



PROCUREMENT STRATEGY

All College policies and procedures adhere to the guidelines and ethos of Equality and Diversity.

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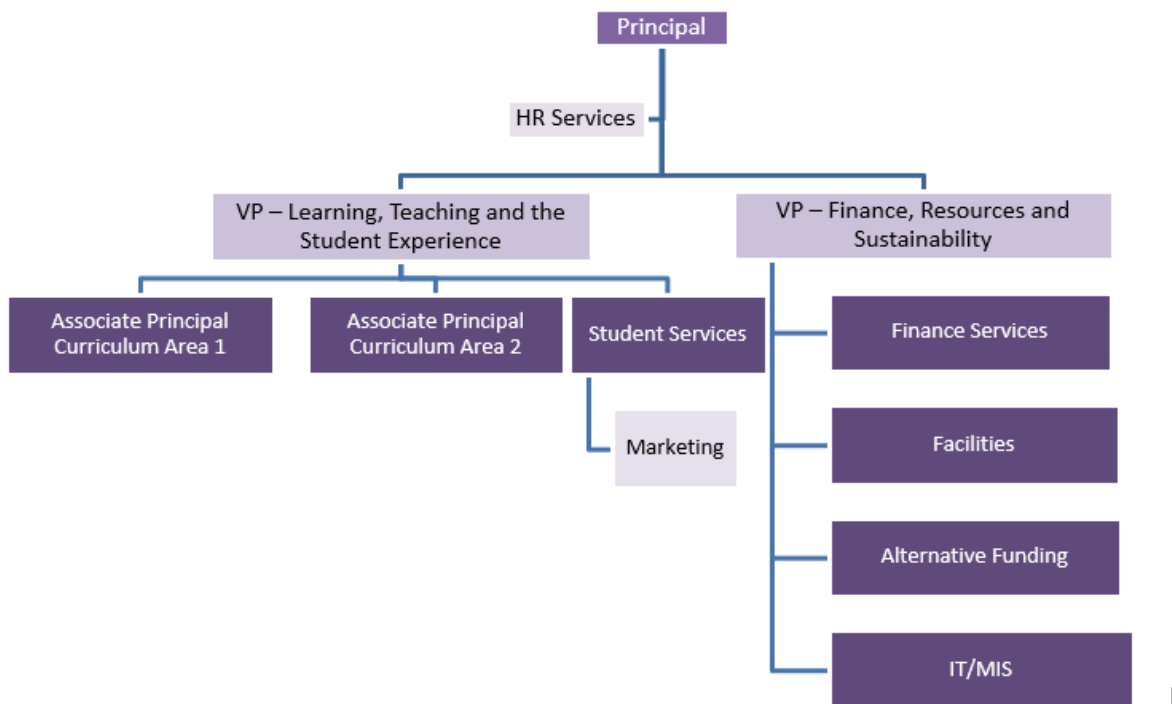
This Strategy has been designed to ensure legislative compliance with the Procurement Reform (Scotland) Act 2014 and other relevant legislation. It is aligned with the College’s and the Scottish Funding Council’s key strategic outcomes as detailed in our Regional Outcome Agreement 2023-2024 and South Lanarkshire College’s Strategic Framework 2020 – 2025.

South Lanarkshire College is not required to meet all the elements of the legislation however to follow good practice shall comply with the following:

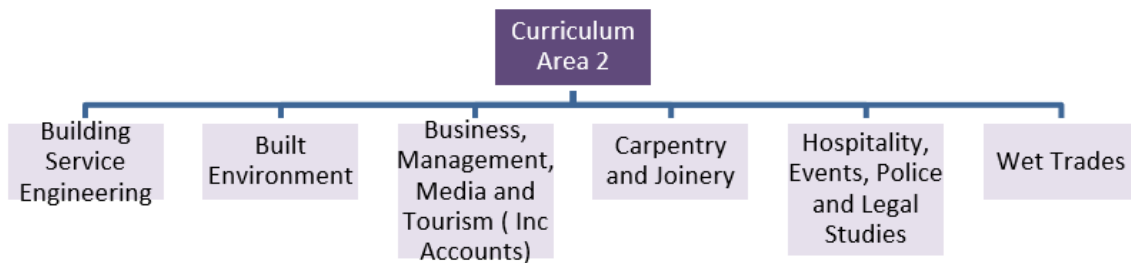
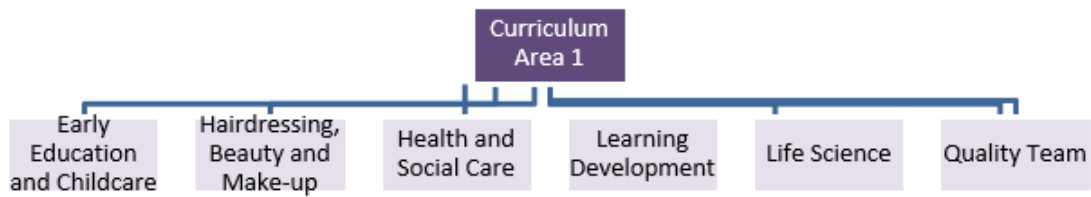
- Publish a procurement strategy and action plan;
- Maintain a public contracts register on an external website;
- Increase the compliance of our regulated procurements;
- Publish an annual procurement report; and
- Meet the sustainable procurement duty.

