



University for the Common Good

Procurement Strategy and Action Plan

Financial Year 2023-2024

Status	Approved
Owner	Procurement
Source location	Procurement website
Reviewed	May 2023
Next Review	May 2024
Version No	V001 05/23

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1. Executive Summary

The Glasgow Caledonian University Procurement Strategy, which is aligned with the corporate aims and objectives, established collaborative initiatives and necessary regulatory compliance, was approved by Audit Committee on behalf of University Court and published in June 2023. 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 Chief Financial Officer and the Chief Operating Officer and DVC (Operations). 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.

A successful shared strategic focus is built upon an alignment of perceptions and understanding around what Glasgow Caledonian University needs from a well performing procurement process that is consistent with the strategic aims and objectives of the institution. That focus also needs to take proper cognisance of the environments within which Glasgow Caledonian University operates to ensure that external drivers and influences for improvement are addressed appropriately.

2. Procurement Strategy

The Procurement Strategy, used in conjunction with the institutional Procurement Policy, sets out the strategic institutional approach to procurement within the prevailing regulatory environment. The Action Plan element of the Strategy translates the strategic objectives and desired outcomes into the detailed actions and processes required to maintain a cost-effective (and legally compliant) institutional procurement operation. Its focus is all staff involved in buying goods and services on behalf of Glasgow Caledonian University, including management staff responsible for authorising and monitoring transactions.

3. Procurement Mission

Glasgow Caledonian University is committed to obtaining value for money in all of its transactions, and in conducting its daily business staff must always consider the institution'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. [GCU strategy-2030](#)

4. Strategic Procurement Objectives

The broad procurement objectives are as follows. The construction of the objectives has been cross-referenced with the strategic development areas in the Public Procurement Reform Agenda and GCU's Strategic Goals.

- 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. [**Access; Efficiency and collaboration; Savings and benefits / Purposeful Partnerships**]

- 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 Institution. [**Access; Efficiency and collaboration; Savings and benefits / Transformative Education**]
- To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities. [**Savings and benefits; Efficiency and collaboration / Globally connected**]
- 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. [**Capability; Savings and benefits / Purposeful Partnerships**]
- 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. [**Efficiency and collaboration; Access / Transformative Education**]
- 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. [**Sustainability; Capability / Purposeful Partnerships**]
- To support the vision of the Public Procurement Strategy for Scotland 2023 to 2028 and delivery of its objectives, namely to conduct procurement activity in a way which is good for businesses and employees, good for society, good for places and communities, open and connected. [**Sustainability; Access; Efficiency and collaboration Capability / Purposeful Partnerships**]
- To support and enable the Public Procurement: priorities 2021 to March 2024. These are high level aims and aspirational delivery statements which demonstrate our commitment to using the power of procurement to deliver and influence outcomes that are good for the people of Scotland.

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.

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, the University will encourage the fair work practices of suppliers in its procurements, including the application of the Living Wage and the London Living Wage for all suppliers involved at our London Campus.

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 the procurement of [fairly and ethically traded](#) goods and services

The University is committed to Fairtrade that supports the sourcing of goods that are fairly and ethically traded. Where relevant it shall make use of appropriate standards and labels in its procurements to take account of fair and ethical trading considerations, and will consider equivalent offerings from suppliers in its tenders.

University's policy on how it 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)

Glasgow Caledonian University has held a Gold Healthy Working Lives (HWL) award since 2013. The University has a [Sustainable Food Policy](#) and is working towards Silver Food for Life Served Here (Soil Association Accreditation) with an aspiration to improving the assessment of the score at each annual inspection. The University 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. The University will manage our entire catering provision to ensure affordable contracts are put in place, which meet the nutritional requirements and ethnicity mix for food for all users of our catering services.

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, in particular on climate and [circular economy](#). The University will seek to support circular economy and promote strategic decisions on demand management and procuring for re-use, re-design and remanufacture. It will also 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 £177,897 and works worth more than £4,447,447] and 'lower value regulated procurements' [goods and services worth more than £50,000 and works worth more than £2 million].

