PROCUREMENT POLICY

1. Procurement Office Role .................................................................................................................. 2
   1.1 Agresso Purchasing Officer Role ................................................................................................. 3
   1.2 Purchasing Card Holder Role ...................................................................................................... 3
2. Procurement Office Vision .................................................................................................................. 4
3. Mission Statement ............................................................................................................................... 4
4. Value Proposition ................................................................................................................................. 4
   4.1 Governance - Alignment to the University’s .................................................................................. 4
   4.2 Compliance with Rules and Regulations ....................................................................................... 4
   4.3 Effectiveness & Efficiency .............................................................................................................. 4
   4.4 Sustainable Procurement ............................................................................................................. 4
   4.5 Risk Management ........................................................................................................................... 4
   4.6 Stakeholder Engagement ............................................................................................................... 4
   4.7 Performance .................................................................................................................................. 4
   4.8 Brand Professionalism .................................................................................................................... 4
5. Reason for Procurement Policy ......................................................................................................... 5
   5.1 Procurement Policy compliance with climate change duties ....................................................... 5
6. Modern Slavery Act 2015 .................................................................................................................. 6
7. Key Policies / Procedures / Guidance .................................................................................................. 6
8. Potential Conflict of Interest for Auditors ......................................................................................... 9
9. Signing Contracts ............................................................................................................................... 9
10. Responsibilities within Procurement Office (RACI): ................................................................. 10
11. How we buy: .................................................................................................................................... 11
   11.1 For guidance to spend <£25k .................................................................................................... 11
   11.2 For guidance to spend >£25k ................................................................................................... 12
12. How we pay: .................................................................................................................................... 13
13. Working with Internal and External Stakeholders ........................................................................ 14
14. Training ............................................................................................................................................ 15

For further information about the Procurement Policy, please contact the Procurement Office finance-procurementhelpline@glasgow.ac.uk .................................................... 15
1. Procurement Office 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 Directives. We will procure all Goods, Services and Works with high ethical standard and 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. From 23:00 on 31 December 2020, we will publish information on public sector contract opportunities in the UK on the new Find a Tender Service (FTS). 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) the optimum combination of whole life cost and quality to meet the end user’s requirement.
- Maintain or enhance PCIPS ranked No.1 performance assessment.
- Maintain or enhance Chartered Institute of Procurement and Supply (CIPS) Procurement Excellence standard award No. 500 valid until 03/2022.
- Identify high risk categories through both Marrakech and DEFRA.
- Measure and monitor high risk Suppliers through EcoVadis Sustainability rating.
- Measure and actively monitor that modern slavery and human trafficking is not taking place in any parts of its operation within the University and its supply chain.
- Advertise all tender opportunities greater than £25k on Public Contracts Scotland portal (including mini-competitions and quick quotes).
- Compliance to Sustainable procurement duty.
- Embed relevant and proportionate sustainability requirements in the development of frameworks and contracts.
- 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 external suppliers in relation to all procurement and supply chain 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.
- Maximise Community Benefits where appropriate and measure and monitor results.
- 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).
- Compliance to Equality Act 2010 and Scottish Public Sector Equality Duty.
- Compliance to Bribery Act 2010.
- 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.
- Promote Fair Trade.
- 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.
• Fully support internal audit of devolved responsibility of spend less than £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 Working Group.
• Key role as a member of University Finance Management team.
• Key role as a member of the Glasgow Student Village (GSV) Operational Board.
• Key role as a member of the Estates and Commercial Services Efficiency Programme.
• Key role as a member of the Operational Board between University of Glasgow and Multiplex.
• Mandatory use of the APUC Code of Conduct for all tenders greater than £50k.