Background

South Lanarkshire College organisation chart is as follows.



The Curriculum Areas are split as follows:



Procurement Strategy

This Strategy sets the College challenging but realistic goals for the development of our procurement activities which will be subject to a regular and transparent review.

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

It is vital that all staff contribute to the future sustainability of our College. In terms of procurement, this will be measured through collaborative efforts across the College and the reinvestment of resulting savings and efficiencies from our procurement activities.

We aim to enhance our students' learning experiences and outcomes and to meet our aspirations as set out in our College's Vision, Mission and Values, as follows:

Vision

To be Scotland's leading college: delivering excellence.

Mission

Preparing learners well for their future, in an outstanding learning environment and inclusive community.

Values

We are:

- Inclusive and diverse
- Passionate about our roles and responsibilities
- Continually improving
- High achieving
- Reducing our environmental impact
- Delivering community and social value
- Committed to health, safety and wellbeing
- Creative and innovative
- A listening organisation

Formation and Approval of our Procurement Strategy

The formation of this Strategy has been guided throughout by the College's Finance Department and the Supply Chain Manager, as well as obtaining feedback from the Principalship. The Strategy was agreed as appropriate for the College by the Finance and Resources Committee of the Board of Management.

This Strategy has also been informed by the Scottish Procurement's statutory guidance under the Procurement Reform (Scotland) Act 2014 with the support of APUC Ltd, the procurement centre of expertise for all Scotland's colleges and universities.

The Strategy will be reviewed annually in compliance with the Procurement Reform (Scotland) Act 2014 thus maintaining the alignment of our procurement activity with our broader priorities and allow the College where necessary to revise the Strategy and its related Action Plan.

Please refer to Annex A for a process flow on the application of the Procurement Reform (Scotland) Act 2014, the Procurement (Scotland) Regulations 2016 and the Public Contracts (Scotland) Regulations 2015 and the key strategic and operational requirements therein.

1. Context

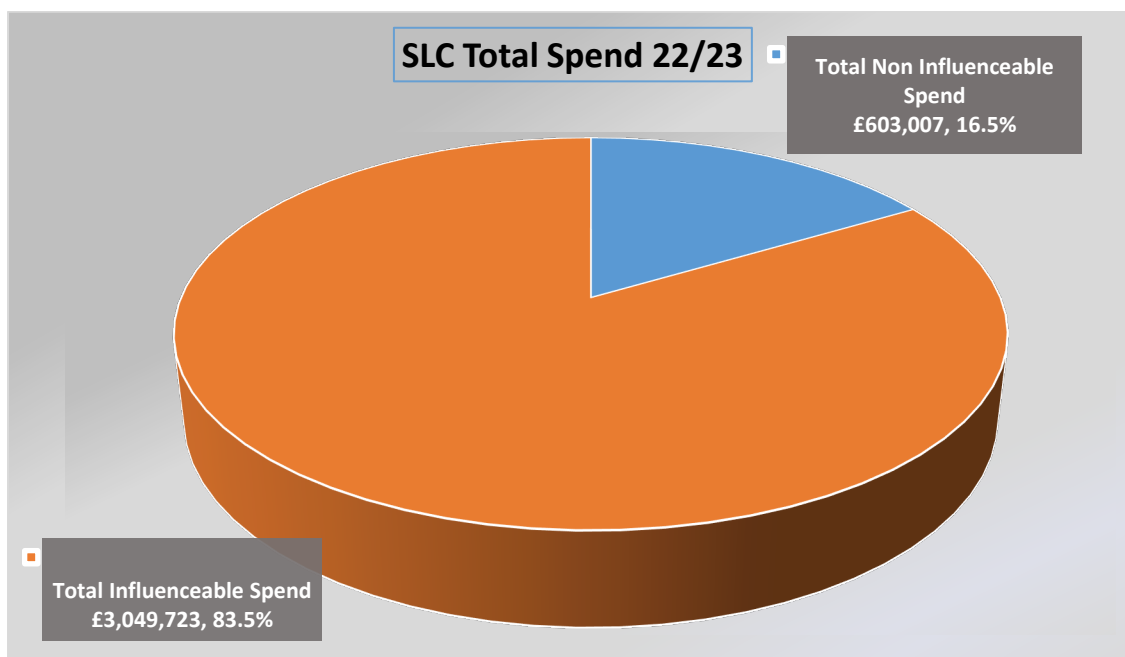
This Procurement Strategy provides the framework within which the procurement activities of the College can develop and help support our Strategic Priorities and Objectives which are 3 fundamental procurement processes: Strategic Sourcing, Supplier Management and Contract Management. It can also be understood as a procurement improvement journey based on a clear understanding of where the College is currently, in terms of our procurement practice, where we need to be, and how we should get there.

