



APUC

Operational Procurement Strategy and Action Plan

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1. Introduction

This Advanced Procurement for Universities and Colleges (APUC) **Operational Procurement Strategy** is aligned with the procurement related aspects of the APUC Group Strategy to 2031 and beyond, the wider corporate aims and objectives of APUC, established collaborative initiatives and necessary regulatory compliance with the Procurement Reform (Scotland) Act 2014.

The Strategy is established through engagement with different stakeholder groups within the Higher Education and Further Education (HE/FE) Sectors using a variety of group / forums and smaller meetings and dialogue approaches. This enhances the value of the Strategy and the prospect of achievement of its policies, aims and objectives. This Strategy was reviewed and approved by the Chief Executive of APUC and the APUC Board in July 2026.

Note that due to high levels of volatility and disruption in the supply chain caused by the remaining impacts from Brexit, the Covid-19 situation and the wars in Eastern Europe and the Middle East, many aspects of this strategy may be subject to change in order that APUC may dynamically adapt to best support its member institutions deal with these challenges. Due to the uncertainty and lack of predictability of impacts related to these factors, the actions to deal with them have not been specifically set out in this strategy but are instead being managed via the relevant established channels of activity management.

2. Core Vision and Mission Statement

APUC is committed to obtaining value for money in all of its Framework Agreements and transactions, and in conducting its daily business, staff must consider APUC's wider responsibilities in terms of legal, ethical, social, economic and environmental impact. Effective operational procurement will support APUC's key objectives across these important operational dimensions.

The Core Vision and Mission Statement of APUC is ***"To maximise the value of Scotland's investment in further and higher education by working in partnership with institutions to enable sustainable innovation in procurement and shared services optimisation"***.

3. Strategic and Operational Context

This Operational Procurement Strategy sets out the strategic approach to operational procurement within a challenging economic, legislative and regulatory environment.

APUC is one of the sectoral Centres of (Procurement) Expertise (CoE) formed as a result of the McClelland Review of Public Procurement in Scotland, published in March 2006. APUC was formed in 2007, is owned and controlled by all of Scotland's Universities and Colleges. APUC conducts procurement processes across a broad range of products and services and enters into collaborative Framework Agreements for its members to access. APUC is the key link between the HE/FE sector and Scottish Government in taking forward the Public Procurement in Scotland Programme in ways that are supportive to the priorities and structure of the institutional clients. APUC carries out the dual role of representing and enhancing the interests of the client community in procurement matters including taking the lead role in furthering procurement improvements / development and implementation within the HE and FE sectors, as well as supporting these sectors in playing their part in implementing relevant government policy around procurement reform.

With regard to Public Procurement in Scotland, APUC works closely with the other sectoral CoE's. These are NHS National Procurement, Scotland Excel (for Local Authorities) and the Government's Scottish Procurement and Commercial Directorate including the Central Government Centre of Procurement Expertise (representing Central Government and NDPB's). This collaborative effort is directed towards the delivery of what is known as the Scottish Model of Procurement, which defines value for money as the best balance of cost, quality and sustainability which is reflected throughout strategy development, reporting and procurement processes. In addition to this, APUC works

collaboratively with all of the other UK regional / specialist HE/FE purchasing consortia (TUCO, TEC, SUPC, LUPC, NWUPC, NEUPC and HEPCW), JISC and the (UK) Government Commercial Agency (was CCS), to ensure best practice, drive value for money and obtain added benefits for our client institutions. APUC will seek to maintain collaborative relationships with other consortia whilst they implement and adapt to new procurement legislation being put in place in the rest of the UK.

The APUC client institution community has clear service expectations. These expectations form the core scope of APUC's responsibilities and strategic operations and have been arrived at and developed through regular dialogue with senior stakeholders within client institution across Scotland and the key stakeholders across the public procurement arena, aligning to the Public Procurement Strategy for Scotland 2023 – 2028.

4. Strategic Procurement Objectives

In order to maintain an optimised, comprehensive service to client institutions, APUC operates through workstreams. The two procurement workstreams are Strategic Sourcing (formerly known as Collaborative Contracting, this includes Responsible Procurement and Policy, Process & Compliance units) and Institutional Procurement Services. The strategic enablement specialist workstreams are key to enhancing the delivery of the strategy, they are eSolutions and People & Development.

