



**PROCUREMENT
IMPLEMENTATION
PLAN
2017-2020**

DREAMING / BELIEVING / ACHIEVING

A 21st Century University



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Date:07/07/2017

1. Executive Summary

The University of West of Scotland Procurement Improvement Plan has been developed to:

- Transform Procurement into an enabling service which supports the University of West of Scotland (UWS) strategic goals.
- Embed sustainability in all procurement activity.
- Comply with the requirements of s.15 Procurement Reform (Scotland) Act 2014.
- Deliver Value for Money.

Consultation will take place with relevant stakeholders on an ongoing basis to ensure that this Procurement Implementation Plan has the flexibility to support the Universities strategic goals.

2. Strategic Context

The UWS strategic goals are set out within the UWS Corporate Strategy which covers the period up to 2020 and are summarised as follows:

“UWS Purpose

Our purpose is to change lives, transform communities and encourage enterprise through outstanding, distinctive and progressive higher education. Our focus is on personalised learning experiences supported by internationally recognised research.

UWS graduates will be work-ready and contribute locally and globally.

We will do this by:

- *Providing student-centred, personalised and distinctive learning and teaching experiences underpinned by professionally relevant research, knowledge exchange and enterprise*
- *Fostering the resilience and learning skills of our students by providing a supportive, encouraging and inspirational learning environment*
- *Developing a culture where our people are supported to be highly motivated, creative and collaborative*
- *Making a difference to the communities we serve - in Scotland and across the globe*
- *Taking managed intelligent risks to benefit our student experience and organisational performance*
- *Being a proudly different university where ambition and success are at the heart of what we do*

AT UWS we adhere to a set of truths in all that we do:

- *We are here for our students*
- *Our teaching is our passion, and it reaches to the future*
- *We understand that a graduate career is important to our students*
- *We are a knowledge-rich organisation*

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- *We believe in partnership with business (private, public and global)*
- *We are an international university*
- *UWS is a great place to work and study*
- *We are an inclusive organisation that welcomes and values diversity*
- *UWS is a university that dares to be different “*

This Procurement Improvement Plan sets out the planned approach to transforming Procurement to support the UWS Corporate Strategy whilst operating within a challenging economic, legislative and regulatory environment, including the requirement to deliver the requirements of the Procurement Reform (Scotland) Act 2014.

The Procurement Action Plan (see Appendix 1) details the key actions and timescales required to enable this Procurement Improvement Plan to be delivered.

3. Procurement Mission Statement

To provide an enabling, innovative and transformational procurement service which supports the strategic aims of the University of the West of Scotland.

4. Procurement Objectives

The procurement objectives are as follows:

- Embed an innovative and commercially focussed approach to Procurement across UWS to simplify processes, deliver best value and reduce risk.
- Ensure legal compliance with all relevant EU, UK, Scottish Government and UWS procurement rules and regulations whilst enabling the delivery of the UWS Corporate Strategy.
- Secure maximum social value from UWS spend with suppliers by embedding the consideration of social (including equal rights and non-discrimination), environmental and economic wellbeing in procurement.
- Deliver value for money (VfM) in terms of ensuring efficiency, effectiveness and economy in all procurement issues and ensuring costs are evaluated on the basis of whole life costs.
- Increase expertise, capacity and effectiveness of UWS Procurement Staff

A Procurement Action Plan has been developed and is included in Appendix 1.

The details on how the Procurement Implementation Plan will be delivered will be contained within the UWS Procurement Manual.

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5. Compliance with the Procurement Reform (Scotland) Act

The inclusion of the following statements in this Procurement Improvement Plan demonstrate how UWS will comply with the requirements of the Procurement Reform (Scotland) Act 2014:

5.1 Policy on the use of Community Benefit requirements.

For every procurement over £50k (Supplies & Services) and £2m (Works) UWS will consider opportunities to include Community Benefits requirements. These may include employment opportunities, supply chain initiatives and community engagement.

