



UNIVERSITY OF THE  
WEST of SCOTLAND  
**UWS**

# **Procurement Strategy and Action Plan 2025-2030**

SECTION 1 – EXECUTIVE SUMMARY .....	3
SECTION 2 – PROCUREMENT VISION AND PURPOSE .....	4
SECTION 3 – PROCUREMENT STRATEGY .....	5
SECTION 4 – STRATEGIC OBJECTIVES .....	6
SECTION 5 – COMPLIANCE WITH THE PROCUREMENT REFORM (SCOTLAND) ACT .....	7
SECTION 6 – ANNUAL REPORTING .....	10
SECTION 7 – STRATEGIC OWNERSHIP .....	11
APPENDIX 1: ACTION PLAN .....	12

## SECTION 1 – EXECUTIVE SUMMARY

The University of the West of Scotland Procurement Strategy and Action Plan (the “Strategy”) is aligned with the University’s Strategic Plan, established collaborative initiatives and necessary regulatory compliance with the Procurement Reform (Scotland) Act 2014. The approved Strategy is the culmination of consultation and engagement with different stakeholder groups affected by the institutional approach to procurement. This process was managed by the institutional Head of Procurement, APUC, the Vice Principal, Finance and Infrastructure and the Director of Finance. By this consultation, the contracting authority’s procurement strategy benefits from exposure to both internal and external scrutiny. This strengthens the understanding of the strategy and the prospect of achievement of its policies, aims and objectives.

This Procurement Strategy underpins **Strategy 2030**, which sees the University of the West of Scotland as a place maker within our communities, driving social inclusion and reducing inequalities through education, research and knowledge exchange. Driven by our purpose and aligning with our values, Strategy 2030 sets out three key goals:

- Maximising our students' success
- Creating and applying new knowledge
- Growing our global impact

The University Procurement Department’s individual aims and objectives are to maximise value, commercial leverage, sustainability and compliance in all institutional procurement exercises.

## SECTION 2 – PROCUREMENT VISION AND PURPOSE

The University of the West of Scotland Procurement Department is committed to delivering robust commercial and sustainable outcomes, and in conducting its daily business staff must always consider the University's wider responsibilities in terms of legal, moral, social, economic and environmental impact. Effective procurement will support the key institutional objectives across these important operational dimensions.

The purpose of the procurement function is to support the University in all its activities by delivering strategic sourcing solutions designed to focus on best value, sustainability and compliance.

The Procurement Department has oversight of circa £30 million in annual non-pay expenditure and works collaboratively across the Schools and Professional Services groups to deliver a strategic procurement service to the University.

The Procurement Department is focussed on delivering best value for all University stakeholders and ensuring that regulatory compliance and best practise is followed. The procurement function is also committed to delivering results which contribute to the University's net zero aspirations and social impact goals.

[UWS Strategy 2030](#)

## SECTION 3 – PROCUREMENT STRATEGY

The Strategy sets out the strategic institutional approach to procurement within a challenging economic, legislative, and regulatory environment, including support for University policies and procedures. The statements within section 5 demonstrate how the University will deliver the requirements of the Procurement Reform (Scotland) Act 2014. The Action Plan element of the Strategy translates the strategic objectives into the detailed actions and processes required to maintain a cost-effective University procurement operation. It is relevant to all staff involved in buying goods and services on behalf of the University, including management staff responsible for authorising and monitoring transactions.

