



University  
of Glasgow

# PROCUREMENT STRATEGY

2024 to 2027

**WORLD  
CHANGING  
GLASGOW**



# PROCUREMENT STRATEGY

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## 1. PURPOSE

This document sets out the Procurement Office strategy for the period of 2024 to 2027 and sets out our objectives through the Balanced Scorecard, which is reviewed and updated annually.

The University non-pay expenditure for FY22/23 was c.£390m with c.£280m based on Core Trade Spend (source Spikes Cavell) across goods, services and works from external providers. The University of Glasgow Court requires the institution to be fully compliant to procurement regulations. All expenditure is required to deliver best value for money in compliance to agreed budgets.

## 2. PROCUREMENT OFFICE ROLE

To provide professional, qualified procurement expertise, advice and services for all spend with external suppliers; in compliance with legislative requirements including the Public Contract (Scotland) 2015 Regulations, the Procurement Reform Act 2014, the Procurement (Scotland) Regulation 2016 and the University [Procurement Policy](#).

We will procure all Goods, Services and Works, with high ethical standards by applying principles of Sustainable Procurement. Sustainable Procurement is a process whereby the University meets its needs for Goods, Services and Works in a way that achieves value for money (VFM) on a whole life cost basis, generating benefit not only to the University, but also with consideration to Social, Economic and Environmental factors.

## 3. UNIVERSITY STRATEGY 2020-2025

World Changers Together: World Changing Glasgow 2025.

The [Strategy 2025](#) responds to four major challenges facing higher education and wider society:

- Building a sustainable future
- Creating a fairer society
- Reimagining the learning experience
- Diversifying the student body

The University's vision is to be The World-Changing University. Our purpose is transforming lives through ideas and actions. Our mission is to bring a community of world changers together.

The future holds innumerable challenges for our sector, our society and our world and we will have to adapt and change what we do and what we offer if we are to navigate these successfully. Our strategy and approach may evolve as the landscape changes, but our values will remain constant:

- Ambition & Excellence
- Curiosity & Discovery
- Integrity & Truth

- An Inclusive Community

The strategy supports the long-term realisation of our vision by recognising the fundamental importance of a culture of open cooperation and is articulated across three themes:

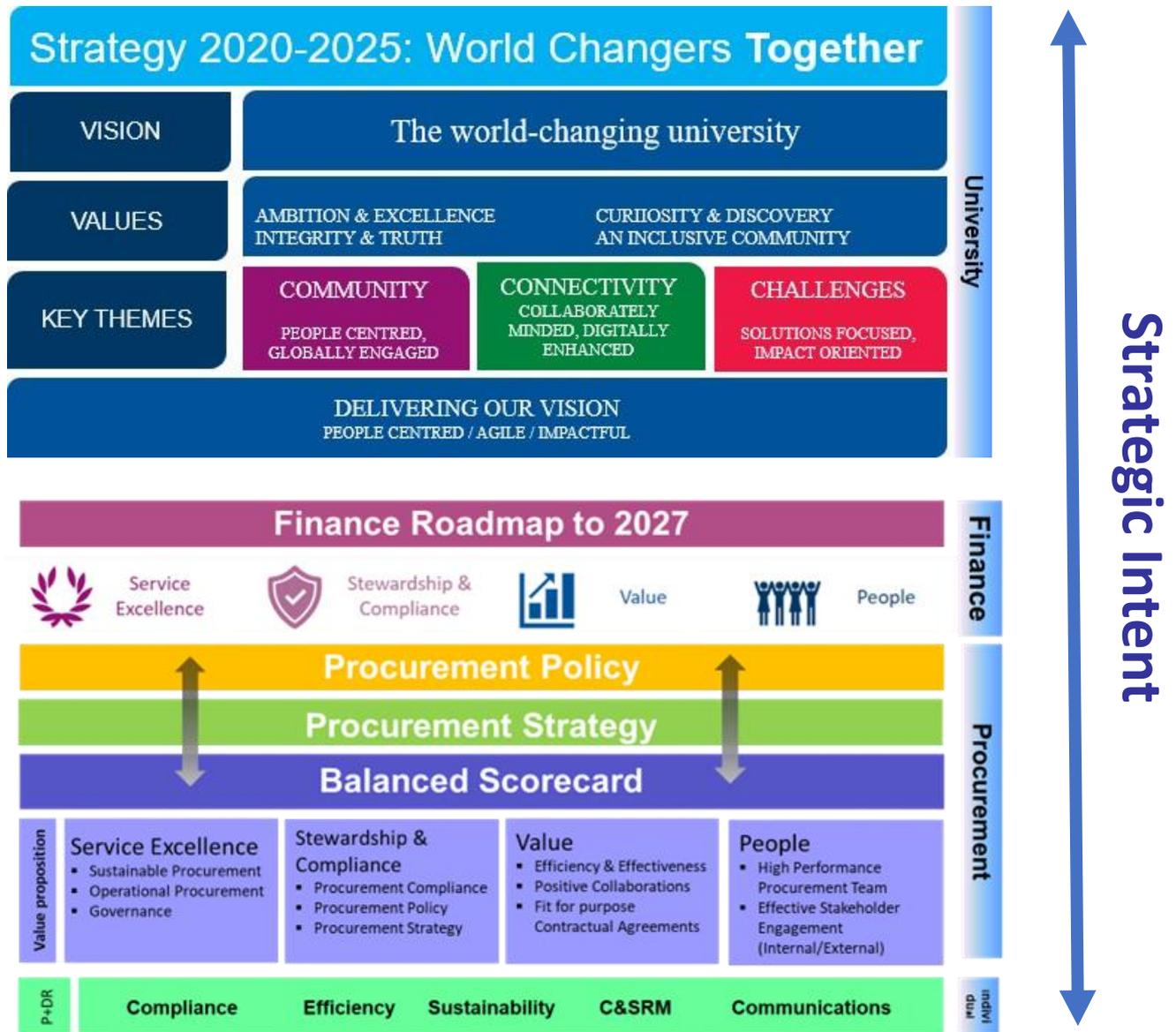
- Community: people centered, globally engaged
- Connectivity: collaboratively minded, digitally enhanced
- Challenges: solution focused, impact oriented