The University will sort 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. Glasgow Caledonian University 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. Glasgow Caledonian University 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.

6. Annual Reporting

The University will produce its annual report on progress for 2023/2024 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.

7. Strategic Ownership and Contact Details

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8. Appendix 1 – Action plan

Action Plan				
Objective	Outcomes	Main actions and commitments	Annual Key Measurements	Timescales
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.	Partnerships within the sector and other public bodies which assist the development of potential procurement collaboration opportunities, and support and encourage shared services initiatives which would attribute value to GCU activities	Review the annual expenditure of the University and manage on a category basis	Total value of expenditure across University	Annual
	Reduction in the duplication of effort between the University and 'consortia' bodies for tendering activity	Procurement Managers to identify potential areas of collaborative activity for their Category/Key spend areas	% expenditure through collaborative agreements	Annual
		Refresh forward contracting plans which will aid discussions with stakeholders, APUC and other bodies		Annual
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 Institution.	Target the right people with the right information at the right time.	Procurement will engage openly and positively with all stakeholder groups to deliver a Procurement service that supports the activities of the University now and in the future	Number of stakeholders that Procurement identifies as being key in terms of value of expenditure or value of risk	Ongoing
	Procurement's profile raised and relationships built with key stakeholders through regular and targeted communications	Regular scheduled meetings with key stakeholder contacts	Total expenditure for these key stakeholder areas	Quarterly
	Mechanisms provided for Procurement to listen, understand stakeholders needs and implement improvement	A dedicated and named Procurement Manager for the London and New York Campuses	Number and frequency of communications with key stakeholders	Ongoing
	Achieve consistency in communications by focusing			

	<p>on Procurement's key messages</p> <p>Project an appropriate image of Procurement as being a client-focused support function through consistent communications</p>	<p>An annual feedback process with University staff and suppliers</p> <p>Gap analysis of stakeholder training needs and address in line with requirements</p> <p>Develop programme of suggested training modules for stakeholders aligned to level of training need</p> <p>Promote the procurement service within Schools and Professional Support Depts.</p>	<p>Output summary from annual stakeholder and supplier feedback</p> <p>Training gap analysis outcome</p> <p>Online training availability</p> <p>No of promotional activities and engagement with Schools and Professional Support Depts.</p>	<p>Annual</p> <p>July 2024</p> <p>July 2024</p> <p>Ongoing</p>
<p>To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities.</p>	<p>A current Contract Register that provides clarity on the status of all contracts and activities</p> <p>Comprehensive procurement strategies that facilitate the production of clear and concise specifications</p> <p>Regulate non-compliant spend identified in 22/23 analysis</p> <p>Suppliers managed to ensure they perform over the life of the contact</p> <p>Savings and benefits generated through Procurement reported to Executive and Audit Committee annually.</p>	<p>Review expenditure analysis to understand new regulated procurements and contract status</p> <p>Expenditure to be managed on a category basis</p> <p>Non-compliant spend targeted and included in annual future regulated procurements schedule</p> <p>Review of template documents in line with Procurement Journey to ensure a current and consistent approach to each and every procurement</p> <p>Contract management process consistently and appropriately applied across the entire supply base</p>	<p>Total value of expenditure across University</p> <p>Total number of procurement staff</p> <p>No of strategic contracts</p> <p>No of managed contracts</p> <p>Value of savings and benefits generated</p> <p>Reduction in non-compliant spend</p>	<p>Annual</p> <p>Ongoing</p> <p>Annual</p> <p>Ongoing</p> <p>Ongoing</p>