## SECTION 4 – STRATEGIC OBJECTIVES

The overarching procurement objectives are as follows:

- 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 **(Strategy 2030 Goal – Growing Our Global Impact)**
- 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 effective and co-ordinated procurement within the University **(Strategy 2030 Goal – Creating and Applying New Knowledge)**
- To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities **(Strategy 2030 Goal – Growing Our Global Impact)**
- To implement, promote and lead effective contract management in conjunction with our stakeholders, focussed on delivering value, driving efficiency and minimising risk throughout the lifecycle of our contracts **(Strategy 2030 Value – Accountability)**
- To develop sound and useful procurement management information to measure and improve procurement and supplier performance in support of corporate planning conducted through fair and transparent process **(Strategy 2030 Value – Accountability)**
- To embed sound ethical, social and environmental policies within the Institution's procurement function. This will seek to respond to the global climate emergency, promote Fair Work First, encourage social impact through procurement and comply with relevant Scottish and UK legislation in performance of the sustainable procurement duty **(Strategy 2030 Value – Integrity)**

## SECTION 5 – COMPLIANCE WITH THE PROCUREMENT REFORM (SCOTLAND) ACT

The inclusion of the following statements in the University Procurement Strategy is mandatory to demonstrate how the University will deliver the requirements of the Procurement Reform (Scotland) Act 2014.

### **University's policy on the use of community benefit requirements**

For every procurement over £4m, the institution will consider how it can improve the economic social or environmental wellbeing of its area through inclusion of community benefit clauses, to assist with its strategic objective of committed to the Common Good. Such improvements could be implemented through mandated delivery of training opportunities or subcontracting opportunities within the

University's operating area. Where possible and proportionate, the University will also look to include such clauses in procurements below the £4m threshold.

### **University's policy on consulting and engaging with those affected by its procurements**

For each procurement, the institution will consider 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 scale and approach relevant to the procurement in question.

### **University's policy on the payment of a living wage to persons involved in producing, providing or constructing the subject matter of regulated procurements**

The University recognises the value of a well-motivated and dedicated workforce, both in its own organisation and in those of its suppliers.

As an accredited Living Wage employer, as per the Real Living Wage Foundation definition, any contractors who are present on a UWS campus on a minimum of 2 hours per week over any eight-week period must be paid the Real Living Wage.

### **University's policy on promoting compliance by contractors and sub-contractors with the Health & Safety at Work, etc. Act 1974 and any provision made under that Act**

The institution is committed to contracting only with suppliers that comply with all appropriate and relevant legislation, including Health and Safety legislation and relevant University procedures. Where appropriate, and on a contract-by-contract basis, the institution will assess the legislation applicable to a procurement and take steps to ensure bidders comply with such legislation and relevant procedures.

Where proportionate, the institution may assess sub-contractor's compliance of specific legislation also.

**University's 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.

The institution complies with the Late Payment legislation and will review on a contract-by-contract basis whether such obligations should be enforced and monitored further down its supply chain.

**University's policy on how it intends to ensure that its regulated procurements will be carried out in compliance with the sustainable procurement duty**

The University will undertake regulated procurements in compliance with the sustainable procurement duty. Consideration of environmental, social and economic issues and how benefits can be delivered through the procurement will be made, where appropriate and on a contract-by-contract basis. The institution will utilise available tools and systems such as Prioritisation, Life Cycle Impact Mapping, Sustainability Test, Flexible Framework, Sustain Supply Chain Code of Conduct, Ecovadis and Electronics Watch where relevant and proportionate to the scope of the procurement. The University shall identify appropriate contract areas where it can proactively engage with third sector bodies and supported businesses. The University has published its Modern Slavery and Human Trafficking Statement to comply with the Modern Slavery Act 2015.

**University's policy on how it will use procurement to contribute to the global climate emergency response - and report progress in their annual procurement reports.**

In response to the global climate emergency the Institution will align corporate commitments to work towards net zero greenhouse gas emissions framework agreements wherever possible. The University has a focus on supporting responsible procurement. It will review its procurement processes to ensure that energy efficiency is considered in all purchasing decisions of energy consuming equipment. It will prioritise where greatest impact can be made. The University will seek to monitor and report progress through the annual procurement report, annual greenhouse gas reports and Public Bodies Climate Change Duties (PBCCD) Annual Reports.