As above, the College has agreed, although not a legal obligation, to have and maintain a Procurement Strategy as part of the requirements of the Procurement Reform (Scotland) Act 2014, which provides a national legislative framework for sustainable public procurement that supports Scotland's economic growth through improved procurement practice.

The Act focuses on a small number of general duties on contracting authorities regarding their procurement activities and some specific measures aimed at promoting good, transparent and consistent practice in procurement processes detailed in section 6.

2. Spend Report

The College's annual spend profile is displayed in the graph below with a total non-pay spend in the region of £3.6m (2022-23) made up of approximately £3m influenceable spend and £0.6m non-influenceable spend.



(Non-Influenceable spend is where there is no competitive market i.e. Scottish Qualification Authority. Influenceable spend can be competitively tendered in the market.)

Our annual influenceable procurement spend of approximately £3m comprises of £1.9m of regulated spend (above threshold) and £1.1m of unregulated spend (below threshold).

This Strategy recognises that our procurement practice is based on the Scottish Model of Procurement which sees procurement as an integral part of policy development and service delivery. It is essentially about achieving the best balance of cost, quality and sustainability through:

- Improving supplier access to public contracts;
- Delivering savings and benefits;
- Maximising efficiency and collaboration;

- Embedding sustainability in all we do.

A key element of this Strategy is about moving the balance of procurement effort away from the buyer or tendering phase and towards a greater emphasis on the planning and post contract phases of procurement. Included in this is an increasingly greater engagement with our stakeholders both internal and external.

3. Procurement Mission

The procurement of goods, services and works is a key process within the College.

The Procurement function enables the College to develop objectives and policies relating to the management, efficiency and effectiveness of procurement to obtain best value for money from everything we purchase and ensure all procurement activities are carried out in the best interests of the College to support the College's Strategic Priorities and Objectives.

To achieve this, Procurement will ensure:

- We understand and respond to internal and external stakeholders' business needs and challenges and constantly changing market conditions;
- We will seek, establish and maintain supplier relationships to enhance the service we provide whilst obtaining best value for money and value added services;
- We will strive to improve processes to facilitate a streamlined approach for all campuses, that drive innovation and reduce transactional costs through continuous improvement of the procurement process;
- We will take a lead role on strategic procurement initiatives;
- We will always remain open and act in a transparent and proportionate manner in all of our procurement activities; and
- We will conduct all regulated procurements in line with the College's Procurement Policy.

4. Procurement Policy

Our Procurement Policy and Procedures set out our operational framework of how we procure all goods, services and works on behalf of the College. The policy and procedures ensure all procurement of goods, services and works are achieved at competitive prices and are governed by the World Trade Organisation's (WTO) Government Procurement Agreement and procured under Scottish Procurement Regulations. The principles of non-discrimination, transparency and procedural fairness as well as other relevant statutory requirements apply. In adherence to these principles and the legislative framework that applies, the College can demonstrate its accountability for, and good stewardship of the funds at its disposal.

5. Strategic Procurement Objectives

Our strategic procurement objectives form the core of our Procurement Strategy. These are defined below:

- To work with internal budget holders and professional support service colleagues and suppliers to deliver innovation and best value to the learning, research and service support communities through the development of an effective and co-ordinated purchasing effort within the College;
- To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities;

- To embed sound, ethical, social and environmental policies within the College's procurement function, respond to the climate emergency and to comply with relevant Scottish and UK legislation in performance of the Sustainable Procurement Duty;
- To sustain and further develop partnerships within the sector, with other publicly funded bodies, with professional bodies and appropriately with supply markets that will yield intelligence, innovation and deliver value to users of procurement services;
- To seek out professional development opportunities to enrich and enhance experience and capability of procurement practitioners and to work with the supply chains to ensure continued value, managed performance and minimal risk throughout the life of contracts for the benefit of customers and students;
- To develop sound and useful procurement management information in order to measure and improve procurement and supplier performance in support of corporate planning conducted through fair and transparent process.

The Public Procurement Group (PPG) in Scotland provides strategic direction, support and monitors progress on the procurement reform agenda with all their activity relating to the four 'power of procurement' outcomes below enabled by procurement capability, supplier development, engagement and collaboration. The College shall support the vision of the Public Procurement Strategy for Scotland 2023 to 2028 and delivery of its objectives, namely to conduct its procurement activity in a way which is:

- Good for Businesses and their Employees;
- Good for Places and Communities;
- Good for Society;
- Open and Connected.

