Charity number SC004401

PROCUREMENT STRATEGY

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1. PURPOSE

The University has a non-pay expenditure of c£196m across goods and services from external providers each year. The University of Glasgow Court requires the institution to be fully compliant to EU procurement regulations. All spend is required to deliver best value for money in compliance to agreed budgets. This document sets out Procurement Office, road map strategy for the period of 2018 to 2023 and sets our objectives through the Balanced Scorecard for FY2017/18, which is reviewed and updated yearly.

2. OUR ROLE

To provide professional, qualified procurement expertise, advice and services; for all spend with external suppliers; in compliance with the Public Contract (Scotland) 2015 Regulations, the Procurement Reform Act 2014, the Procurement (Scotland) Regulation 2016 and any other EU Directives. We will procure all goods, services and works, with high ethical standards focussed on social, economic and environmental considerations by applying principles of sustainable procurement. As part of our role we will:

- Develop, promote and implement appropriate procurement strategy, category procurement strategies and procedures
- Deliver maximum value for money (VFM) through whole life costing
- Maintain or enhance Chartered Institute of Procurement and Supply (CIPS) Corporate Certification valid until 01/2018
- Maintain or enhance CIPS Sustainable Procurement Review GOLD Award valid until 03/2019,
- Identify high risk categories through both Marrakech and DEFRA
- Measure and monitor high risk Suppliers through CIPS Sustainability Index (CSI) rating
- Measure and monitor that modern slavery and human trafficking is not taking place in any place in any parts of the University's supply chain
- Advertise all tender opportunities greater than £25k on Public Contracts Scotland portal (including mini-competitions and quick quotes)
- Drive sustainability through all tendering activity
- Promote and engage in the implementation of relevant technology solutions, including e-procurement, to minimise purchase to pay costs
- Create and embed optimum procurement strategies across the University in consultation with stakeholders
- Engage effectively with Centres of Expertise, Scottish Government and APUC in relation to issues of policy, practice, information sharing and collaboration
- Act as a central point of contact for University staff and our external suppliers in relation to all procurement and supply chain related topics
- Embed Contract & Supplier Relationship Management (C&SRM) with key strategic suppliers and mitigate supplier risk to the University
- Maintain a comprehensive contract register
- Maintain Procurement Policy Exception Register
- Maintain Procurement Tender Register
- Establish and maintain Community Benefits Register
- Measure and report procurement performance, including Best Practice Indicators (BPIs)
- Co-ordinate training development of procurement officers and Purchasing Card holders
- Conduct market engagement and research
- Compliance to Supplier Charter
- Compliance to General Data Protection Regulation (GDPR)
- Promote Fairtrade
- Promote Workforce Matters (Living Wage) in alignment to statutory guidance

- Promote and enable where possible, supported businesses and SMEs to share and grow in the market
- Create, implement and monitor Community Benefits where appropriate, such as Estates & Buildings
- Fully support internal audit of devolved responsibility of spend less that £25k, external audit of suppliers for compliance to contracts and audits of the Procurement Office by internal auditor, PWC and/or external funders to the University
- Key role as a member of University Sustainability Board
- Key role as a member of University Finance management team
- Key role as a member of the Glasgow Student Village (GSV) Operations Board
- Key role as a member of the Estates and Campus Services Efficiency Programme meeting
- Key role as a member of the Operational Board meetings between University of Glasgow and Multiplex
- Leading procurement role in University's capital programme circa £530m investment (2015 – 2025)
- Maintain or enhance PCIPS performance assessment rating of Ranked No.1
- Mandatory use of the APUC Code of Conduct for all tenders greater than £50k.

3. UNIVERSITY STRATEGY 2015-2020

Inspiring People, Changing the World

People

To bring inspiring people (staff, students and international colleagues) together. Students are the lifeblood of our University: they are our partners in learning, our future colleagues and our ambassadors worldwide. We need to offer our students more than a degree if we are to continue to attract the best: an end-to-end excellent experience for all. Research, teaching and engagement give our University community purpose, but it is people who drive our success. We won't achieve our ambitions without talented, passionate and motivated staff; and so it's vital that Glasgow provides a world-class working environment. Our staff and students are drawn from over 120 different nationalities and cultures. But we don't just want to bring people together here in Glasgow: we want to connect with other prestigious institutions and expand our reach and reputation worldwide

Place

Inspiring and transforming environments. The next five years will bring about the most significant development of our estate in over a century as we begin a £530m programme of investment. Whether at Gilmorehill, Garscube, Dumfries or overseas, our aim is the same; we want to create forward-looking, cohesive settings that inspire us and transform the way we live, learn and work together. We have invested heavily in information management over the past five years, introducing new systems for staff and student records, student support, timetabling, finance and research. We must continue to enhance our systems and processes and bring about transformative benefits for our users and the way we work. Teaching, research and engagement are the core of our mission. But we can't achieve excellence in these areas without the right support behind them: and so it's vital that our administrative, managerial, technical and operational staff are world class.

