that they comply fully with this policy.

People management and development processes have been established by the university to ensure that, so far as is reasonably practicable, it is capable of following procurement best practice.

There are well established delegated purchasing processes and systems in place, which are linked to financial thresholds. Delegated purchasers are formally designated within these processes and systems, and before they are given the authority to procure, they have to successfully complete an appropriate level of training.

The competency levels of delegated purchasers are assessed on a regular basis as part of the university's performance management process and the identification of procurement duties is also built into the recruitment process. In addition, individual staff objectives that reflect the university's procurement objectives are defined as part of the university's performance management process.

The university procurement department is required to provide guidance and support on Scottish Government procurement policies and UK procurement legislation to colleagues across the university, and therefore they should possess a comprehensive understanding of such legislation. In order to fulfil this duty, they will be allocated the necessary resources in order keep their knowledge current and to the required levels.

8 Procurement strategy and objectives

The University of the Highlands and Islands is a regional tertiary university partnership, serving the communities of the Highlands and Islands, Moray and Perthshire. We cover the largest geographical area of any campus-based university or college in the UK and have the largest student population in Scotland, at nearly 40,000 - a quarter of these studying at higher education level and three quarters at further education level. We are the only university and college partnership wholly based in our region and our dispersed communities rely on us. We serve our communities from our network of campuses and learning centres. Our [academic partners](#) ensure we fulfil local needs and benefit from our regional resources and national and international relationships.

The Post-16 Education (Scotland) Act makes the University of the Highlands and Islands court accountable for all college and university-level education in our region and ensures all the colleges in the region work together to meet the respective needs of their communities and the region. Our mission is to have a transformational impact on the prospects of our region, its economy, its people and its communities.

In order to achieve our mission, environmental development and sustainability is embedded into the university's strategic planning process. To a degree, this aim can be achieved through a sustainable procurement strategy which ensures that the university achieves best value for money whilst furthering such development and sustainability.

A sustainable procurement strategy will allow the university to meet its needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the university, but also to society and the economy, whilst minimising damage to the environment.

In addressing sustainable procurement, the strategy also reinforces the university's health, safety and wellbeing policy and carbon management plan.

In order to embed sustainable procurement throughout the supply chain, the university is committed to the following strategic objectives:

1. Undertake procurement in accordance with Scottish Government procurement policies and UK procurement legislation by developing open and transparent key purchasing processes and systems. Furthermore, the University shall treat all suppliers fairly and equally, and ensure that purchases are undertaken through open and well publicised competition unless there are exceptional circumstances;
2. Take a whole life cycle approach to strategic procurement and raise the profile of sustainable procurement throughout the university;
3. Provide suitably qualified local small and medium sized enterprises (SME's), and supported businesses with the opportunity to tender for the university's business;
4. Identify opportunities for working with others, both in the public and private sector, in order to produce more cost-effective, innovative and sustainable procurement options, and
5. Seek to continually improve procurement performance and ensure procurement activities are integrated.

In addition, the university will develop a procurement implementation and action plan (under development), which will detail the outcomes, actions and key performance indicators (KPI's) that are required to ensure that the strategic objectives are met. This will also identify how any corrective actions identified in the periodic Pulse Check undertaken by APUC will be remedied.

9 Procedures

Stakeholder engagement and contract management

In order for the university to demonstrate a prudent and well planned approach to defining its supply needs, it may be necessary to form user intelligence groups - particularly for strategic purchases. User intelligence groups are essential where the specification of goods and services as well as contract and supplier performance involves input from different departments within the university. Typically user intelligence groups are 6-8 people strong and cover a range of requirements and viewpoints. This may include representatives from each department, internal stakeholders, end users, the procurement manager and the finance and planning department. The university is eager to promote cross-functional teamwork where possible.

The formation of user intelligence groups should be considered taking account of the value, risk and complexity of the purchase. User intelligence groups are fundamental to the delivery of best value for money in procurement, ensuring specifications and performance meet internal stakeholder and end user requirements.

The university will also continue to communicate the benefits and importance of stakeholders being part of the user intelligence groups which support the development of national framework agreements. The university has representatives on the user intelligence groups of a variety of framework Agreements and will continually look to maintain, and increase, stakeholder representation on behalf of the University.

Further guidance on [stakeholder identification](#) is available from the Scottish Government.

User intelligence groups may also be necessary to ensure that the university is proactive in its approach to the specification of goods and services. Simply accepting and reactively assessing the current goods and services that have been specified as the result of market pressure, is not necessarily the only option available. User intelligence groups may be formed to proactively challenge how the goods and services are specified, again particularly for strategic purchases.