The strategic procurement objectives have been aligned with the SFC's Priority Outcomes as further detailed in the College's Regional Outcome Agreement 2023 – 24 and the Strategic Priorities in the College's Strategic Framework 2020-2025 namely:

STRATEGIC

Highest Quality Education and Support
(College)

Quality Learning and Teaching
Coherent Learning Provision
(Outcome Agreement)

Successful Students
(College)

Quality Learning and Teaching
Coherent Learning Provision
Net Zero & Environmental
Sustainability
(Outcome Agreement)

Highest Quality Education and Support
(College)

Quality Learning and Teaching
Fair Access and Transitions
Coherent Learning Provision
(Outcome Agreement)

Sustainable Behaviours
(College)

Net Zero & Environmental
Sustainability
Fair Access and Transitions
Coherent Learning
Quality Learning and Teaching
(Outcome Agreement)

1

To work with internal academic budget holders professional support service colleagues and suppliers to deliver innovation and best value to the learning research and service support communities through the development of an effective and co-ordinated purchasing effort within the College.

2

To seek out professional development opportunities and enhance experience and capability of procurement practitioners and to work with the supply chains to ensure continued value, managed performance and minimal risk throughout the life of the contracts for the benefit of customers and students.

To sustain and further develop partnerships within the sector, with other publicly funded bodies, with professional bodies and appropriately with supply markets that will yield intelligence, innovation and deliver value to users of procurement services.

3

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

To develop sound and useful procurement management information in order to improve procurement and supplier performance in support of corporate planning conducted through fair and transparent process.

4

To embed sound and ethical social and environmental policies within the College's procurement function, respond to the Climate Emergency and to comply with relevant Scottish and UK Legislation in performance of the Sustainable Procurement Duty.

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

STRATEGIC PROCUREMENT OBJECTIVES

These objectives are measured and supported in three ways; through the Procurement Action Plan – Appendix 1, through our participation in the Scottish Government’s Operational Procurement Review (OPR) and through the publication of an Annual Procurement Report (Section 7).

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

Introduction

As required by the Act the College must comply with a number of general duties and some specific measures which will be embedded in our Tendering Policy or in our Procurement Action Plan (Section 8 and Appendix 1) but for clarity and to ensure full compliance with the Act, these are stated below:

General Duties and Specific Measures	Action
<p>Contribute to the carrying out our function and the achievement of our purposes</p>	<p>The College will analyse its non-pay expenditure to identify ‘Regulated Procurements’ in line with the Scottish Government Procurement Journey as follows:</p> <p>Regulated Procurements – Route 3</p> <p>Goods and Services > £179,087 ex vat Works > £4,447,447 ex vat and;</p> <p>Regulated Procurements – Route 2</p> <p>Goods and Services between £50,000 and £179,087 ex vat Works between £2,000,000 and £4,447,447 ex vat</p> <p>These thresholds apply to the College as an “other public sector contracting authority”.</p> <p>The College will sort regulated procurements into procurement categories and consider appropriate and effective consultation that aligns individual procurement strategies, with the College’s own aims and objectives, and in turn to the objectives as detailed in the College’s Regional Outcome Agreement.</p> <p>A two year forward contract plan will be published annually providing structured and efficient contract planning across the College.</p> <p>The College will review the online ordering system, Pecos, with a view to maximising its use.</p> <p>The College will consider where appropriate the effective use of contract and supplier management to monitor and further improve the regulated procurement outcomes.</p>