Workstreams overview:

- **Strategic Sourcing:** This team provides, and contract manages a suite of appropriate Framework Agreements driven by Institutions' requirements and needs, informed by user intelligence groups, the sector's Procurement Strategy Groups (PSG), supplier involvement and the annual Contracting Priorities Workshop. This is facilitated by a client relationship management approach. Strategic Sourcing operates on a category management basis strategically focussing on Estates, Information Services and Corporate & Laboratories. Other specialist supporting areas within Strategic Sourcing include Responsible Procurement which manage APUC's sustainable / responsible procurement programme, and Policy, Process and Compliance, which oversees developments in legislation and policy to disseminate best practice information and provide procurement training content for client institutions and APUC Strategic Sourcing managers. The Responsible Procurement team also offers a tailored service to member institutions to assist in implementing Responsible Procurement in institutional / category plans and tenders covering aspects such as climate change, wider environmental impacts, social value and human rights / modern slavery.
- **Institutional Procurement Services:** This is generally a specifically funded team, funded by the specific institutions consuming the relevant services. It aims to provide operational and strategic shared procurement service delivery for client institutions. This is either as an embedded procurement team leading the procurement service for the institution (staffed by APUC), APUC staff operating under local management, or in the form of an account managed service for institutions to provide tender support for high value/regulated tenders, instilling best practice through procurement policies/processes and ad hoc support and assistance as required (depending on the service model in place in each institution). Note however that the operational procurement strategy aspects of this team's work is *not* within the scope of this strategy as they develop separate strategies for each of the relevant institutions where they operate.

- **eSolutions:** This team provides eTools to enable APUC Strategic Sourcing team and member institutional procurement teams across Scotland (and across the UK) to most effectively undertake their roles. This includes systems such as an in-house client interface solution known as Hunter to ensure that all operational procurement data can be obtained from a single portal, collaborative opportunities can be identified, contract registers can be created in line with the Procurement Reform (Scotland) Act 2014 and procurement opportunities can be shared in an open, fair and transparent manner.
- **People and Development:** Aims to manage and deliver the HE/FE sector's annual procurement training programme for all its procurement professionals in the sector including bespoke training programmes as and when required. This team also provides the internal services for HR, Events Management and Comms within APUC.

These workstreams take responsibility, both singly and jointly for activities that underpin four (procurement related) spheres of delivery.

- Strategic Sourcing Outcomes & Value for Money
- Delivering and Facilitating Effective Models of Procurement
- Supporting Communities & Embedding Fair Work Principles
- Supporting Responsible Business Conduct

These spheres of delivery closely align to the **Public Procurement Strategy for Scotland 2023-2028**.

The vision of the Public Procurement Strategy for Scotland is to put public procurement at the heart of a sustainable economy to maximise value for the people of Scotland. The spheres of delivery above encompass the key enablers detailed in the Strategy:

- procurement capability,
- supplier development,
- engagement and
- collaboration.

These enablers are fundamental to the success of the strategic aims and objectives of what APUC, and the wider public sector, can achieve.

Similarly, the wider objectives of the Strategy, that public procurement should

- be good for suppliers and their employees,
- be good for places and communities,
- be good for society and
- be open and connected

are also reflected in APUC's policy statements and objectives.

5. Compliance with the Procurement Reform (Scotland) Act 2014

We include the following statements in APUC's Operational Procurement Strategy to demonstrate how APUC will deliver the requirements of the Procurement Reform (Scotland) Act 2014.

Statement on APUC's general policy on the use of community benefit requirements

For every relevant procurement over £4m, APUC will consider how it can improve the economic, social or environmental wellbeing through inclusion of community benefits in all of its Framework Agreements on a proportionate basis. This will include, whenever feasible, ensuring that an Institution undertaking a call-off can capture community benefits which are directly applicable to them. APUC gather best practice and work cross-sectorally to help deliver community benefits and monitor outputs through contract management and standardised benefits reporting.

Statement on APUC's general policy on consulting and engaging with those affected by its procurements

For each relevant procurement, APUC will consider, as appropriate, the community affected by the resultant Framework Agreement and ensure, where possible and appropriate, that any affected Institutions/persons are consulted. Such consultation will always be on a scale and approach relevant to the procurement in question. APUC undertake an annual Contracting Priorities Workshop (CPW) to determine its contracting programme for Cat A, B and where appropriate regional and / or technical Cat C1 requirements and holds quarterly Procurement Strategy Group meetings with the University and College sectors to ensure their needs and requirements are being met. APUC holds an annual Procurement Network Conference and Procurement Leaders Workshop to share best practice and to provide continuous professional development to colleagues in the sector.