Purpose

Discover and share knowledge that can change the world. A responsive learning environment underpinned by passionate and motivated teaching is vital to the quality of the Glasgow student experience. We must offer a more flexible model of learning to our students

and ensure that teaching staff are properly valued and supported. Glasgow has truly exceptional expertise within each of its colleges. Bringing our multidisciplinary talent together creates teams capable of tackling the most pressing challenges facing local and global society. The University of Glasgow was founded for the benefit of the city and its people. Today, we remain committed to helping Glasgow to flourish – but we are also looking beyond the local area to engage a broader global community in our work.

Implementation

The ambitions of our strategy require a step change in our culture and the way we work. We have created three key work streams, each led by a member of senior management, and drawing on staff resources across the University, to drive the strategic change necessary to secure our world-class status.

4. SPEND DATA

The University of Glasgow spend c£196m per annum, with 100% of all spend processed through the finance system "Agresso". The University structure has 4 Colleges, Medical Veterinary Life Sciences (MVLS), Science & Engineering, Social Sciences and Arts and University Services of which Estates & Buildings has the largest budget.

5. ROAD MAP

The University of Glasgow Procurement Office contributes significantly to the University Strategy of Inspiring People, Changing the World. The Procurement Office "Road Map" sets out 3 key phases to achieve excellence.

EMBED →	LEADERSHIP →	EXCELLENCE
Phase 1 2018-2020	**Phase 2 2020-2022**	**Phase 3 2022-2023**
Employer of Choice	Leadership and Influence In HE Sector	High performance Procurement team recognised globally
Continuous Development of Procurement Team Skills	All Category Managers MCIPS	Effective Leadership with potential to provide Consultancy Services
Embed Sustainable Procurement throught CIPS Sustainability Rating	CIPS SI Rating Sustainability Targets increased to 80%	Excellence Sustainable Review CIPS Award Status
Support Organisational Change to Maximise Efficiency and Effectiveness	Maximise Efficiency & Effectiveness	Excellence Efficiency and Effectiveness for all non-pay expenditure
Re-validation of CIPS Corporate Certification January 2018	CIPS Corporate Certification GOLD award	Increased Remit and Opportunities for Procurement Team
Embed Category Management	Deeper Category Knowledge	Effective Agile Leaders
Embed C&SRM & Supplier Workshops	Maintain or enhance No.1 Ranked PCIPS rating	Agile Procurement structure to align with the University Vision
External Focus including: networking, training, conferences	UoG Annual Procurement Conference	Excellence Procurement Brand / Professionalism
Improved Reporting	Enhanced Reporting	Excellence Reporting
Understand and Mitigate Brexit Impact	Leaders in implementing Brexit Impace	Excellence subject matters experts on BREXIT impact on Procurement
Engagement with HUB's for lower risk tendering to allow focus on Strategic Category Management	Opportunity for potential secondment for HUB Purchasing Officer(s) within the Procurement team	Excellence collaboration and alignment with HUB structure
Embed Stakeholder Mapping	Effective Leadership for Stakeholders	Excellence Relationship Management
Embed Supply Chain Mapping	Deeper Knowledge of Sub-Contractors	End to End Supply Chain Mapping
Refresh Contract Agreements	Market Leading Contract Agreements	Excellence Contractual Agreements
Embed Risk Management	Risk Management Mitigation Plans	Excellence Risk Management Plans
2 YEARS	**2 YEARS**	**1 YEAR**

6. STRATEGIC INTENT

This provides the strategic Intent from the University Vision, Values and Strategy and demonstrates how the Procurement Office contribute and support the Glasgow 2020 Vision as a team and individually

7. OBJECTIVES

To support the University to achieve its strategic vision and its day to day operation by delivering professional procurement solutions to our stakeholders who include management, academics, researchers and students through our 8 core values that are fully embedded in all aspects of our service:

1. Governance
2. Compliance with Regulations
3. Efficiency and Effectiveness
4. Sustainable Procurement
5. Risk Management
6. Stakeholder engagement
7. Performance
8. Brand Professionalism