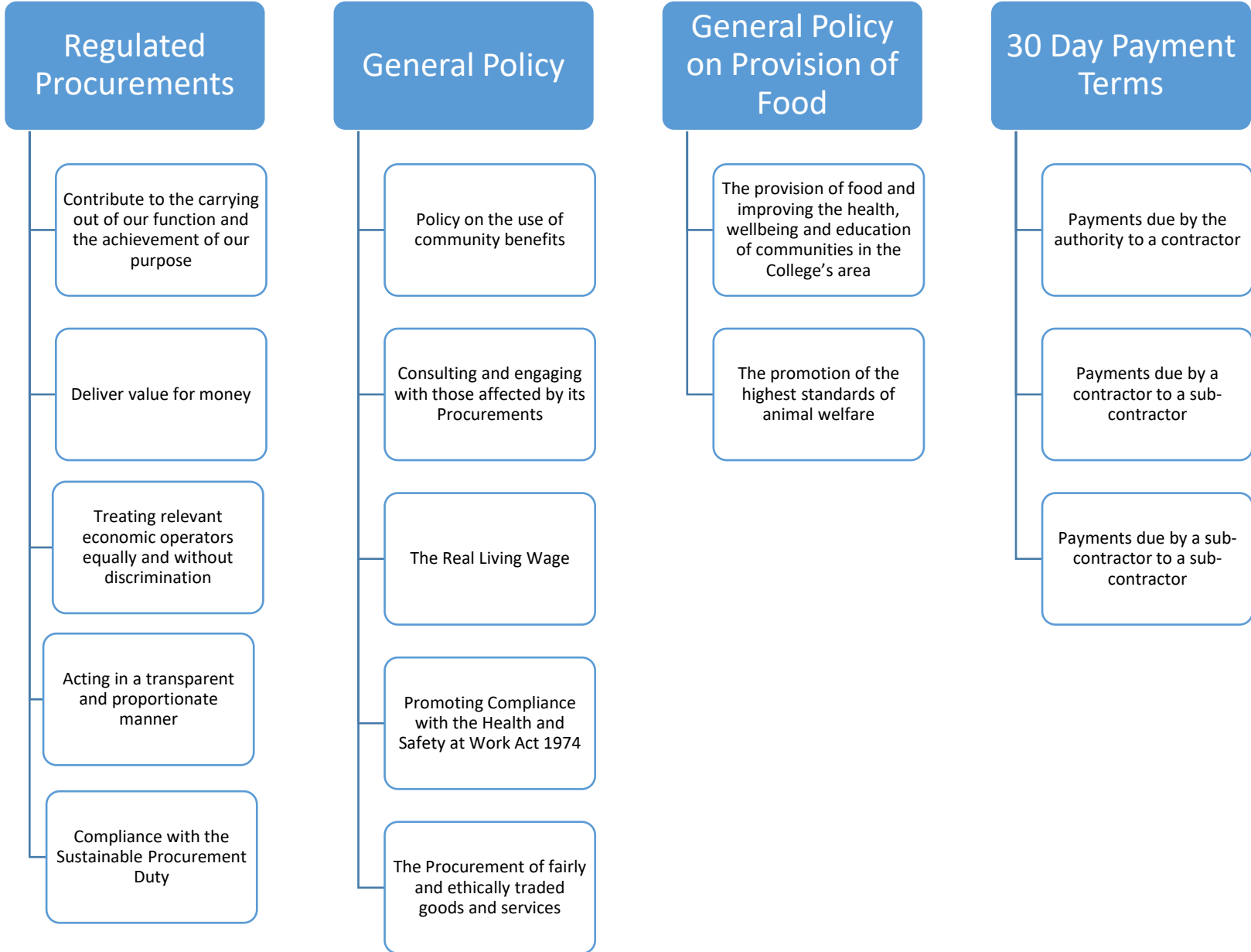
<p>Deliver value for money</p>	<p>Value for money as defined by the Scottish Model of Procurement is not about cost and quality, but about the best balance of cost, quality and sustainability.</p> <p>The College through its Procurement Policy and Procedures will seek to consistently apply the above principles albeit the balance of cost, quality and sustainability will vary for a regulated procurement depending on the particular commodity, category and market. We will work with stakeholders to determine the most appropriate balance of these factors using tools such as the sustainability test.</p> <p>The College will consider the whole-life cost of what is being procured and when applying the above principle of value for money, ensure that it does so in a clear, transparent and proportionate manner; in line with the World Trade Organisation (WTO) Agreement on Government Procurement (GPA) Principles of non-discrimination, transparency and procedural fairness, and in complying with the general duties of the Act as well as the sustainable procurement duty.</p> <p>The College will monitor delivery of value for money through use of the Hunter tool which records local contract and framework savings, community benefits, sustainability benefits and added value services achieved.</p>
<p>Treating relevant economic operators equally and without discrimination</p>	<p>The College will conduct all its regulated procurements in compliance with the principles of non-discrimination, transparency, procedural fairness and will consider early engagement with the supply market where relevant, prior to the publication of a contract notice.</p> <p>All regulated procurements will be posted on portals such as Public Contracts Scotland (PCS) and Public Contracts Scotland-Tender (PCS-T). We shall strive to ensure the appropriate use of separate lots with straightforward output-based specifications and clear evaluation criteria to ensure the procurement is accessible to as many bidders as possible.</p>
<p>Acting in a transparent and proportionate manner.</p>	<p>The College will ensure it engages widely with its local supply market on an ongoing basis and through the College’s Procurement Policy and will mandate the use of clear and precise language in its specifications. It shall ensure contracts are awarded using appropriate quality, risk and sustainability factors as well as cost according to declared score weightings specific to each contract.</p> <p>The College will actively take steps to make it easier for small and local businesses to bid for contracts through the use of Public Contracts Scotland and Quick Quotes, by the provision of training and/or the provision of information on third party training opportunities to build suppliers capability to better navigate the public tender process and by publishing contracts register to highlight contracts that local suppliers may be interested in bidding for.</p> <p>Through the Annual Procurement Report, we shall publish a two year forward contract plan and by publishing a contracts register, these</p>