Key to the realisation of our vision is our continuing success within the six strategic pillars of a world-changing University:

- World-Class Research
- Outstanding Teaching
- Lasting Impact
- Global Perspective
- Life-Changing Experiences
- Inspiring People

## 4. HOW THE PROCUREMENT TEAM ALIGNS WITH THE UNIVERSITY STRATEGY

This provides the strategic intent from the University Vision, Values and Key Themes and demonstrates how the Procurement Office contributes and supports the University Strategy 2020-2025: World Changers Together, as a team and individually.



## 5. PROCUREMENT 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, academic staff, researchers and students through our 4 core values that are fully embedded in all aspects of our service:

1. Service Excellence
2. Stewardship & Compliance
3. Value
4. People

### 5.1 SERVICE EXCELLENCE

The Procurement Office will commit to support the delivery of the University of Glasgow Strategy 2020-2025: World Changers Together. We will maintain and enhance the Procurement Policy. We will maintain and enhance the Procurement Strategy.

We will commit to apply principles of responsible / sustainable procurement across all spend. Integrate Circular Economy, Corporate Social Responsibility, Fair Work First, Community Benefits.

We will include Supported Businesses, Sustainability Code of Conduct, CIPS, Anti-bribery & Corruption, ethical sourcing, environmental, climate and circular economy considerations across procurement practices and positively contribute to the University Climate Change targets.

We will commit to measure, manage, and improve key strategic supplier performance to ensure value assurance is delivered as per Tender commitment.

We will commit to measure the individual performance of the Procurement Team members.

#### TARGETS

- Clear alignment of the Procurement Strategic Intent with the University Vision, Mission and Strategic Objectives.
- Review / refresh of the Procurement Policy, Procurement Strategy (and notify the Scottish Ministers) and Contract & Supplier Relationship Management (C&SRM) Policy.
- Annual review / refresh of Procurement's Balanced Scorecard and Road Map
- Maintain or enhance CIPS Procurement Excellence standard award number 0660 – Valid to 04/2025.
- Maintain or enhance Ranked No.1 for PCIPS.
- Take account of climate and maximise the use of circular economy approaches in all Procurement activity. Collaborative engagement with budget holder and Procurement in the early development stages of projects to enable decisions on whether to buy; what you buy and how you buy.
- Promote Living Wage Compliance and Fair Work First.
- Engagement and promote Electronics Watch.
- Annual review / refresh of the DEFRA Tool and completion of Marrakech Categorisation.
- Ringfence spend to engage with Supported Businesses.