7.1 Governance

We will commit to support the delivery of the University of Glasgow Strategic Plan 2015-2020. We will maintain and enhance the Procurement Policy. We will maintain and enhance the Procurement strategy

TARGETS

- Clear alignment of the Procurement Strategic Intent with the University Vision, Mission and Strategic Objectives.
- Annual review / refresh of the Procurement Policy
- Annual review / refresh of the Procurement Strategy
- Annual review / refresh of the Contract & Supplier Relationship Development (C&SRM) Policy
- Annual review / refresh of Procurement's Balanced Scorecard
- Annual review / refresh of Road Map
- Annual review / refresh of Modern Slavery Act 2015 Statement
- Creation of Annual Procurement Report

7.2 Compliance with Regulations Objectives

We will deliver a best in class professional service with quality output compliant with policies and ethics and Procurement legislation and EU regulations
To provide guidance to key Stakeholders to achieve best practice and improve governance.

TARGETS

- Compliance with EU rules and regulations, Public Contracts (Scotland) Regulations 2015, the Procurement Reform Act 2014, and the Procurement (Scotland) Regulations 2016.
- 95% compliant spend to EU rules and regulations (Monthly compliance dashboard Report)
- Annual review/refresh of all policies and procedures to capture new regulations and SPPN's
- 100% completion of annual declaration form for use of Contractors for personal use by all Procurement team
- 100% completion of online anti-bribery act training by all Procurement team
- All conflict of interest recorded and registered
- Modern Slavery Act 2015 statement included in Procurement Policy and published on webpage
- 24 month tender activity plan communicated through Annual Procurement Report
- Publication of the Annual Procurement Report on University web site and copy sent to the Scottish Government

7.3 Efficiency and Effectiveness Objectives

To create an environment in which the University obtains the best possible value for money for all non-pay expenditure and increase Framework/ Contract compliance
To create, communicate and embed contractual Framework / Contracts Agreements that are fit for purpose
To create a benchmarking opportunity across a key spend area

TARGETS

- Total Savings benefit of £6m, measurement aligned with Scottish Government's Procurement Benefit Reporting Guidance
- Direct cost saving for BT1R code of £1.5m measurement is old cost verses new cost
- Category Strategies for FY17/18 for all spend areas
- Annual declaration of use of Contractors completed by all Procurement team
- Training on anti-bribery and corruption online completed by all Procurement team

7.4 Sustainable Procurement Objectives

To apply principles of sustainable procurement across all spend. Incorporate Corporate Social Responsibility, Fair Trade, Community benefits, Living Wages, Supported businesses, Sustainability Code of Conduct, CIPS, Anti-bribery & Corruption, **ethical sourcing and environmental considerations across procurement practices**

TARGETS

- 100% compliance with Code of Conduct Sustainable for all tenders greater than £50k
- Promote Living Wage Compliance
- Promote Fair Trade
- Engagement and promote Electronic Watch
- Annual completion of the Marrakech Categorisation

- Annual review / refresh of the DEFRA Tool
- Ring fence spend to engage with Supported business
- Capture Community Benefits where appropriate
- Support annual review / refresh of the Modern Slavery Act 2015 Statement
- External Sustainability Training for all Procurement team
- 100 high risk Suppliers measured through CIPS Sustainability Index
- Support Multiplex our Programme Delivery Partner (PDP) to ensure all Tier 1 Contractors are validated through CIPS Sustainable Index Rating
- Share best practise Sustainable Procurement Programme across Government and other Public Sector Organisations

7.5 Risk Management Objectives

We will champion risk management ensuring that we effectively manage, monitor and control all internal and external supply chain risks.
To create a supplier risk profile for key strategic suppliers
To create a commodity and category risk matrix

TARGETS

- Pre-alert warning on financials for all key strategic agreements through DNBi
- Quarterly reports created for the Finance Committee measuring compliant spend
- Effective management of Risk Register for the Procurement team aligned with the University format
- Effective management and monitoring of Procurement Policy Exception (PPE) forms
- Actively monitor contract expiry to ensure agreement coverage for key, complex, critical spend across the organisation
- Completion of Freedom of Information (FOI) requests on time

7.6 Stakeholder Objectives

We will work in collaboration with our key stakeholders both internal and external government bodies to provide procurement solutions to achieve agreed target aligned with procurement policy.
To provide effective service on processing Purchase Cards across the business
Effective interface and engagement with Suppliers
Effective interface and engagement with Internal Stakeholders