	<p>shall highlight contracts that local suppliers may be interested in bidding for.</p>
<p>The Sustainable Procurement Duty</p>	<p>The College will seek to take account of climate impacts and the circular economy in its procurement activity contributing to the College’s pledge to join the United Nations’ climate change campaign in the Race to Net Zero, the Scottish Colleges Statement of Commitment on the Climate Emergency and the Supply Chain Climate and Ecological Emergency Strategy. It will also seek to involve SMEs, third sector bodies and supported businesses in our procurement activities. In so doing, these areas shall benefit not only the College but the Lanarkshire region as well as contribute to the wider global climate agenda. The Procurement Manager will work with stakeholders to further develop From Now to 2030 (FNT2030) commodity category plans to identify climate change benefits through high priority commodity categories including Energy, Food, Furniture, ICT, Travel and participate in the Procuring Sustainable Goods and Services Workgroup on behalf of the HE/FE Sector.</p> <p>To support compliance with the Sustainable Procurement Duty, the College will ensure, as part of the tender process, through the use of appropriate declarations relating to supply chains, human trafficking, serious organised crime, and also through evaluation criteria, that it only awards regulated contracts to suppliers who are capable, reliable and, where relevant to the procurement, that they meet the highest ethical standards and values in the conduct of their business. The College shall make use of available tools and systems such as the Sustainability Test, Life Cycle Impact Mapping and EcoVadis where relevant and proportionate to the scope of the procurement. Use of these tools shall inform specification development contributing to sustainable supplies and services with potential impact on the wider sustainability agenda including climate change.</p> <p>The revised Procurement Policy and Procedures will set out processes that enable the College to impact climate change through procurement. They will reflect a change in buyer behaviour and ensure that consideration is given to climate impact for all procurements regardless of value e.g. consideration should be given to whether there is a need to procure at all and to consider the circular economy. This will take time to embed in the College. Procurement shall promote positive climate impact in any training and awareness sessions.</p> <p>With regards to the Public Sector Equality Duty (PSED) under the Equality Act 2010, the College (as a Public Authority), as part of its policy and procedures, it gives due regard to the need to:</p> <ul style="list-style-type: none"> - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act;

	<ul style="list-style-type: none"> - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it. <p>The College shall use the APUC Hunter System to record benefits resulting from implementation of these processes and include in the Annual Procurement Report.</p> <p>As an affiliate member of Electronics Watch which works to improve worker’s rights in public sector supply chains, the College, through its membership, shall continue its contribution to the wider ethical procurement agenda.</p>
<p>Policy on the use of community benefits</p>	<p>The College will consider for each of its procurements over £4m how it can improve the economic social or environmental wellbeing of the Lanarkshire region through the inclusion of community benefits clauses aligned with the College’s own strategic outcomes as well as a number of Scottish Government’s National Outcomes namely:</p> <ul style="list-style-type: none"> - We have a globally competitive, entrepreneurial, inclusive and sustainable economy; - We are well educated, skilled and able to contribute to society; - We are creative and our vibrant and diverse cultures are expressed and enjoyed widely; - We value, enjoy, protect and enhance our environment. <p>Examples of the scope of community benefits clauses will include the delivery of training opportunities or subcontracting opportunities within the Lanarkshire Region relevant and proportionate to the particular procurement. The College will strive to engage with internal stakeholders including students where relevant as well as engage with the local and wider supplier community to ensure suppliers understand the use of community benefits and how to respond where they are included.</p> <p>Where possible and proportionate, such clauses are considered in procurements below £4m.</p>
<p>Consulting and engaging with those affected by its procurement</p>	<p>The College will take note of available good practices/principles of engagement including those detailed in the National Standards for Community Engagement as well as ensuring procurement staff have or will be developed to have the relevant communication and engagement skills. Training will be delivered to those involved in procurement to ensure they understand their role.</p> <p>The College will consider within each procurement, the community affected by the resultant contract and ensure any affected organisations/persons are consulted (e.g. impact on service for students, or a local contract that could be combined with other similar institution’s needs). Such consultation will always be on a</p>