		Savings and benefits identified and collected in line with the Sector Benefits Methodology		Ongoing
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.	A high calibre procurement team with competency-based training and skills development programmes. Structured recruitment, career development and retention programmes	Conduct high level analysis of procurement competencies and skills profiles required at different levels of procurement engagement and conduct gap analysis	Number of people in the procurement team Number of procurement officers with MCIPS or MSc per £m of influenceable expenditure	Ongoing
	Devolved procurement competencies assessed across the institution	Address shortfall by encouraging involvement with or attendance at training and development courses and events with results monitored and recorded.	Number of authorised or delegated purchasing staff outside Procurement per £m of influenceable expenditure	Ongoing
	Procurement induction programmes for all new appointees		Number of procurement officers to have undertaken formal training & development in the past year	Annual
	Managed supplier relationships to simplify doing business with the organisation while driving risk down, performance and value up	Construct customer positioning and supplier relationship matrices to determine appropriate tactical and strategic approaches to supply markets	% of 'significant' suppliers falling into rethink strategic control leverage positioning categories	October 2023
	Supplier/customer positioning, development and leveraging to assure optimum value delivery while managing supply side risks and opportunities.	Obtain regular customer input/feedback Obtain regular supplier input /feedback	Survey trend analysis Include in annual reports	September 2023

	A robust procurement risk register	Develop weighted impact-and-probability procurement risk assessment methodology	Data drawn from risk criticality rating matrix	September 2023
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.	Publication of a current Contract Register	Review annual expenditure analysis to understand regulated procurement and contracts in place	Total value of expenditure across University	Annual
	Collaborative spend that meets the USET annual target	Category management of key spend areas to identify areas where collaborative agreements could be used.	Total value of expenditure influenced by Procurement Team directly or indirectly	Annual
	Procurement Website with guidance on the Procurement Journey	Ongoing review of template documents in place for Procurement team to ensure strategy development addresses current ethical, social and environmental factors through regulated procurement contracts, embedding these responsibility objectives into tender documentation and evaluation criteria	% expenditure through collaborative agreements	Ongoing
	Contract management process in operation for all key suppliers	Contract management process applied to all contracts and managed on a proportionate basis	Increase volume of spend through Pecos	Ongoing
	Increase use of Pecos (Electronic Purchase to Pay System)	Review Pecos usage against invoice statistics and target areas for improvement		Quarterly
Availability of e-invoicing functionality to suppliers in line with legislative requirements				
To embed sound ethical, social and environmental policies within	The identification and management of high-risk	Embed University Policy on regulated procurements	Benefits achieved for regulated procurements	Each procurement

<p>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.</p>	<p>commodities through the use of the appropriate tools</p> <p>Utilising best practice and the outputs from tools, to embed requirements in contract and maximise social, economic and environmental outcomes through the procurement journey</p> <p>Tenders will promote the Living Wage, specify that contractors demonstrate good employee relations and workplace matters, and high ethical standards and values in the conduct of their business i.e. Health and Safety at Work</p> <p>Fair and transparent opportunity and treatment for all current and potential suppliers including small and medium-sized enterprises (SMEs), third sector and voluntary sector organisations</p> <p>Support for the purchase of Fair and Ethically Traded goods and services</p> <p>Procurement will support key stakeholders to manage their supplier base using appropriate advanced contract management and supplier development techniques, monitoring key areas of supplier performance and cultivating a culture of continuous improvement</p>	<p>undertaken in line with the sustainable procurement duty</p> <p>Participation in the documentation of progress made for the annual Modern Slavery and Human Trafficking Statement</p> <p>Undertake prioritisation methodology across University expenditure concentrating on key commodities and areas of high risk</p> <p>Progress action plan from Flexible Framework Assessment</p> <p>Review tools available for measurement of supplier sustainability compliance</p> <p>Supplier development day(s) for suppliers of all sizes and diversity groups</p>	<p>relevant to Sustainable Procurement Duty</p> <p>Results of prioritisation exercise across the key category expenditure areas</p> <p>Progress made in Flexible Framework</p> <p>Outcome of review of tools for measuring supplier sustainability compliance and use of Sustain.</p> <p>Adoption of APUC Supply Chain Management System for Strategic Contracts</p> <p>Number of suppliers in attendance</p> <p>Supply chain survey to include diversity of ownership, social enterprise and charity status etc.</p> <p>Progress made in the <i>Buy Social Corporate Challenge</i> to encourage social impact through procurement</p>	<p>Sept 2023</p> <p>Annual</p> <p>July 2024</p> <p>July 2024</p> <p>November 2023</p> <p>Bi Annually</p>
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