- Measure and monitor Social Value / Community Benefits where appropriate.
- Sustainability Training for all Procurement team as required.
- 120 high risk Suppliers measured through EcoVadis Sustainability Programme
- Share best practice Sustainable Procurement Programme across Government and other Public Sector Organisations.
- Support and encourage transitioning to ultra-low emission fleets, renewable energy and heat, and low carbon buildings and materials in all tenders where appropriate.
- 30 key strategic suppliers monitored through our Contract & Supplier Relationship Management (C&SRM) and establish a Supplier Leader Board for Estates and Commercial Services.
- 100% completion of annual Performance and Development Review (PDR) and annual skills audit template per individual team member.
- 100% completion of all audits targeted for spend less than £25k.
- Positive contribution and support on all P2P projects, such as Procurement transformation.

## 5.2 STEWARDSHIP AND COMPLIANCE

We will deliver a best-in-class professional service with quality output which is compliant with policies and ethics and Procurement legislation and regulations.

We will champion risk management ensuring that we effectively manage, monitor and control all internal and external supply chain risks.

We will commit to provide guidance to key Stakeholders to achieve best practice and improve governance.

### TARGETS

- Compliance with rules and regulations, Public Contracts (Scotland) Regulations 2015, the Procurement Reform Act 2014, and the Procurement (Scotland) Regulations 2016.
- Publication of the Annual Procurement Report on the Procurement Office web page and notify the Scottish Ministers.
- Publication of the Modern Slavery Act 2015 statement on the University webpage.
- 100% compliance with Sustainable Code of Conduct for all tenders greater than £50k
- Publication of the University Procurement Contracts register on the Procurement Office webpage.
- Publish all tender requirements on the Public Contract Scotland (PCS) portal and Find a Tender Service.
- Measure against target of 95% compliant spend to rules and regulations (Monthly compliance dashboard Report).
- Review/refresh of all policies and procedures as required to capture new regulations and SPPNs.
- 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 on the Core portal.
- 24-month tender activity plan communicated through Annual Procurement Report.
- Communication and provide training for the online Procurement Dashboard, capturing all spend across the University.

- Pre-alert warning on financials for all key strategic agreements through Dun & Bradstreet.
- Quarterly reports created for the Executive Director of Finance measuring compliant spend.
- Monthly Procurement expenditure reports to be communicated to all Heads of Finance, Colleges, Schools, and Services areas.
- 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 dates to ensure agreement coverage for key, complex and critical spend across the organisation.
- Completion of Freedom of Information (FOI) requests on time.

## 5.3 VALUE

We will commit to creating an environment in which the University obtains the best possible value for money for all non-pay expenditure and increase Framework / Contract compliance.

We will commit to communicate and embed contractual Framework / Contracts Agreements that are fit for purpose and utilise collaborative Framework Agreements as required.

We will commit to deliver our promises, to agreed timescales, realising, or exceeding our target benefit.

### TARGETS

- Total savings benefit of £5m, measurement aligned to Scottish Government's Procurement Benefit Reporting Guidance (Savings code BT1).
- Total saving benefit of £1.5m measurement aligned with the University i.e., old cost versus new cost (Savings code BT1R).
- Create annual Category Strategies for all spend areas.
- Effective training / guidance for all Purchasing Officers.
- Effective training / guidance for all Purchasing Card holders.
- Effective monitoring on risk for all strategic Suppliers.
- Utilise collaborative Framework Agreements when they demonstrate value for money (VFM) for the University.
- Promote Framework Agreements and Contracts that are in place / maintained, that provide as a priority easy, simple, cost-effective route to market.
- Collaborative engagement on transformation programmes including the P2P projects.
- Deliver value and innovative solution to support our tail end expenditure.
- Identify Suppliers suitable for eProcurement and work collaborative with our internal systems team and the Suppliers to set up and implement Punch-out or catalogue solutions.
- Work collaboratively with the Scottish Government, APUC, Scotland Excel, other HE institutions and other external entities to deliver value and service excellence for the University.
- Publish all tender using the Public Contract Scotland portal.
- Identify solutions to bring VFM for all tail end expenditure.

## 5.4 PEOPLE OBJECTIVES

We will build our credibility and enhance our reputation acting with integrity as a professional Procurement Team. Category Managers will have CIPS qualification, or they will be actively working towards their CIPS qualification. Continuous Development will take place for all Procurement team members to enable delivery of Procurement best practices.