Statement on APUC's general policy on the payment of a living wage to persons involved in producing, providing or constructing the subject matter of regulated procurements

APUC recognises the values of and supports actions to enable a well-motivated and dedicated workforce both in its own organisation and in those of its clients and suppliers. APUC have internal processes to ensure that Fair Work First is incorporated in all relevant procurement processes from strategy through to evaluation of tenders and monitoring outcomes in line with the SPPN 1/2024. As a minimum, all supplier's commitment to Fair Work First is captured in the Responsible Procurement (RP) tool (Section 1). Where relevant and proportionate, APUC will address fair work practices of suppliers when carrying out a procurement exercise. This will include the application of the Living Wage. Payment of the real Living Wage is a significant indicator of an employer's commitment to fair work practices.

Statement on APUC's general policy on promoting compliance by contractors and sub-contractors with the Health & Safety at Work, etc. Act 1974 (c.37) and any provision made under that Act

APUC is committed to contracting only with suppliers that comply with all appropriate and relevant legislation, including Health and Safety legislation. Where appropriate, and on a Framework Agreement by Framework Agreement basis, APUC will assess the legislation applicable to a procurement and take steps to ensure Tenderers comply with such legislation. Compliance is mandated in the APUC standard Terms and Conditions and is managed through ongoing Contract Management activity. Where proportionate, APUC may consider assessing sub-contractors' compliance of specific legislation.

Statement on APUC's general policy on the procurement of fairly and ethically traded goods and services

Wherever relevant and possible APUC shall make use of appropriate standards and labels and/or its underlying criteria in its procurements to maximise incorporation of fair and ethical trading considerations and will consider equivalent offerings from suppliers in its tenders and maximise the use of lifecycle costing. APUC will also encourage use of Framework Agreement conditions that provide assurances on fair and ethical supply chains.

Statement on APUC's general policy on how it intends its approach to regulated procurements involving the provision of food to improve the health, wellbeing and education of communities in the organisation's area; and promote the highest standards of animal welfare

APUC aims to facilitate the supply of healthy, fresh, seasonal, and sustainably grown and ethically harvested 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. Where appropriate, APUC will embed standards/labels underlying criteria in tender documentation and will work closely with its internal Responsible Procurement team, and external CoE's and UK HE/FE Consortia to ensure similar requirements are flowed out nationally to create standardisation and to ensure compliance. APUC will provide fresh food framework agreements that are regionally lotted so that they are assessable to the local SME supply market and create the greatest opportunity for minimum "food miles" in their supply.

Statement on APUC's general policy on how it intends to ensure that, so far as is reasonably practicable, the following payments are made no later than 30 days after the invoice (or similar claim) relating to the payment is presented

- **Payments due by the authority to a contractor.**
- **Payments due by a contractor to a sub-contractor.**
- **Payments due by a sub-contractor to a sub-contractor**

APUC will address prompt payment in the supply chain in line with all regulatory requirements and in particular SPPN2/2022. APUC recognises the importance of prompt payment to the sustainability and resilience of supply chains. Prompt payment will be addressed at the selection and award stages, as well as in standard terms and conditions, and through contract management. APUC complies with the Late Payment requirements and will review on a Framework Agreement by Framework Agreement basis whether such obligations are relevant and should be enforced and monitored further down its supply chain.

Statement on APUC's general policy on how it intends to ensure that its regulated procurements will be carried out in compliance with the Sustainable Procurement Duty.

APUC will undertake regulated procurements in compliance with the Sustainable Procurement Duty and will also seek to take account of climate and circular economy in its procurement activity. Consideration of environmental, social and economic issues and how benefits can be delivered through the procurement activity will be made, where appropriate and on a Framework Agreement by Framework Agreement basis. APUC will utilise available tools and systems such as Prioritisation, Life Cycle Impact Mapping, the Sustainability Test, the Flexible Framework, the Sustain Supply Chain Code of Conduct, the RP Tool (Section 1), as well as supply chain deep-dive services and Electronics Watch where relevant and proportionate to the scope of the procurement.

Statement on how APUC will use procurement to contribute to the global climate emergency response – and report progress in their annual reports.