	<p>scale and approach relevant to the procurement in question. All of the above will be embedded in the College’s procurement practice.</p>
The Living Wage	<p>The College recognises the value of a well-motivated and dedicated workforce both in its own organisation and in those of its suppliers. South Lanarkshire College is an accredited Living Wage Employer. In compliance with the Act the College will consider, before undertaking a procurement, whether it is relevant and proportionate to make the real Living Wage a condition of contract or include a question on fair work practices along with the other relevant criteria, whilst ensuring the appropriate balance between quality and cost of the contract, paying regard to the statutory guidance on Fair Work First.</p>
Promoting compliance with the Health and Safety at Work Act 1974	<p>The College is committed to contracting only with suppliers that comply with all appropriate and relevant legislation, including Health & Safety legislation.</p> <p>Where appropriate, and on a contract-by-contract basis, the College will assess the legislation applicable to the procurement and take steps to ensure bidders comply with such legislation. Where appropriate, the College will also seek to assess the compliance of subcontractors.</p>
The procurement of fairly and ethically traded goods and services	<p>The College supports the sourcing of goods that are fairly and ethically traded.</p> <p>Where directly relevant, it shall make use of appropriate standards and labels in its procurements to take account of fair and ethical trading considerations as well as considering equivalent offerings from suppliers that can demonstrate they can meet the specified criteria without necessarily having the specific certification.</p>
The provision of food and improving health, wellbeing and education of communities in the College’s area, and the promotion of the highest standards of animal welfare	<p>The College will find practical ways to supply healthy, fresh, seasonal, and sustainably grown food which represents value for money whilst improving the health, wellbeing and education of our teaching and learning communities, coupled with promoting the highest standards of animal welfare.</p> <p>The College will work to put in place affordable contracts, which meet the nutritional requirements for food for all users of our catering services and will use available good practice as guided by TUCO.</p> <p>The College will work towards utilising TUCO Agreements for our requirements for food and catering services. All goods supplied must comply with the product specific regulations made under the Food Safety Act 1990 and with the Food Hygiene (Scotland) Regulations 2006 and any subsequent amendments as applicable to the UK.</p>
Payment terms	<p>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.</p> <p>The College will comply with Late Payment Legislation and the Scottish Government policy guidance on prompt payment in the supply chain assessing past payment performance where</p>

appropriate. It will review on a contract-by-contract basis whether such obligations should be enforced and monitored further down its supply chain.



7. Annual Procurement Report

7.1 Statutory Requirement

In accordance with requirement of the Procurement Reform (Scotland) Act 2014, although not a legal obligation, to adhere to good practice the College shall publish an Annual Procurement Report after the College's financial year end describing as required by the Act how it has discharged its obligations under the Act and how it has exercised discretion and judgement as permitted by the Public Procurement rules to secure strategic objectives in compliance with the Act.

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

7.2 Contents of our Annual Procurement Report

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

- 7.2.1 A summary of the regulated procurements that have been completed during the year covered by the report;
- 7.2.2 A review of whether these procurements complied with the Procurement Strategy;
- 7.2.3 To the extent that any regulated procurements did not comply, a statement of how the College intends to ensure that future regulated procurements do comply;
- 7.2.4 A summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year of the report, including for example, apprenticeships completed, curriculum support activities business support activities, support to communities and resource efficiencies achieved in terms of materials, waste or water.
- 7.2.5 A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report;
- 7.2.6 A summary of the regulated procurements the College expects to commence in the next two financial years;
- 7.2.7 A summary of benefits that have had a positive impact on climate change;
- 7.2.8 Such other information as the Scottish Ministers may by order specify and where applicable that demonstrate compliance with other legislation that places specific requirements on the College with respect to its procurement activities. The College will also consider including:
 - 7.2.8.1 What it has learned from its consultations and engagement with stakeholders and those affected by its procurements, and what it is doing to respond to these views;
 - 7.2.8.2 What it is doing to improve its performance and impact, drawing on relevant information – for example spend analysis – and what improvements have been achieved since its last report; and
 - 7.2.8.3 How it is working with other bodies - for example procurement centres of expertise or partner Colleges – to maximise effectiveness and efficiency.

The College will seek to publish its Annual Procurement Report in an inclusive way that considers equality and accessibility issues and allows stakeholders to form a clear view of the College's performance.