We will work in collaboration with our key stakeholders both internal and external government bodies to provide procurement solutions to achieve agreed targets aligned with procurement policy.

We will provide effective Procurement solutions to support staff, students and academic staff.

### TARGETS

- Positive engagement to achieve MCIPS for all Category Managers.
- Creation of individual development plans for all Procurement team members.
- Positive engagement and participation at all Finance team meetings.
- Positive engagement and participation at all Estates Operational Management meetings.
- Positive engagement and participation at all Sustainable Working Groups 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, support and contribution to the P2P project.
- Annual engagement with Heads of College by Head of Procurement.
- Annual / Quarterly meetings with Heads of Finance regarding budgets for their area of responsibility.
- Request Procurement survey feedback from stakeholders on all published Find a Tender Service
- Creation of Tailored College Performance at A Glance (PAAG) reports across all areas and quarterly meetings with College Heads of Finance to review performance.
- Effective engagement and consultation with all Colleges/Services on the Procurement Strategy document.
- Completion for all Procurement team members on the Scottish Government training modules for, Introduction to Sustainable Public Procurement, Circular Procurement and Climate Literacy.
- Effective interface and engagement with External Stakeholders.
- Positively engage with the University annual Performance, Development Review (PDR).
- Create and develop succession plans for the Procurement team.

## 6. EXPENDITURE DATA

The University of Glasgow spends c£390m per annum, with 100% of all spend processed through the finance system “Agresso”.

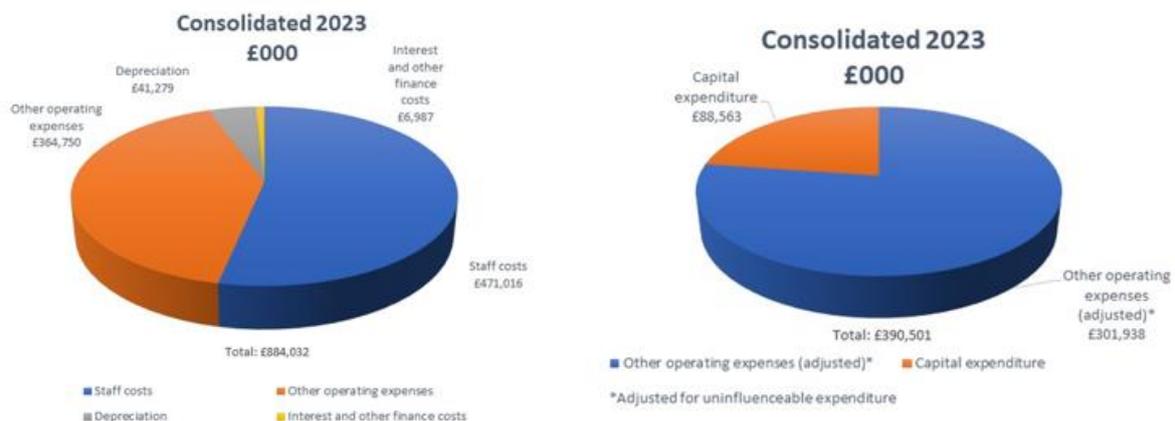
### Principal operations

Study and research are grouped into four Colleges:

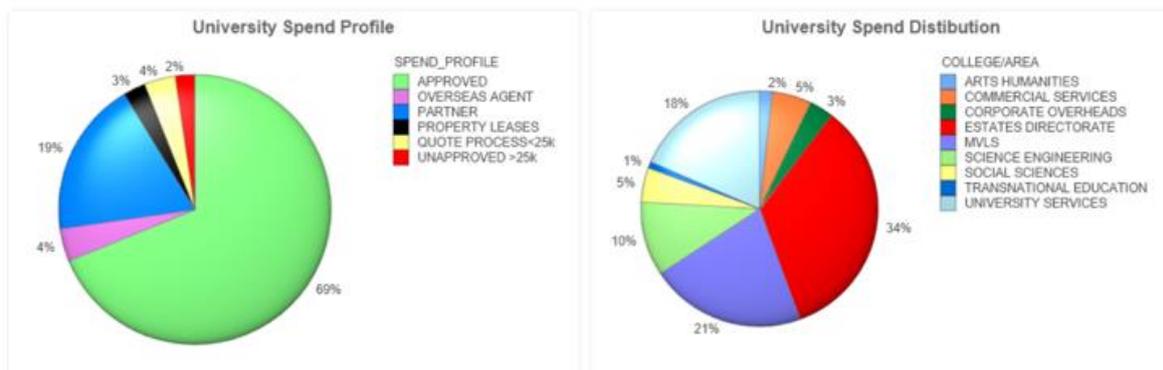
- College of Arts and Humanities
- College of Medical, Veterinary and Life Sciences (MVLS).
- College of Science and Engineering.
- College of Social Sciences.