APUC has a strong focus on supporting responsible procurement, in particular, on climate and circular economy within a just transition. APUC follows the sustainable procurement duties under the Procurement Reform (Scotland) Act 2014 as well as the requirements laid out in SPPN3/2022. APUC will prioritise where impact can be made on behalf of their members calling off from their Framework Agreements. In response to the global climate emergency, APUC will align corporate commitments to work towards net zero greenhouse gas emissions through its Framework Agreements wherever possible and is working with the sector collaboratively to achieve this. Framework Agreements, where relevant and feasible to do so, have net-zero options / circular economy focused lots wherever possible / appropriate. Contractors are required to demonstrate their commitment and measures to reduce the environmental impact associated with the delivery of the Framework Agreement as well as any initiatives or established schemes their Company has in place to reduce waste and increase recycling, extension of product life through reuse and/or

remanufacturing of products and associated materials and general implementation of circular economy principles throughout the delivery of the Framework Agreement.

APUC has coordinated development of the University and College Sectors Supply Chain Climate and Ecological Emergency Strategy on behalf of their members. This has been approved collectively by all of the Principals of Scotland's Universities and Colleges. The University and College Sectors Supply Chain Climate and Ecological Emergency Strategy identifies Primary Impact Areas of Climate Change (PIACC). APUC provides guidance in these PIACC areas including suggested actions and activities to address the climate emergency within sector institutions. From Now to 2030 (FNT2030) plans have been created by APUC for each PIACC area to cover the collaborative procurement activity against the objectives of the University and College Sectors Supply Chain Climate and Ecological Emergency Strategy (SCCEES). These are being dynamically managed and have been shared across the sectors' procurement community to assist colleagues across the HE/FE sectors with the planning and implementation of action on dealing with the Climate and Ecological Emergency. The Responsible Procurement team continue to support member institutions with their FNT2030 action plans.

Within the Responsible Procurement Section 1 tool, all Contractors on APUC Framework Agreements will be required to provide their company's environmental impact and carbon reduction strategies. It includes questions about their GHG Emissions Reduction Plan, net zero targets, and current emissions reporting. This information helps us understand their commitment to environmental sustainability and compliance with legal and regulatory targets.

APUC will monitor and record how procurement has contributed to the global climate emergency through its RP tool (Section 1), as well as reporting progress in its annual procurement report.

Statement on APUC's policy on how it intends to ensure that its regulated procurements will contribute to the carrying out of its functions and achievements of its purpose.

APUC will analyse its client Institutions expenditure to identify opportunities for collaboration. The Strategic Sourcing workstream has a category management structure in place to deliver Framework Agreements to meet the sector's requirements. It has highly competent procurement professionals to ensure compliance with the Regulations and the Procurement Reform (Scotland) Act and support from within Strategic Sourcing on responsible procurement, processes, legislation and policy for guidance and training and eSolutions for systems and tools. The Strategic Sourcing team work with other HE/FE Consortia across the UK and across sector CoE's in Scotland to deliver collaboration, best practice and added value benefits. All this assists in the delivery of APUC's strategic objectives.

Statement on APUC's policy on how it intends to ensure that its regulated procurements will deliver value for money.

APUC will facilitate the use of collaborative contracting arrangements (e.g. UK HE/FE, national, sectoral or local Framework Agreements) to deliver improved contract terms, contract and supplier management, responsible procurement outcomes and value for money. APUC operates and reports under the Scottish Cross-Sector and UKUPC Procurement Benefits Methodology Reporting Guidance which is used on a cross-sector Scotland wide and UK HE/FE sectors basis to demonstrate both cash and non-cash/efficiency savings. APUC is also part of the Scottish cross sector Collaborative Leads Group (CLG) and the UK HE/FE Strategic Procurement Group (SPG) which focuses on collaborative working at a Cat A, Cat B and where appropriate Cat C1 level to ensure best practice and to drive benefits. Key stakeholders both internal and external are consulted with at all appropriate times to ensure aims and objectives are being achieved.

Statement on APUC's policy on how it intends to ensure that its regulated procurements will be carried out in compliance with its duty to treat relevant economic operators equally and without discrimination.

APUC will conduct all regulated procurements in compliance with the Regulations demonstrating equal treatment, non-discrimination, transparency, proportionality and mutual recognition. APUC will utilise portals including Public Contracts Scotland (PCS) and Public Contracts Scotland -Tender (PCS-T) to publish its procurement opportunities and shall strive to ensure appropriate use of lotting,

output based specifications and clear evaluation criteria to ensure the procurement is accessible to as many Tenderers as possible. In addition, APUC uses an online evaluation portal to ensure tender responses are evaluated in a fair and transparent manner.