1.1 Agresso Purchasing Officer Role

To ensure all expenditure is committed in accordance with the procedures and guidelines outlined in this document:

• Complete and pass the Purchasing Officer training.
• Complete and pass Level 1 and Level 2 training exercises.
• Complete online Agresso training.
• Ensure that ALL expenditure made on behalf of the University is approved in advance of the goods, service or works being committed to.
• Ensure adequate quotes and prices have been received for the goods, services or works in accordance with the spend threshold.
• When processing a requisition on Agresso for goods, services or works ensure that the correct procurement type from the dropped down box is selected i.e. Approved, Partner, Unapproved.
• Ensure a fully authorised Procurement Policy Exception (PPE) form is in place for any single source Procurements and record the PPE reference no in the requisition description.
• Resolve non–deliveries direct with suppliers timeously, i.e. overpayments should be made and credits noted next cycle.
• Ensure goods, services and works are (GRN'd) in a timeous manner.
• Read and fully understand the Procurement Policy https://www.gla.ac.uk/media/Media_375022_smxx.pdf.
• Read and fully understand the procurement guidance for purchases < £25K https://www.gla.ac.uk/myglasgow/procurementoffice/tenderprocess/procurement/.
• Read and fully understand the Travel Policy. https://www.gla.ac.uk/myglasgow/procurementoffice/travelproviders/.
• Read and fully understand the Procurement Code of Conduct https://www.gla.ac.uk/myglasgow/procurementoffice/governance/.
• Retain purchases records (bank statements and receipts) for 6 years in line with the Procurement Office Retention Schedule.
• Assist in under £25K procurement audits and retain documents to help with the audit.

1.2 Purchasing Card Holder Role

• All the above in 1.1.
• Register with RBS to access bank statements online.
• Reconciliation of their individual RBS bank statement (generally received by 5th of month) with their individual transaction log. Seek Line Manager approval and send their transaction log and RBS bank statement to Finance ledger section by 15th of the month.
2. Procurement Office Vision
We aspire to be in the upper quartile of High-Performance Procurement teams in the private and public sector.

3. Mission Statement
To be an innovative, progressive change agent and deliver effective transformation for maximising the opportunity for academic success.

Procurement will provide a high standard of professional expertise and actively apply principles of sustainable procurement.

4. Value Proposition
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:

4.1 Governance - Alignment to the University's Strategic Plan 2015-2020 through Procurement Policy, Procurement Strategy, Contract & Supplier Relationship Management (C&SRM) Policy, Modern Slavery Act 2015 Statement, Sustainability, Strategic Intent.

4.2 Compliance with Rules and Regulations – Compliance with the Public Contract (Scotland) 2015 Regulations, the Procurement Reform Act 2014, the Procurement (Scotland) Regulation 2016 and any other Directives, monitoring legal compliance to Framework/Contracts. From 23:00 on 31 December 2020, we will publish information on public sector contract opportunities in the UK on the new Find a Tender Service (FTS).

4.3 Effectiveness & Efficiency - Value for money (VFM), whole life costing and quality to meet the end user's requirement, cash savings to the University, effective collaboration with APUC and other public entities.


4.5 Risk Management - Supplier due diligence, continuous financial monitoring through DNBi, fit for purpose contract terms & conditions, supply chain risk assessment, procurement risk register.

4.6 Stakeholder Engagement - Supporting our stakeholders and collaboratively drive excellent academic and student experience. Provide training and guidance to stakeholders across the University. Positive and proactive engagement with APUC and other HE and public sector entities.

4.7 Performance – Continuous performance measurement of procurement team through team KPI (Performance at A Glance - PAAG), Rank No.1 in the PCIPS assessment, support all internal audits of the Procurement function by auditors PWC. Maintain or enhance CIPS Procurement Excellence Standard Award. Performance management of external key strategic suppliers through an embedded Contract & Supplier Relationship Management programme.

4.8 Brand Professionalism – Aspire to achieve individual CIPS qualifications for Procurement team members. Maintain or enhance CIPS Procurement Excellence Standard Award 03/2022. Enhance/reputation/knowledge and internal / external recognition.
5. Reason for Procurement Policy

The University purchases circa £298m worth of goods, services and works from external providers each year. The University Court requires the institution to be fully compliant to the Procurement policy and Procurement rules and regulations. There is a requirement to deliver best value for money across all spends in accordance to agreed budgets, to ensure misappropriation of funds is eliminated.

Procurement policy is an integral part of the University's overall financial policy. Financial policy is approved by University Court and set out in the Financial Handbook Section B 17 of which contains the University policy on procurement. The objective of this statement is to provide a succinct and clear statement of procurement policy.