**University's policy on how it intends to ensure that its regulated procurements will contribute to the carrying out of its function, achievements of its purpose and deliver value for money**

The University will analyse third party expenditure, identify 'GPA regulated procurements' [goods and services worth more than £179,087 and works worth more than £4,477,174 and



'lower value regulated procurements' [goods and services worth more than £50,000 and works worth more than £2 million].

The University will classify regulated procurements into procurement categories. How these goods, services and works are bought - joint purchasing, use of local, regional and national framework agreements, consolidated contracting - will be subject to annual review with APUC and through user consultation, optimal category strategies agreed, sensible aggregation opportunities exploited, category and commodity strategies developed, recorded and the most appropriate procurement routes to market chosen. This will be done in consultation with key internal stakeholders to ensure that departmental and organisational aims and objectives are better achieved.

**University'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.**

The University will conduct all regulated procurements in compliance with GPA Principles of non-discrimination, and procedural fairness and in line with the University's own procurement ethical code of conduct. It shall follow internal policies and guidance on Anti-bribery and the Criminal Facilitation of Tax Evasion Statement to ensure compliance with legislation including the Bribery Act 2010 and the Criminal Finances Act 2017. The University of the West of Scotland will utilise portals including Public Contracts Scotland and Public Contracts Scotland-Tender 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 bidders as possible. The University 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.

**University'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.**

In making regulated procurement contract awards, quality, risk and sustainability factors will be considered along with cost according to declared score weightings on a contract-by-contract basis. The University will make appropriate use of collaborative contracting arrangements (e.g. national, sectoral or local framework agreements or contracts) to deliver improved contract terms, contract and supplier management, sustainable procurement outcomes and value for money. The University of the West of Scotland will take steps to make it easier for smaller businesses to bid for contracts. Whilst legislative constraints preclude preferences for only local suppliers, the University will ensure that through the structure of its tender documentation, the use of Public Contracts Scotland and Public Contracts Scotland – Tender, and the publication of a contracts register to highlight contracts for which local organisations may be interested in bidding for, provides information to smaller, local providers and assists them to build capacity to be able to bid for these requirements.

## SECTION 6 – ANNUAL REPORTING

The University will produce its Annual Procurement Report on progress for the financial year against the procurement objectives and publish this on the University website. This report, produced as soon as practicable after the end of the financial year (by calendar year end at the latest), will describe how the institution 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.

The Annual Report will include commentary on the subject matters covered by the statements as set out above. That narrative will be supplemented by the data required by the Annual Procurement Report template and a summary of the regulated procurements that the authority expects to commence in the next two financial years.

## SECTION 7 – STRATEGIC OWNERSHIP

<b>Status</b>	Draft
<b>Owner</b>	Head of Procurement
<b>Source Location</b>	Procurement Public Webpage
<b>Consultation</b>	Executive Team and APUC
<b>Endorsed</b>	Vice Principal, Finance and Infrastructure
<b>Publication</b>	October 2025
<b>Next Review Date</b>	+12 months

## APPENDIX 1: ACTION PLAN

Objective	Outcomes	Main Action and Commitments	Key Performance Indicators	Updated October 2026
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 <b>(Strategy 2030 Goal – Growing Our Global Impact)</b>	<p>Ensure Procurement and stakeholders conduct pre-engagement with a broad sector of both the market and category experts prior to going to market</p> <p>Liaise with public sector colleagues in the areas we operate to explore best practise and potential collaborations</p> <p>Explore best practise in other areas, market intelligence and innovation including with centres of excellence, vendors and other subject matter experts</p>	<p>Work with stakeholders from the earliest opportunity to deliver best outcomes</p> <p>Develop networks with other institutions, local authorities and similar in our local areas to explore opportunities to collaborate, swap intelligence and discuss innovation</p> <p>Attending public sector collaborative events such as APUC Procurement Strategy Group for Universities, Scottish Government Procurement Leaders Forum and similar</p>	<p>More efficient, shorter procurement exercises delivering better value and efficiencies</p> <p>Increased collaboration across the sector including shared services/contractual arrangements that deliver better value, sustainability and social value</p> <p>Increase Procurement's network and sphere of knowledge within the sector and beyond, enabling us to deliver better informed outcomes for stakeholders</p>	
To work with internal academic budget holders, professional support service colleagues and suppliers to deliver	Development and implementation of a Category Strategy within Procurement, with allocated areas of	Develop closer relationships with stakeholders responsible for key areas of spend (Estates, IT, Schools),	Partnership relationships between key stakeholders and category leads	