APUC will ensure that it awards regulated procurements only to businesses (and sub-contractors) that are capable, reliable and, where relevant, that can demonstrate that they meet high ethical standards and values in the conduct of their business.

APUC takes steps to ensure smaller businesses can bid for Framework Agreements on a level playing field with larger ones. Legislative constraints preclude preferences for only local suppliers but the local dimension can be addressed to a degree through the structure of tenders, the use of PCS and training.

Statement on APUC's policy on how it intends to ensure that its regulated procurements will be carried out in compliance with its duty to act in a transparent and proportionate manner.

APUC will make appropriate use of collaborative contracting arrangements (e.g. UK HE/FE, national, sectoral or local framework agreements or contracts) to deliver improved contract terms, contract and supplier management, sustainable procurement outcomes and value for money.

As noted earlier, APUC will utilise portals including PCS and PCS-T to publish its procurement opportunities and shall strive to ensure appropriate use of lotting, output based specifications and clear evaluation criteria to ensure the procurement is accessible to as many Tenderers as possible. In addition, as noted before, APUC will use an online evaluation portal to ensure tender responses are evaluated in a fair and transparent manner.

In addition, APUC acts in an open, fair and transparent manner by publishing its contracting plan on its website, making documentation available to its clients on Hunter and issuing its forward plan online.

APUC encourages the use of PINs to test the market where relevant and appropriate and holds Meet the Buyer events where relevant to encourage supplier engagement. APUC also attends wider events such as the Supplier Development Programme's Meet the Buyer events and Procurex conference.

6. Annual Reporting

APUC will produce an annual report on progress against its procurement objectives and publish this on APUC's website. This report, produced as soon as practicable after the end of each academic year, will describe how APUC has met its obligations under the Act and how it has exercised discretion and judgement as permitted by the public procurement rules to secure strategic objectives in compliance with the Act.

The Annual Report will include -

- a summary of the regulated procurements that have been completed during the year covered by the report,
- a review of whether those procurements complied with APUC's Operational Procurement strategy,
- to the extent that any regulated procurements did not comply, a statement of how APUC intends to ensure that future regulated procurements do comply,
- a summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report,
- 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 APUC expects to commence in the next two financial years,

- a summary of the work APUC is doing across a variety of areas of sustainable / responsible procurement, including a focus on addressing climate change impacts in our supply chain,
7. such other information as the Scottish Ministers may by order specify.

8. Operational Strategy Ownership and Contact Details

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Approved by the Chief Executive of APUC and the APUC Board, July 2026.

APPENDIX 1 – ACTION PLAN

Note that due to high levels of volatility and disruption in the supply chain resulting from Covid-19 and the Russia/Ukraine situation, all of the following is subject to change in order that APUC may dynamically adapt to best support its member institutions deal with these challenges.

Objective	Outcomes	Main Actions & Commitments
Optimising Strategic Sourcing Outcomes & Value for Money	Managing the continuing expected volatility in local and global supply chains, deliver collaborative pricing opportunities that retain sector pricing 5-15%+ below prevailing market pricing	Managing the continuing expected volatility in local and global supply chains, delivering collaborative pricing opportunities that retain sector pricing 5-15%+ below prevailing market pricing
	Continue to support the sector in increasing the percentage of recurrent spend that is based on more value for money and more resilient collaborative agreements.	Undertake regular collaborative spend reviews (at least twice yearly) with HoPs (regional managers for APUC managed colleges) using Hunter reports comparing institutional spend and supplier MI.
	Focus on and encourage collaborative partners to adopt a “once for all” approach to avoid duplication of framework agreements and wider activity.	Ensure no unnecessary duplication of provision in service delivery through working with key collaborative partners (UKUPC, other CoEs, Scot-Gov, Institutions) across: Strategic Sourcing, Development & Training, Systems and IPS.
	Provide increased focus on enabling sector procurers to identify the optimum route to market for each buying scenario.	Review and update training provision and ensure a specific focus on optimising routes to market in training for institutional procurement staff and their end users.
Delivering and Facilitating Effective Models of Procurement	Provide tailored development programmes for the sector’s procurement community, from stand-alone face to face training sessions to multi-month dedicated staff development programmes.	Deliver Cohort One of the Construction procurement development programme in line with plans across 2026. Explore options for future leaders programme to run in 2026/27 AY subject to budget. Annual F2F sector training programme scheduled and delivered across the 2026/27 AY.
	Work with stakeholders to explore and where beneficial, implement regional procurement hubs and other forms of collaboration that can add value to the sector.	Explore suitable regional and technical strategic hub options across Scottish HE/FE and prioritise based on institutional and sectoral priorities.