University Services (which include Estates) and MVLS have the largest budgets.

### FY22-23 Non-pay Expenditure Data



100% expenditure processed through Agresso.



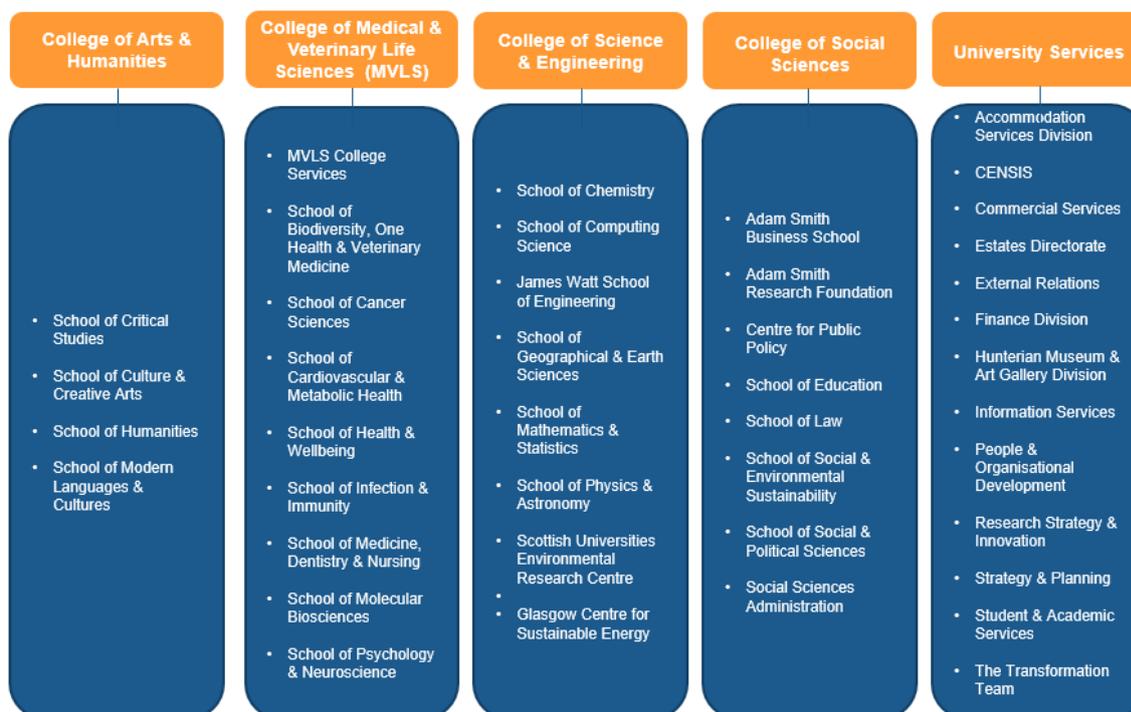
## 7. PROCUREMENT ROAD MAP

The University of Glasgow Procurement Office contributes significantly to the University Strategy of being the World Changing University. The Procurement Office “Road Map” sets out 2 key phases to achieve excellence.

LEADERSHIP	EXCELLENCE
Phase 1 (2024 - 2026)	Phase 2 (2026 - 2027)
Employer of Choice	Succession Planning
Leadership and Influence	High performing Procurement Team recognised Globally
Maximise Efficiency and Effectiveness to support academic success	Excellence in Efficiency and Effectiveness delivered for all non-pay expenditure
Maintain CIPS Procurement Excellence Award	Achieve CIPS Gold Stand Award
Maintain PCIPS Rating Ranked No.1	Increase PCIPS Ratings Ranked No.1 Score
Monthly reporting on Procurement expenditure Dashboards	Automated reporting to support all areas of expenditure
Effective Leadership for all Stakeholders	Excellence in Stakeholder Relationship Management
Monitoring high risk identified within the Procurement function	Excellence in Risk Management mitigation plans
Effective engagement with EcoVadis Sustainability Programme to onboard our high risk key strategic suppliers	Excellence in engagement with both EcoVadis and our Suppliers to improve ratings across all pillars
Market leading Contracts in place	Excellent Contracts in place with tailored KPIs monitored on a frequency as required
Effective collaboration with all Stakeholders and the College Hubs	Procurement Transformation