The Procurement Office is responsible for procurement of all goods, services and works required from external suppliers ethically and in compliance with legislation and regulations. It is responsible for providing guidance and support across all areas of the University through its “Value Proposition”. All supplier quotation must be retained for 6 years in line with the Procurement Retention Schedule.

The Procurement Office is the central strategic procurement team, which supports the University in achieving its objectives and strategic vision. To support departments and staff with delegated purchasing authority, the Procurement Office has developed this policy document along with procedures, forms, templates and guidance through the key policies below.

This policy highlights the code of ethics required in all purchases inclusive of Purchase Orders or Purchasing Cards for the University such as:

- Effectiveness & Efficiency (value for money)
- Open, fair and transparent procedures
- Effective competition
- Responsible / Sustainable procurement principles
- Bribery Act 2010
- Health & Safety at Work Act 1974
- Modern Slavery Act 2015
- Equality, Diversity and Inclusion

5.1 Procurement Policy compliance with climate change duties

In April 2019, Scotland’s First Minister declared a Global Climate Emergency. In May 2019, the University made a formal declaration of a climate emergency and committed to achieving carbon neutrality, in response to a call from the Environmental Association of Universities & Colleges. It is recognised that our external Supply Chain Partners make a significant contribution to carbon, therefore, the University strongly supports engagement between budget holders and Procurement in the early development stages of projects to enable decisions on whether to buy; what you buy and how you buy.

Whether you buy: Colleges and Service areas are encouraged to revisit and re-think their needs. Perhaps Goods, Services or Works can be used for longer, refurbished or repaired.

What you buy: Specifications must consider the University’s climate ambitions and targets. Consideration must be given to purchasing refurbished, repaired or pre-used, rather than new. Specifications must be future proofed to allow for refurbishment, remanufacture and repair, as well as supporting emerging technology.
How you buy: Budget holders and Procurement must actively support a strong focus on climate consideration, achieving a balance of economic, social and environmental outcomes. Additional focus must be placed upon whole life costing.

The University is committed to measuring and actively monitoring that modern slavery and human trafficking is not taking place in any parts of its operation within the University and its supply chain. For further information relating to the Modern Slavery Act statement, see website www.gla.ac.uk.