When defining supply needs, it is important to engage with suppliers early in the process and consideration should be given to defining supply needs in terms of output specification. An output specification sets out the delegated purchasers requirements in terms of what they want to achieve, leaving the supplier to suggest how they will deliver those requirements which may in turn lead to an innovative solution. However, it is important to ensure that the goods or services detailed in the output specification are capable of objective assessment so that the performance of the contract and supplier can be accurately monitored. As part of the university's commitment to contract management, the University will use key performance indicators to specify targets which cover core performance objectives such as quality and on-time delivery.

Accurately monitoring the performance of the contract in terms of objectively assessing what is actually delivered by the supplier against what was originally specified is known as demand management. Without effective demand management it is not possible to determine whether best value for money has been achieved. Therefore, post procurement reviews should be undertaken to identify lessons to be learned from the process and to determine whether planned benefits and best value for money were in fact achieved. To support this, the procurement department is committed to developing a lessons learned register to inform the efficiency of future procurement exercises.

Commodity strategy and use of collaborative procurement

The [procurement decision tree](#) should be utilised as a guide to identifying the correct option prior to the procurement of goods and services.

Prior to identifying the appropriate commodity strategy it should be established whether there is a need to procure goods or services i.e. is there a genuine requirement and if so, can an existing internal, unused or surplus resource be utilised?

Specifically, the director of ITDI must be consulted prior to any purchases being made that relate to IT works, goods or services.

If and when a need has been established, the delegated purchaser should work with the university procurement department to develop a strategy proportionate to the value, complexity and strategic importance of the commodity.

A key stage in developing a commodity strategy is known as strategic positioning. This considers the commodity from both a buyers' and suppliers' perspective in relation to:

- Importance of the commodity to the business;
- The complexity of the requirement;
- The relative power of the buyer/supplier in the marketplace;
- The attractiveness of the business to the supplier, and
- Risks to the business.

Further guidance on developing a commodity strategy, together with any related documents, can be found on the Scottish Government's ['developing a commodity strategy'](#) web-page.

An important consideration when developing a commodity strategy is to establish whether an existing collaborative framework agreement exists and whether:

- The university is able to access the framework agreement;
- Doing so would comply with Scottish Government procurement policies and UK procurement legislation, and
- The framework agreement represents best value for money.

Such framework agreements may exist already within the university or have been put in place by APUC and the Scottish Government, or by other sector purchasing consortia such as SUPC and LUPC, among others.

Catalogue and external marketplace (punch-out) suppliers listed on the university finance system will either be part of a collaborative contract or existing contract agreed by the university. Therefore, non-catalogue suppliers should not be used without a justifiable reason.

To ensure that the university's supply needs are considered before collaborative contracts are created, the university procurement department, where appropriate, will participate in the appropriate user improvement groups and opportunity workshops as arranged by APUC. The procurement department's attendance at such events also provides the university with an opportunity to contribute to reviews of proposed contract specifications, supplier performance under contract, as well as the discussion for opportunities for new collaborative contacts, etc.

Collaborative contracts assist the university in mitigating a number of procurement risks and usually provide a means of procuring goods and services more cost effectively than as an individual purchasing authority and without any significant impact on performance objectives such as quality and delivery.

It is important to ensure that the correct procedure is used when calling off from a framework, by following the "buyer's guide". The framework agreement reference must be quoted on the purchase order to ensure the correct contract terms are applied. The university will continue to provide training and guidance to stakeholders to ensure the correct procedure is used when calling off from a framework.

A full list of all available collaborative contracts can be found on the [APUC contracts spreadsheet](#)

However, consideration should also be given to utilising suitably qualified local SME's as they may be able to offer lower costs, overheads and response times together with increased flexibility, innovation, and specialised/niche services. When appropriate, the university is committed to forming their own contracts with suitably qualified local SME's through a procurement process which is in line with the internal governance of the university.

If a local contract is to be utilised then the delegated purchaser should ensure that such a contract:

- Adheres to the university's sustainable procurement strategy;
- Adheres to the university's standard terms and conditions (T&Cs);
- Takes account of the supplier's financial stability, and
- Takes account of other identified risks – legal advice may be required.

The university procurement department is able to assist delegated purchasers in identifying the appropriate commodity strategy.

It is important to establish the anticipated overall contract value from the outset in order to determine whether the procurement of goods and services will be subject to the Public Contracts (Scotland) Regulations 2015. If these regulations apply then a contract notice must be published in the UK's database for high value public contracts FTS. This happens automatically when posting above GPA threshold notices on PCS.

In addition there will be other factors that determine whether the regulations apply. It should be noted that there are rules regarding the aggregation and dis-aggregation of contracts which prevent this practice being used in order to avoid complying with the directive. The university procurement department should be consulted whenever a notice is published on the Public Contracts Scotland website, as detailed in section 7.