## 8. UNIVERSITY STRUCTURE

### Stakeholder Engagement



## 9. PROCUREMENT INFORMATION COMMUNICATION TECHNOLOGY (ICT) Strategy

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

<b>Information</b> Share information about:	<b>Communication</b> Internal and External Communication:	<b>Technology</b> IT Toolkits:
Procurement Office Web page	Vision	Agresso
Policy	Mission	E-Procurement Paraballis
Strategy	Values	Tender Viewer
Procedures	Public Contracts Scotland	Spikes Cavell
Processes	APUC SharePoint	EcoVadis Sustainability Rating
Contracts Register	Procurement Annual Report	Hunter
Procurement Training	The Scottish Government	Dun & Bradstreet
Information for Suppliers	Gov. UK (Crown Commercial Service)	Construction line
Documentation Control Templates	APUC	Public Contracts Scotland (PCS) and PCST
Guidance	Procurement web page	Qlikview Procurement Dashboard online Power BI Reports

## 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:

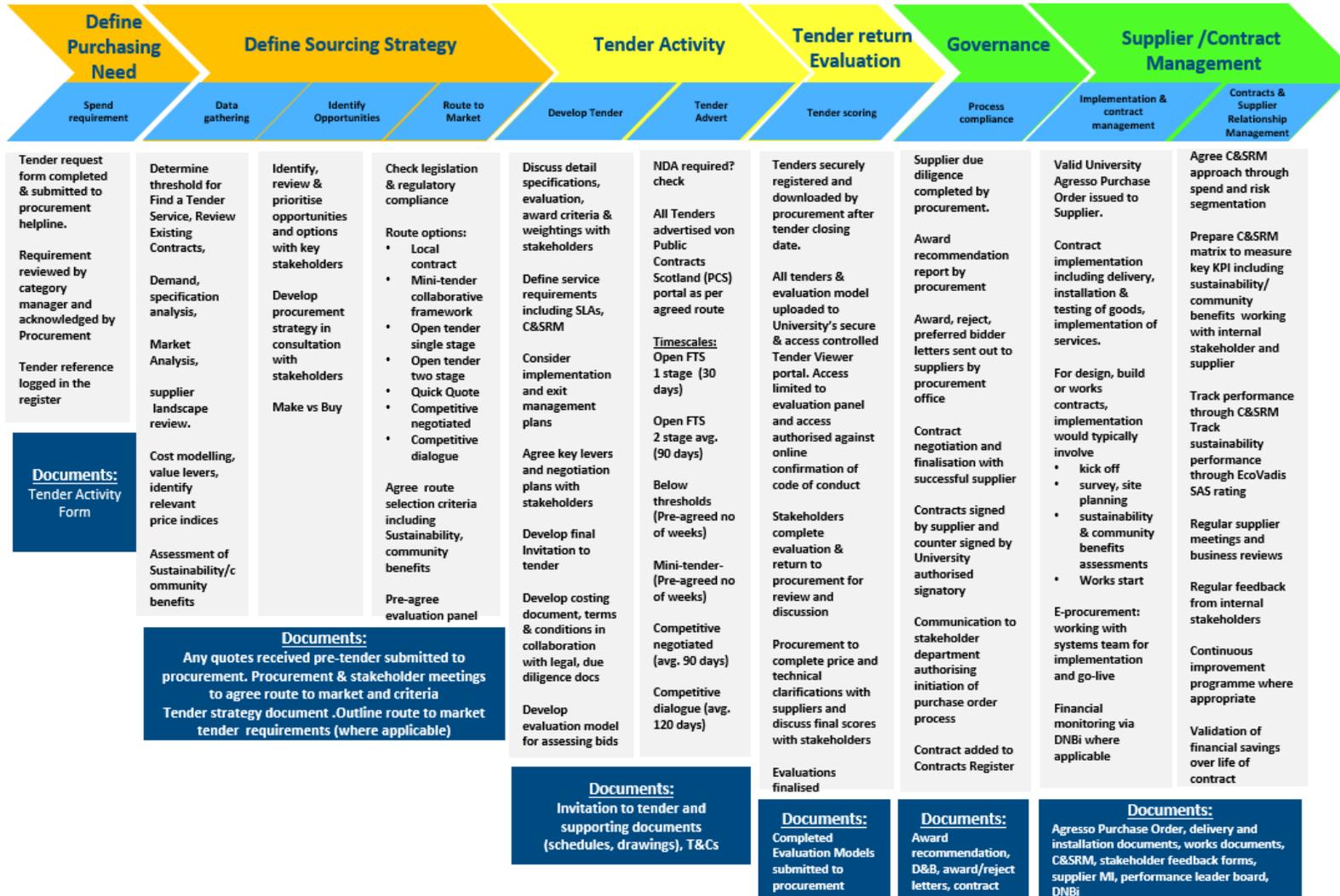
- Comply with the Public Contract (Scotland) 2015 Regulations, the Procurement Reform Act 2014, the Procurement (Scotland) Regulation 2016 and any other Directives.
- Take account of climate and circular economy considerations in all Procurement activity.
- Deliver open honest fair and transparent competition.
- Deliver the most economically advantageous tender (MEAT).
- Reduce the administration burden for all stakeholders during the tender process.
- Drive the right solutions to support the University's vision.
- Deliver maximum Efficiency and Effectiveness, value for money that is the optimum combination of whole life cost and quality to meet the end user's requirement.
- Promote eProcurement transaction process as appropriate.
- Support the Procurement Transformation Project.