7. Key Policies / Procedures / Guidance

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<tr>
<td>Spend Thresholds Policy</td>
<td>Policy</td>
<td>UoG spend thresholds for the purchase of goods and services.</td>
<td><a href="http://www.gla.ac.uk/services/procurementoffice/">http://www.gla.ac.uk/services/procurementoffice/</a></td>
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<tr>
<td>Guidance for less than £25k Procedure</td>
<td>Procedure</td>
<td>Guidance to assist individuals procuring non-framework goods and services with a total value less than £25,000.</td>
<td><a href="http://www.gla.ac.uk/services/procurementoffice/">http://www.gla.ac.uk/services/procurementoffice/</a></td>
</tr>
<tr>
<td>Procurement Policy Exception (PPE) Procedure</td>
<td>Procedure</td>
<td>For all purchases of goods or services where exception from normal Procurement policy is proposed.</td>
<td><a href="http://www.gla.ac.uk/services/procurementoffice/">http://www.gla.ac.uk/services/procurementoffice/</a></td>
</tr>
<tr>
<td>University Travel Policy Policy</td>
<td>Policy</td>
<td>Guidance and policy for travelling on University business.</td>
<td><a href="http://www.gla.ac.uk/services/procurementoffice/policystatement/">http://www.gla.ac.uk/services/procurementoffice/policystatement/</a></td>
</tr>
<tr>
<td>Hospitality, Entertainment, Restaurants and Gifts Policy</td>
<td>Policy</td>
<td>Guidance for the use of restaurants where the budget holder has decided it is permissible for the University to pay.</td>
<td><a href="http://www.gla.ac.uk/services/procurementoffice/">http://www.gla.ac.uk/services/procurementoffice/</a></td>
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<tr>
<td>Purchasing cards Procedure Procedure</td>
<td>Procedure</td>
<td>Guidance to facilitate the purchase of low value and/or obscure and irregular items.</td>
<td><a href="http://www.gla.ac.uk/services/procurementoffice/purchasingcards/">http://www.gla.ac.uk/services/procurementoffice/purchasingcards/</a></td>
</tr>
<tr>
<td>Corporate Credit Cards</td>
<td>Procedure</td>
<td>Guidance to facilitate all purchases through Corporate Credit Cards.</td>
<td><a href="http://www.gla.ac.uk/services/procurementoffice/">http://www.gla.ac.uk/services/procurementoffice/</a></td>
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<tr>
<td>Delegated Authority</td>
<td>Policy</td>
<td>Guidance of Delegated Authority levels.</td>
<td><a href="http://www.gla.ac.uk/services/procurementoffice/purchasingcards/purchasingauthorityandtrainingexercises/">http://www.gla.ac.uk/services/procurementoffice/purchasingcards/purchasingauthorityandtrainingexercises/</a> <a href="https://www.gla.ac.uk/myglasgow/financialregulations/section5expenditure/#5.02">https://www.gla.ac.uk/myglasgow/financialregulations/section5expenditure/#5.02</a></td>
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<tr>
<td>CIPS Code of Conduct</td>
<td>Policy</td>
<td>Chartered Institute of Procurement and Supply (CIPS) code of conduct for Procurement Office.</td>
<td><a href="http://www.cips.org/">http://www.cips.org/</a></td>
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<tr>
<td>Procurement Journey</td>
<td>Procedure</td>
<td>Guidance to support all levels of procurement activities and to help manage the expectations of stakeholders, customers and suppliers alike.</td>
<td><a href="http://www.scotland.gov.uk/Topics/Government/Procurement/buyer-information/spd/lowlevel">http://www.scotland.gov.uk/Topics/Government/Procurement/buyer-information/spd/lowlevel</a></td>
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<tr>
<td>Procurement Reform (Scotland) Act 2014</td>
<td>Act</td>
<td>Act to make provision about the procedures relating to the award of certain public contracts; to require certain authorities to produce procurement strategies / annual reports and for connected purposes.</td>
<td><a href="http://www.scotland.gov.uk/Topics/Government/Procurement/about/Review/">http://www.scotland.gov.uk/Topics/Government/Procurement/about/Review/</a></td>
</tr>
<tr>
<td><strong>Sustainable Procurement</strong></td>
<td><strong>Policy</strong></td>
<td>To conduct tenders in an environmentally, socially, ethically and economically responsible manner. Sustainable procurement programme. Supply chain code of conduct (APUC). Identify high risk categories through both Marrakech and DEFRA. Measure and monitor key strategic Contractors and Suppliers using CIPS Sustainability Index rating model.</td>
<td><a href="http://www.gla.ac.uk/services/procurementoffice">http://www.gla.ac.uk/services/procurementoffice</a></td>
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<tr>
<td><strong>Modern Slavery Act 2015</strong></td>
<td><strong>Statement</strong></td>
<td>Commitment to measuring and actively monitoring that modern slavery and human trafficking is not taking place in any parts of its operation within the University and its Supply Chain.</td>
<td><a href="http://www.gla.ac.uk/services/procurementoffice">http://www.gla.ac.uk/services/procurementoffice</a></td>
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<tr>
<td><strong>Living Wage Policy</strong></td>
<td><strong>Policy</strong></td>
<td>Promote Living Wage across all contracts.</td>
<td><a href="http://www.gla.ac.uk/services/procurementoffice">http://www.gla.ac.uk/services/procurementoffice</a></td>
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<tr>
<td><strong>Fairtrade Policy</strong></td>
<td><strong>Policy</strong></td>
<td>Promote Fair Trade Policy where applicable.</td>
<td><a href="http://www.gla.ac.uk/services/procurementoffice">http://www.gla.ac.uk/services/procurementoffice</a></td>
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<tr>
<td><strong>Electronic Watch Policy</strong></td>
<td><strong>Policy</strong></td>
<td>Promote Electronic Watch Policy where applicable.</td>
<td><a href="http://www.gla.ac.uk/services/procurementoffice">http://www.gla.ac.uk/services/procurementoffice</a></td>
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<tr>
<td><strong>Health &amp; Safety at Work Act 1974</strong></td>
<td><strong>Policy</strong></td>
<td>Working in a safe environment, mitigation of risk. Information, instruction, supervision, training aligned with the University’s Health, Safety &amp; Wellbeing policy.</td>
<td><a href="http://www.gla.ac.uk">http://www.gla.ac.uk</a></td>
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<tr>
<td><strong>Health &amp; Safety at Work Regulations 1999</strong></td>
<td><strong>Guidance</strong></td>
<td>Promote Community Benefits where applicable (for example Capital Programme).</td>
<td><a href="http://www.gla.ac.uk/services/procurementoffice">http://www.gla.ac.uk/services/procurementoffice</a></td>
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<tr>
<td><strong>Community Benefits</strong></td>
<td><strong>Guidance</strong></td>
<td>Promote Community Benefits where applicable (for example Capital Programme).</td>
<td><a href="http://www.gla.ac.uk/services/procurementoffice">http://www.gla.ac.uk/services/procurementoffice</a></td>
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<tr>
<td><strong>Agresso Purchasing Officer Training</strong></td>
<td><strong>Procedure</strong></td>
<td>Guidance of Agresso the UoG finance system.</td>
<td><a href="http://www.gla.ac.uk/services/procurementoffice/purchasingtraining/">http://www.gla.ac.uk/services/procurementoffice/purchasingtraining/</a></td>
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### Contracts & Framework Agreements