8. Procurement Action Plan

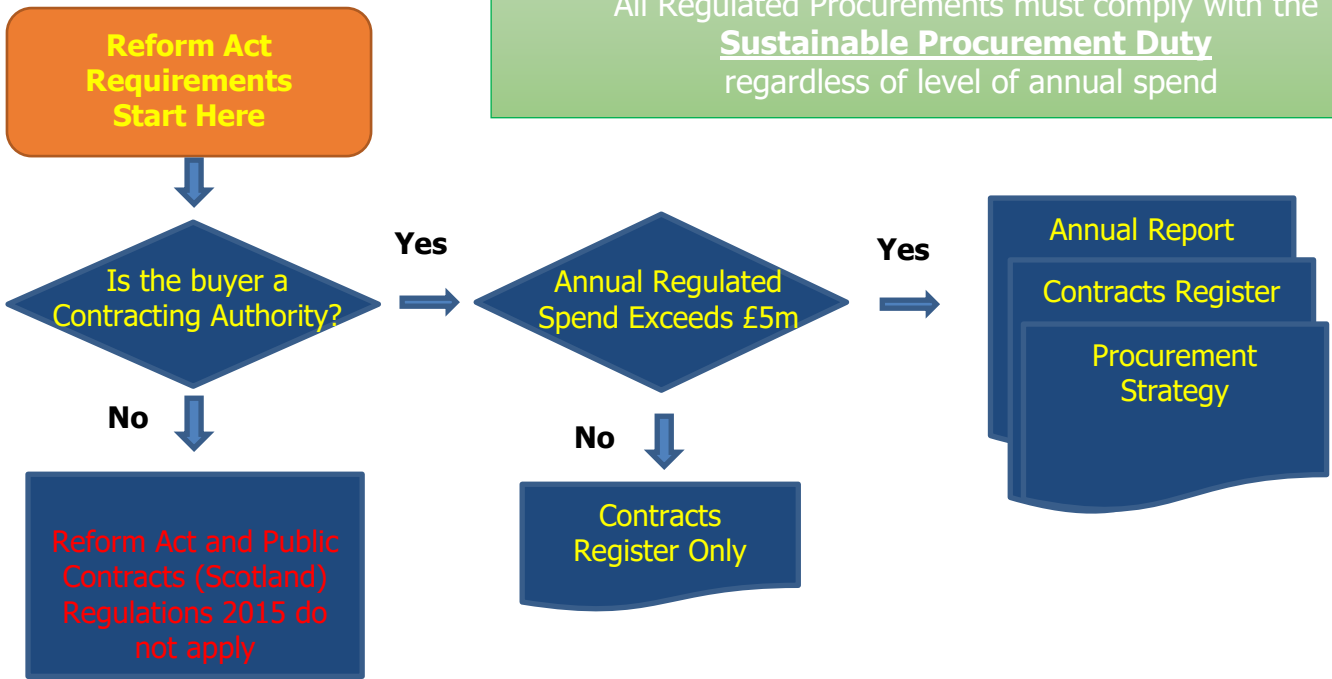
- 8.1 The Procurement Action Plan (attached as Appendix 1) consists of a number of specific actions and commitments in relation to each of the strategic objectives and their desired outcomes these are also cross referenced to the relevant section of the Operational Procurement Review (OPR).

Progress against this Action Plan will be regularly monitored by the College's Supply Chain Manager.

As part of the formal annual review of this Strategy, as indicated in Appendix 1, this Action Plan will be reviewed and updated as required, to maintain alignment of the College's procurement activity with its broader priorities.

ANNEX A Process Flow

All Regulated Procurements must comply with the **Sustainable Procurement Duty** regardless of level of annual spend



The College must comply with operational requirements below regarding procurement regulations

Operational Requirements Start Here

Goods or Services (ex vat)

Works (ex vat)

More than £179,087k	Between £50k - £179,087k	Less than £50k
Regulated Procurement (Route 3) Consider community benefits (mandatory over £5m)	Regulated Procurement (Route 2) Reform Act Applies	3 Quotations – align process to internal thresholds (Route 1)

More than £4.4m	Between £2m - £4.4m	Less than £2m
Regulated Procurement (Route 3) Consider community benefits (mandatory over £5m)	Regulated Procurement (Route 2) Reform Act Applies	3 Quotations – align process to internal thresholds (Route 1)

World Trade Organisation (WTO) Agreement on Government Procurement Agreement (GPA) applies. The principles are non-discrimination, transparency and procedural fairness.

ANNEX B - Linked Policies/Related Documents

- a. Annual Procurement Report
- b. APUC Ltd (Advanced Procurement for Universities and Colleges)
- c. APUC Responsible Procurement
- d. Community Benefit Clauses
- e. Community benefit requirements in major contracts Section 25(1)
- f. Contracts Register
- g. [Fair Work First](#)
- h. General Duties Procurement Reform (Scotland) Act 2014 (section 8)
- i. [Government Procurement Agreement \(GPA\)](#)
- j. [Lanarkshire Outcome Agreement 2022-2023](#)
- k. National Outcomes
- l. National Standards for Community Engagement
- m. Procurement Equality Duties
- n. Procurement Reform (Scotland) Act 2014
- o. Procurement Strategy
- p. [Prompt Payment in the Supply Chain](#)
- q. Public Contracts Scotland
- r. Public Contracts Scotland - Tender
- s. [Public Procurement Strategy for Scotland](#)
- t. Regulated Contracts
- u. Scottish Government's Procurement Journey
- v. Scottish Living Wage (real Living Wage)
- w. [Scottish Model of Procurement](#)
- x. South Lanarkshire College Strategic Framework 2020-2025
- y. South Lanarkshire College Contracts Register
- z. [Statutory Guidance under the Procurement Reform \(Scotland\) Act 2014](#)
- aa. Supplier Development Programme
- bb. [Supply Chain Climate & Ecological Emergency Strategy 2022-2030](#)
- cc. Sustainable Procurement Duty
- dd. [Sustainable Procurement Processes \(section 3.4.1 Statutory Guidance\)](#)
- ee. The Late Payment of Commercial Debts (Scotland) Regulations 2015
- ff. [WTO \(World Trade Organisation\)](#)