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 finance-[procurementhelpline@glasgow.ac.uk](mailto:procurementhelpline@glasgow.ac.uk)



## Procurement Strategic Sourcing Journey > £25k

This guidance is designed to ensure Procurement compliance with current public procurement legislation.



Owner Procurement Office - Confidential

## 11. HOW WE PAY

### NO PURCHASE ORDER NO PAYMENT

#### Payment terms and practices

It is our policy to pay all suppliers in accordance with agreed payment terms as set out in their contractual agreement or the University of Glasgow Purchase Order (PO). Standard payment terms will be made within thirty (30) days of receipt of a valid invoice by the University on the basis of:

1. Accurate & timely invoices
2. Valid Purchase Order number on each invoice
3. VAT on all invoices where applicable
4. E-invoicing capability as a minimum PDF invoice for all Suppliers (Target XML).

#### Estates & Commercial Services payment process

#### Applications, Invoicing and Payment Terms

The Contractor will be required to submit applications for payment in arrears for works completed to the satisfaction of the University in accordance with the Terms & Conditions. All applications for payment are to be agreed prior to submitting invoices. Value Added Tax, where applicable, shall be shown separately on all invoices as a strictly net extra charge. Each invoice shall be uniquely identified and shall specify the following minimum information:

#### MANDATORY

- Account Number
- Reference number
- ITEM Reference No. in pricing schedule
- Charges and total due including a deduction for any applicable discounts
- Total value excluding VAT
- Grand total

Invoices without all relevant information will not be processed.

Payment will be made to the Contractor within 30 days of receipt of a valid application supplemented with an invoice.

## 12. LIVING WAGE EMPLOYER

The University of Glasgow is proud to be an Accredited Living Wage employer. This means:

- We are committed to paying all employees at least the Living Wage.
- We ensure that all casual workers engaged directly by the University are paid at least the Living Wage.
- We have set up our procurement procedures to ensure that we engage with contractors and potential contractors to encourage them, as far as possible, to also pay the Living Wage to people regularly working on our premises.

### **13. ELECTRONICS WATCH**

The University is a member of Electronics Watch. Electronics Watch is an independent monitoring organisation that assists public sector buyers to meet their responsibility to protect the labour rights of workers in their global electronics supply chains more effectively and less expensively than any single public sector buyer could accomplish on its own.

### **14. SOCIAL VALUE / COMMUNITY BENEFITS**

For every procurement over £4m, the University will consider how it can improve the economic social or environmental wellbeing of its area through inclusion of community benefit clauses, to assist with achieving sustainability in contracts' activity, including targeted recruitment and training, small business and social enterprise development and community engagement. Where possible, relevant and proportionate, and where they are considered not to have a negative impact on the delivery of value for money, such clauses may be included in regulated procurements valued at below £4m.

### **15. HEALTH & SAFETY**

Promoting compliance by contractors and sub-contractors with the Health and Safety at Work etc. Act 1974 (c.37) and any provision made under that Act.



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