5.2 Policy on consulting and engaging with Schools and Departments..

Prior to tendering, and during the completion of Contract Plans, UWS will identify any stakeholders who may be affected by the resultant contract. Consultation will be considered and carried out if proportionate to the service, supply or works being procured.

5.3 Policy on the payment of a living wage to persons involved in producing, providing or constructing the subject matter of regulated procurements .

UWS will encourage the inclusion of Fair Working Practices as an evaluation criteria at the award stage for regulated contracts.

5.4 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.

UWS is committed to ensuring that all suppliers comply with the Health & Safety at Work, etc. Act 1974 and any provision made under that Act and has an existing policy in place for the "Management of Contractors".

5.5 Policy on the procurement of fairly and ethically traded goods and services.

UWS supports the sourcing of goods that are fairly and ethically traded. The UWS Sustainability Plan (2016-2020) includes an action to submit an application for Fairtrade status during 2017/18.

Where applicable appropriate standards and labels will be included in tenders to take account of fair and ethical trading considerations.

5.6 Policy on how UWS 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 (if applicable)

UWS will continue to procure food through Framework Agreements put in place by TUCO and APUC.

Where foods are procured out with these Framework Agreements UWS shall ensure that animal related food suppliers comply with all relevant legislation (eg Animal Health and Welfare (Scotland) Act 2006 , The Welfare of Animals at the Time of Killing (Scotland) Regulations 2012, The Welfare of Animals

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(Transport) (Scotland) Regulations 2006) and amendments to ensure the highest standards of animal welfare.

UWS will also ensure that when applicable specifications include the requirement for:

- appropriate food standards certification or equivalent
- careful sourcing of Halal and Kosher meat
- careful sourcing of eggs and consideration of the different types of system
- organic certification; and
- Royal Society for the Protection of Birds freedom foods.

5.7 Statement on the University's policy on how it intends to ensure that, so far as is reasonably practicable payments to suppliers and by suppliers to their supply chain are made no later than 30 days after the invoice (or similar claim) relating to the payment is presented.

The following steps will be taken to ensure prompt payments are made to suppliers:

- suppliers will be advised that any invoices without purchase orders numbers on them will be returned unpaid
- a report will be developed from Agresso to enable payments on time to be measured.
- the payment on time report will be used to identify and review factors which are resulting in late payments.
- suppliers with high volume transactions will be investigated on Agresso and Spikes Cavelle Observatory to identify opportunities to switch to consolidated invoices or payment by Corporate Procurement Card.

Payment clauses regarding 30 day payment term are embedded within the UWS standard terms and conditions of contract. These standard terms and conditions also require the contractor to apply these conditions onto any sub-contractors and sub-contractors of sub-contractors.

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

Whilst developing contract plans UWS will give consideration to:

- including Community Benefit clauses in appropriate contracts.
- selecting a procurement route which encourages participation from local businesses, SMEs, Third Sector Organisations, Social Enterprises and Supported Business's
- any potential environmental impacts resulting from the Sustainable Prioritisation Procurement Tool and Sustainability Test

At the tender evaluation stage UWS will evaluate costs based on whole life costing.

The Flexible Framework will be adopted and a Sustainability action plan will be created to ensure that sustainability is embedded in the procurement process.

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5.9 Statement on the University'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 and how it intends to ensure that its regulated procurements will deliver value for money.

UWS shall analyse third party spend data using Spikes Cavelle and Agresso. This Spend data will be used to inform category strategies.

Procurement will work closely with departments/schools to develop contract strategies which support the UWS Corporate Strategy.

Category strategies will identify opportunities for:

- Utilising innovative procurement solutions.
- Collaborative contracts.
- Use of existing Framework Agreements
- Market engagement
- Supplier Relationship Management

This will ensure that procurement activity supports the UWS Corporate Strategy whilst delivering value for money.

5.10 Statement on the 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 and 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.