TARGETS

- Annual engagement with Heads of College by Head of Procurement
- Annual meetings with Heads of Finance regarding budgets for their area of responsibility
- Deliver Procurement training to 70 x Purchasing Officers
- Deliver Purchasing card training for all new requests
- Request Procurement survey feedback from stakeholders on all OJEU tenders completed in FY 17/18
- Creation of Tailored College Performance at a Glance (PAAG) reports across all areas communicated Quarterly

7.7 Performance Objectives

We commit to measure, manage and improve key strategic supplier performance to ensure value assurance is delivered as per Tender commitment
To create a supplier leader board based on performance for key strategic suppliers
To setup supplier workshops on performance management
We commit to measure, monitor and improve the University of Glasgow's PCIPS ratings
We commit to measure the individual performance of the Procurement Team members

TARGETS

- 30 key strategic suppliers monitored through our Contract & Supplier Relationship Development (C&SRM)
- Establish a Supplier Leader Board for Estates and Commercial Services
- Maintain or enhance Ranked No.1 for PCIPS
- Maintain or enhance CIPS Corporate Certification Standard
- Maintain or enhance CIPS Sustainable Procurement Review GOLD Award
- 100% completion of annual Performance and Development Review (P&DR)
- 100% completion of annual skills audit template per individual team member
- 100% completion of all audits targeted for spend less than £25k

7.8 Brand Professionalism Objectives

We will build our credibility and enhance our reputation acting with integrity as a professional Procurement Team.
Individual CIPS qualification for all Category Managers. Continuous Development of the Procurement team to enable delivery of Procurement best practices.
Understand clear annual performance targets

TARGETS

- Positive engagement to achieve MCIPS for all Category Managers
- Creation of individual development plans for all Procurement team members
- National GO Award entry for Sustainability in FY17/18
- Positive engagement and participation at all Finance team meetings
- Positive engagement and participation at all Estates & Buildings Finance team meetings
- Positive engagement and participation at all Sustainable Board meetings
- Positive engagement and participation at all Glasgow Student Village (GSV) Operational meetings
- Positive engagement and participation at all College Finance and Purchasing HUB meetings
- Positive engagement and participation at all Estates and Campus Services Efficiency Programme meeting
- Positive engagement and participation at all Operational Board meetings between University of Glasgow and Multiplex

8. UNIVERSITY STRUCTURE –

Stakeholder Engagement

University Services

Infrastructure	Front Line	Administrative Services
Estates and Buildings	Student Services	Human Resources
IT Services	Library	Governance and Planning
Campus Services	Learning and Teaching Centre	Research Support Office
	Marketing, Recruitment and International Office	Research Strategy and Innovation Office
	Careers Service	Finance
	Janitorial and Security Services	Communications and Public Affairs
	Sport and Recreation Services	Development and Alumni Office
	Disability Service	Health, Safety and Wellbeing
	Hunterian Museum and Art Gallery	
	Centre for Open Studies	

9. PROCUREMENT INFORMATION COMMUNICATION TECHNOLOGY (ICT) Strategy

All spend is processed through the finance system Agresso. The Procurement Office ICT Strategy

Information **Share information about:**	**Communication** **Internal and External Communication:**	**Technology** **IT Toolkits:**
Procurement Office Web page	Vision	Agresso
Policy	Mission	E-Procurement Paraballis
Strategy	Values	Tender Viewer
Procedures	Public Contract Scotland	Spike Cavell
Processes	APUC SharePoint	CIPS Sustainable Index Rating
Contracts Register	G-Cloud	Hunter
Procurement Training	The Scottish Government	DNBi
Information for Suppliers	Gov. UK (Crown Commercial Service)	Construction line
Documentation Control Templates	APUC	Public Contracts Scotland

10. PROCUREMENT STRATEGIC SOURCING JOURNEY >£25K

All spend >£25k is procured by the Procurement Office. The procurement strategic sourcing journey demonstrates the process conducted by all Procurement team members to ensure we will:

- Comply with the Public Contract (Scotland)2015 Regulations, the Procurement Reform Act 2014, the Procurement (Scotland) Regulation 2016 and any other EU Directives
- Deliver open honest fair and transparent competition
- Deliver the most economically advantageous tender (MEAT)
- Reduce the administration burden for all stakeholders during the tender process
- Drive the right solutions to support University's vision
- Deliver maximum Efficiency and Effectiveness, value for money (VFM)
- Promote eProcurement transaction process as appropriate

Procurement Office will review this document annually and in line with the University of Glasgow's Strategic Vision. For any questions or further information relating to this document, please contact Procurement Office at procurementhelpline@glasgow.ac.uk