	Continue the organic growth of our Institutional Procurement Services, both with member institutions and also where opportunities exist out-with our core membership.	In line with standard approach, respond to requests for involvement in providing institutional services for members. For wider publicly funded sector opportunities, promotional materials for IPS to be developed for use outwith Scottish HE/FE to encourage wider development of this service.
	Continue to deliver and develop our class-leading Hunter procurement infrastructure management tool to / for the sectors and its wider stakeholder communities.	Planned Hunter developments continue in collaboration with ESPDAG / MSDF. For wider publicly funded sector opportunities, promotional materials for Hunter to be developed for use outwith Scottish HE/FE to encourage wider development of this service from early 2027.
	Progressively develop our use of, and support the sectors' use of, responsible and ethical AI solutions across all appropriate areas of the procurement process.	Encourage a culture of careful exploration across all procurement teams. Corporate coordination of learnings to be managed by SR and RM
	Develop new markets for our key corporate systems and expertise, that will contribute to the outcomes aligned to our core purpose.	For wider publicly funded sector opportunities, promotional materials for Associate Membership to be developed for use outwith Scottish HE/FE to encourage wider use of our frameworks agreements.
Supporting Communities and Fair Work Principles	Explore opportunities for Circular Economy solutions across a range of suitable commodities, supporting development of delivery of these in our local communities where applicable.	Circular Economy Project to be established by RP Team from November 2026.
	Where the supply chain is suitable, we will maintain a framework lotting strategy (technical and / or regional) to maximise ability for small, regional and third sector businesses to bid for sectoral collaborative contracting opportunities to aid supporting local economic development and wellbeing.	Opportunities for regional and technical lotting to be explored for all tenders.
	Include Fair Work principles / considerations as a core part of the way we manage our internal operations and across how we deliver our core services (both at tendering stage and throughout the	Fair work principles continue to be enshrined in APUC's internal operations in consultation with the Staff Consultation Group. APUC continue to expand use of EcoVadis assessments and continue to collaborate with Electronics Watch's monitoring activities.

	contract management process), for both near and far communities across our supply chains.	
	Continue to enable and encourage the use of community benefits via appropriate framework agreements with a heightened focus on areas of social deprivation and in reducing the number of young people not in education, employment or training.	Continue to enable and encourage the use of community benefits via appropriate framework agreements with a heightened focus on areas of social deprivation and in reducing the number of young people not in education, employment or training.
	Maintain long-term contracting registers and plans (3+ years at any time) to enable the supply market good visibility of potential business over a long period.	Maintain long-term contracting registers and plans (3+ years at any time) to enable the supply market good visibility of potential business over a long period.
Responsible Business Conduct	Maintain a programme undertaking robust deep dive responsible business assessments for all high-risk collaborative suppliers, integrating outcomes into the supplier management process.	Continue to expand use of EcoVadis assessments and have circa 350 deep dive assessments complete across the life of the programme by July 2027
	Continue to collaborate within and outside of the sector in development of best practice GHG reporting tools that use well regarded standards and calculation methodologies for sectoral supply chain GHG reporting.	Work in partnership with the HEPA / UK HEFE Responsible Procurement Group on review and development of GHG measurement and reporting tools / approaches across the 2026/27 AY
	Maximise provision of net-zero and low GHG framework agreement options.	Wherever possible include low GHG or net-zero supply options in framework agreements and encourage their use in the sector.
	Continue to support the sector with high expertise Responsible Procurement support and training and facilitate sector adherence to the Scottish HE/FE sectors Supply Chain Climate & Ecological Emergency Strategy.	Continue to support the sector with high expertise Responsible Procurement support and training and facilitate sector adherence to the Scottish HE/FE sectors Supply Chain Climate & Ecological Emergency Strategy.
	Through working with collaborative partners, deliver joint monitoring activity and positive outcomes in	We will use Hunter RPS1 to monitor publication of Modern Slavery Statements etc and use other due diligence processes (during tendering etc) and tools including use of

	dealing with the risk of modern slavery and other human rights issues in supply chains.	EcoVadis assessments and monitoring activity undertaken by Electronics Watch on our behalf.
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