innovation and best value to the learning, research and service support communities through the development of effective and co-ordinated procurement within the University ( <b>Strategy 2030 Goal – Creating and Applying New Knowledge</b> )	responsibility within the team.	creating close working relationships aimed at making faster, better value, procurement decisions	Fully formed category management structure in place  Procurement early engagement for major projects  Improved contract management	
To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities ( <b>Strategy 2030 Goal – Growing Our Global Impact</b> )	Review of non-pay spend data to identify areas for consolidation of spend across the University and the use of collaborative framework agreements where relevant	Cross organisational working to consolidate spend and ensure compliance to Procurement Regulations (Scotland) Act 2014	Reduction in the number of suppliers used  Better value for low value high volume commodities  Increased benefits from the use of framework agreements such as standard terms and conditions and price stability	
To implement, promote and lead effective contract management in conjunction with our stakeholders, focussed on delivering value, driving efficiency and minimising risk throughout the lifecycle of our contracts ( <b>Strategy</b>	Initially lead on effective category management for Managed and Strategic contract within the University. Providing mentoring and support for stakeholders to allow them to get the best outcomes from contract agreements.	In conjunction with the implementation of a Category Management strategy, Procurement will work closely with stakeholders to manage contracts on a regular basis rather than by exception to allow both parties a forum	Better performing contracts, better supplier relationships and improved value and service	

<b>2030 Value – Accountability)</b>	<p>Monitoring of milestones and targets for contracts and ensuring these are delivered in line with contractual obligations</p> <p>Supporting the supply chain in it's relationships with the University</p>	for discussion for contract performance, KPI's etc		
<p>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 <b>(Strategy 2030 Value – Accountability)</b></p>	<p>Better informed procurement decisions and understanding of contract spend throughout the University</p> <p>Monitoring of supplier performance relating to price and value on a regular basis</p> <p>Ensuring that contracts do not drift into other areas with large volumes of non-core spend</p>	<p>Quarterly submission of Spikes Cavell Data and subsequent analysis of this data to identify, measure and analyse percentages of compliant spend versus non-compliant and also non-influenceable spend,</p>	<p>Reduction in non-compliant spend</p> <p>Better informed contract management and procurement decisions</p>	
<p>To embed sound ethical, social and environmental policies within the Institution's procurement function. This will seek to respond to the global climate emergency, promote Fair Work First, encourage social impact</p>	<p>Use of Sustainable Procurement Tools and other methodologies to ensure every relevant procurement exercise includes Responsible Procurement questions and they carry the relevant weighting</p>	<p>Ensuring that contractors are assessed on relevant aspects of ethical, social and environmental policies and community benefits offered at the point of tender</p>	<p>Better informed engagement with contractors who are committed to sustainability, tackling climate issues and support fair working practises.</p>	

through procurement and comply with relevant Scottish and UK legislation in performance of the sustainable procurement duty ( <b>Strategy 2030 Value – Integrity</b> )	Promotion of the completion of the Supply Chain Management Section 1 tool for all contracts to promote responsible procurement, sustainability and fair working practises	<p>Ensure responsible procurement commitments and community benefits offered are delivered via the contract management process.</p> <p>Analysis of the Section 1 Data to build a better picture of our impact on the environment, the local supply chain and fair working practises</p>	<p>Engagement with more local suppliers and supported businesses when possible.</p> <p>Delivering better value for the communities we operate in.</p>	
--	---	---	---	--