To ensure procurement activities are carried out in an equal, non-discriminate, transparent and proportionate manner UWS will:

- advertise Regulated and OJEU tenders on Public Contracts Scotland (PCS)
- publish all Contract Awards on PCS
- consider lotting contracts
- ensure selection and award criteria are transparent, proportionate and non- discriminatory.
- publish a Contract Register to provide transparency of future contact opportunities

6. Annual Reporting

UWS will produce an Annual Procurement Report which will include:

- progress against points 5.1-5.10
- the regulated procurements that have been completed during the year covered by the report
- any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report,
- any steps taken to facilitate the involvement of Supported Businesses in regulated procurements during the year covered by the report,

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- a summary of the regulated procurements the University expects to commence in the next two financial years,
- a review of whether regulated procurements complied with the UWS Procurement Plan.
- to the extent that any regulated procurements did not comply, a statement of how the University intends to ensure that future regulated procurements do comply,
- such other information as the Scottish Ministers may by order specify.

The first Annual Report will be published in early August 2018 for the period 1st August 2017 to 31st July 2018 and thereafter each August on annual basis.

7. Enabling Plan Ownership and Contact Details

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Appendix 1 – Procurement Action Plan

Objective	Actions	Responsibilities*	Timescales
Embed a more innovative and commercially focussed approach to Procurement across UWS to simplify processes, deliver best value and reduce risk.	Develop category strategies for key commodity areas.	SPO	Jan'20
	Implement Supplier Relationship Management with key UWS suppliers to ensure that contracts are delivering value and innovation throughout their life cycle.	SPO	Nov'19
	Develop and maintain a procurement risk register to identify risks and areas for improvement.	SPBP/SPO	Jul'19
Ensure legal compliance with all relevant EU, UK, Scottish Government and UWS procurement rules and regulations without impacting on the delivery of the UWS Corporate Strategy.	Ensure procurement staff are regularly updated regarding new legislation, changes to legislation and Scottish Procurement Policy Notes.	SPBP	Ongoing
	Provide overview training at a senior management level to ensure understanding of procurement legislation.	SPBP	Nov'19
	Ensuring procurement templates are regularly reviewed and updated in line with new legislation, changes to legislation, Scottish Procurement Policy Notes and best practice.	SPO	Ongoing
	Publish quarterly procurement reports for all departments/schools.	SPBP/SPO	Jan'20
Secure maximum social value from UWS spend with suppliers by embedding the consideration of social, environmental and economic wellbeing in procurement.	Consider inclusion of Community Benefit clauses in appropriate contracts.	SPO	Ongoing
	Ensuring procurement processes are streamlined and accessible to suppliers of all sizes.	SPBP	Ongoing
	Support local businesses, SMEs, Third Sector Organisations, Social Enterprises and Supported Business's by encouraging them to participate in UWS contracts.	SPBP/SPO	Ongoing
	Re-assess current Flexible Framework status and create a Sustainability Plan	SPBP	Aug'19
	Re-evaluate Sustainable Prioritisation Procurement Tool	SPBP	May'19
	Implement "Whole Life Costing" as part of cost evaluation at award stage.	SPO	Nov'19
Deliver savings and Best Value.	Increase UWS collaboration with other organisations.	SPBP/SPO	Ongoing

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	Make better use of market research and benchmarking.	SPO	Ongoing
	Engage earlier with the market to ensure specifications reflect current market conditions to maximise competition.	SPO	Nov'19
	Agree a savings target and implement a tool to measure the benefits achieved through procurement in both cash and non-financial terms.	HOF/SPBP	Nov'19
Increase expertise, capacity and effectiveness of UWS Procurement Staff	Develop Procurement staff through completion of MCIPs, training, secondments and mentoring.	SPBP	Ongoing
	Develop professional contract and supplier management practices.	SPBP	Jan'20
	Increase early engagement with departments/schools to foster longer term relationships with consideration of job shadowing and/or where required working within departments/schools.	SPO	Ongoing

***Key**

SPO = Senior Procurement Officer

SPBP = Senior Procurement Business Partner

HOF = Head of Finance

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