If the anticipated overall contract value is found to be above the current GPA threshold after a website notice is published on PCS, but not FTS, then restarting the purchasing processes would be the most prudent course of action.

The university procurement department is able to provide further guidance on the Scottish Government procurement policies and regulations.

Key purchasing processes and systems

The university's key purchasing processes and systems put into practice its procurement strategy and objectives. The key purchasing systems used by the university are the:

- Professional Electronic Commerce On-Line System ([PECOS](#))
- [Public Contracts Scotland website](#)
- APTOS

The above systems are classed as e-procurement solutions as they require the minimum of manual processes. Wherever possible the systems have been integrated to actively control and manage the purchasing process.

PECOS is a procure-to-pay (P2P) application, which allows user to raise purchase orders, formally receipt goods and services and process invoices.

Finance and planning should be consulted for guidance on the university's procedures regarding:

- **Raising purchase orders**
- **Receipting goods and services**
- **Processing invoices**

The Public Contracts Scotland website is used to publish:

- The university's buyer profile;
- A Single Procurement Document (SPD);
- A quick quote, which allows delegated purchasers to obtain competitive quotes electronically for low value and low risk goods and services. Details of the quick quote are created on the website and sent to a selected list of suppliers, who can then complete the required details and submit their quotation using the secure tender post-box. As quick quotes are only distributed to the selected suppliers and are not made public on the website, delegated purchasers should determine whether additional publicity is required depending on the value and risk of the procurement;
- A website (non GPA) notice, which are openly accessible and allow suppliers the opportunity to browse notices without the need to register. However, in order to register interest in an opportunity, suppliers must first register on the portal;
- An GPA notice which are also forwarded to the FTS site for publication, and
- A contract award notice which ensures that contracts of a certain value are publicised externally to ensure openness and transparency.
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Further guidance on using the Public Contracts Scotland can be found at [PCS User Guides](#)

In order to ensure that all processes under the supply chain umbrella are fully integrated, the delegated authority limits for the approval of purchase orders (POs) have each been aligned with a specific purchasing process.

Based on guidance obtained from APUC, each purchasing process has been tailored to suit the categorisation of goods and services according to their associated risks and value (figure I). It is the PO authoriser's responsibility to ensure that the relevant purchasing process has been followed.

Figure I.

Total PO or contract value	Authoriser	Key purchasing processes	PO attachment required
£0K - £0.5K	All staff	Obtain 1 written quote direct from supplier. Catalogue/list prices may also be used.	N/A
£0.5K - £1K			
£1K - £5K	Budget holder		
£5K - £25K	Senior manager	Obtain 3 written quotes	Quotes to be attached to the PO in the university finance system
£25K - £50k	Secretary	Obtain 3 written quotes by publishing a quick quote on PCS.	Public Contracts Scotland website document ID to be included in the internal comments field in the university finance system
£50k – below the GPA threshold		Publish a website (non GPA) notice on PCS.	
Above the GPA threshold		Publish a GPA notice on PCS – will route automatically FTS.	

Note: All values stated are exclusive of value added tax (VAT)

Any information included in the internal comments when raising POs is subject to the Freedom of Information (Scotland) Act 2002. This should be kept in mind when inputting such information which should remain objective at all times and as detailed in figure I.

The Scottish Government have published information to support delegated purchasers in what they term the [procurement journey](#). This information includes a graphical representation of the procurement process (Figure III and IV), templates and guidance to support delegated purchasers. This provides a single source of documentation nationally which is updated on a continual basis reflecting any changes to Scottish Government procurement policy and procurement best practice.

Therefore, delegated purchasers should use the source documentation provided for every procurement exercise to ensure they are always using the most recent guidance and templates on an on-going basis. Many of the documents required as part of the purchasing process/procurement journey are available at the [Scottish Government's procurement journey website](#). In addition the university has also developed its own set of procurement documents as shown in Figure II. These documents are available on an on-going basis via the staff pages of the university's website. Staff will be made aware of any changes via staff updates.

Figure II – procurement documents

Document name
Procurement policy
Standard terms and conditions
Non Competitive Action (NCA) form
Public Contracts Scotland (PCS) flyer
Annual procurement report
Invitation to quote template
Invitation to tender (ITT) template
Contract award letter
Form of tender
Freedom of information form
Supply Chain Code of Conduct

Current versions of these forms can be obtained by contacting procurement@uhi.ac.uk or accessing the University Hub [procurement area](#)

It is the responsibility of the delegated purchaser to ensure that any documents created as part of the purchasing process are retained in accordance with the university's records management policy and retention schedule. This includes any contracts or agreements. Full details of any contracts created or frameworks called off from must be passed to the university procurement department, to ensure the university's contract register is kept up to date. Utilising the full functionality of the Public Contracts Scotland website will assist delegated purchaser in fulfilling this responsibility.

Goods and services exceeding £5K should always be procured through open competition by following the relevant purchasing process unless an existing framework agreement can be utilised or a Non Competitive Action (NCA) can be justified on the following basis:

Extreme urgency - competition is not required when a contract needs to be put in place urgently to respond to a circumstance which is 'unforeseeable' by, and out with the control of, (e.g. severe and unprecedented weather conditions). However, any contract awarded through the NCA process must only cover the urgent (immediate) need.

Note: This does not include situations where there is an extreme urgency to award a contract on the basis that the customer was aware of the requirement but has failed to factor sufficient time into their workflow/work planning to allow a genuine and effective competition to be undertaken.

Single source supplier – For some products and services there is only one supplier in the market and in these circumstances a direct award can be made. Care should be taken to ensure that although there may only be one manufacturer there may be distributor options, and therefore this exemption would not apply. Evidence is required to support the decision that there is not an alternative or equivalent product or service available in the market which will meet your needs. This exemption would also apply to acquisition of land or mortgage/rent payments.

Amendment to an existing contract - after a contract has been awarded, additional requirements which have arisen through genuine and unforeseen circumstances and were not included in the original specification, may be able to be added through the amendment to contract process. However, careful consideration should be given at the outset of the contract to avoid this circumstance. The additional value must not exceed 50% of the original contract value.

Research and Development – For contracts procured under the Procurement Reform (Scotland) Act 2014, and where the principal purpose of the contract is to acquire goods, works or services solely in connection with research or development. (regulation 15 & section 4(1)(c) of the Act).

Supported Business – For contracts procured under the Procurement Reform (Scotland) Act. There is a provision allowing public bodies to restrict participation in the tendering process to Supported Businesses only.

Where any of these circumstances apply, the reason for failure to hold a competition for the purchase of goods and services exceeding £5K should be documented by completing an NCA form and passing it to procurement@uhi.ac.uk for comment before authorisation is obtained from the authorised signatory for the contract value. This form should be attached to the PO in the university finance system.

Catalogue and external marketplace (punch-out) suppliers listed in the university finance system will either be part of a collaborative contract or existing contract agreed by the university. Therefore, the utilisation of these suppliers will also negate the need to undertake one of the above purchasing processes.

Sustainable procurement

Sustainable procurement means taking into account social, economic and environmental considerations as part of the procurement process. This needs to be considered in the total cost of ownership, to ensure future proofing and in the promotion of innovation. When developing and evaluating tenders, considerations on sustainability must be relevant and proportional to the procurement.

This may affect the direction of the procurement exercise and influence the options available. As a matter of good practice sustainability needs to be built into the earliest stages of the procurement journey, when requirements are being identified and specified.

Delegated purchasers should consider sustainability at the development stage of the procurement journey and by using the source documentation provided they will ensure that any new procurement exercise will be subject to use of the Scottish Government Prioritisation tool.

Further [sustainable procurement guidance](#) is available to assist delegated purchasers in identifying and prioritising the sustainable aspects and impacts of a new procurement exercise.

Contract management

Arrangements for contract management may be established locally on a departmental basis.

Contract management will involve monitoring the performance of the contract in terms of objectively assessing what is actually delivered by the supplier against what was originally specified in order to determine whether best value for money has been achieved.

In addition, contracts should be re-tendered at regular intervals, such as when the contract is due to expire and therefore requires to be renewed. This must be done through open competition by following the relevant purchasing process as detailed in section 7.

Each department should supply information relating to all contracts exceeding £50k for a one off purchase or £12.5k if recurring to the university procurement department. This information will then be compiled in the form of a contracts register.

This will allow both “on contract” and “off contract” spend to be identified so that support can then be provided to departments to, where appropriate, move “off contract” spend to “on contract”. This will also ensure that the contracts in place within the university are identifiable and monitored to ensure compliance with Scottish Government procurement policies and UK procurement legislation.

10 Legislative Framework

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

[Procurement Reform \(Scotland\) Act 2014](#)

[Procurement \(Scotland\) Regulations 2016](#)

11 Related Policies, Procedures, Guidelines and Other Resources

[University Financial Regulations](#)

[University Governance Policies](#)

12 Version Control and Change History

Version	Date	Approved by	Amendment(s)	Author
V1.0	June 2021	FGPC	Review of policy to incorporate post Brexit changes and reformat to university standard.	Wendy Wallace
V2.0	May 2024		Update of job titles and departments, minor changes to text and layout, removal of references to EU and OJEU	Tim Skyrme