**Procedure**
- List of local and collaborative frameworks available for use by the UoG.
- Guidance to support new supplier(s) requests on Agresso.
- Sets out the fundamental rules, behaviours and standards applicable to public procurement activity in Scotland.
- Joint statement between public sector buying organisations and Scottish businesses to agree to work together to improve public sector procurement processes and dialogue.
- Review and act in accordance with release of SPPNs.
- Guidance to support the signing of contracts or framework agreements.
- Act to make provision about the procedures relating to open, fair and transparent procedures.
- Guidance to support Procurement retention records.

**Policy**
- Guidance to support new supplier(s) requests on Agresso.
- Sets out the fundamental rules, behaviours and standards applicable to public procurement activity in Scotland.
- Joint statement between public sector buying organisations and Scottish businesses to agree to work together to improve public sector procurement processes and dialogue.

**Guidance**
- Review and act in accordance with release of SPPNs.
- Guidance to support the signing of contracts or framework agreements.
- Act to make provision about the procedures relating to open, fair and transparent procedures.

**Schedule**
- Guidance to support Procurement retention records.

**Documents**
- http://www.gla.ac.uk/services/procurementoffice/contracts-gem/
- http://www.gla.ac.uk/services/finance/downlaodform/requestforanewsupplieraccount/#d.en.130388
- https://www.gla.ac.uk/myglasgow/procurementoffice/
- https://www.gla.ac.uk/myglasgow/humanresources/equalitydiversity/equalityact/
- https://www.gla.ac.uk/myglasgow/procurementoffice/

## 8. Potential Conflict of Interest for Auditors

A situation may exceptionally arise, where the University would like to employ one of its auditors (internal or external) to provide non-audit services. In this situation, in view of the possible conflict of interest involved, the Supplier will be required to set out how they would mitigate any conflict of interest, including perceived conflict. Additionally, approval of the Chair of Audit Committee will be required before any service contract is entered into.

## 9. Signing Contracts

A contract is an agreement whereby an offer is accepted. A framework is an agreement with suppliers to establish terms governing contracts that may be awarded during the life of the agreement. Staff should not sign any contract or framework or verbally commit to any contract until they have assessed the status of the contract from the guidance provided in the Procurement Office web page https://www.gla.ac.uk/myglasgow/procurementoffice/ under Contract Signing, which lists various types of contract and details authorised signatories by value limits. In any cases of doubt contact the Procurement Office directly.
Letters of Intent (LOI) and Memorandum of Understandings (MOU) for the purchase of goods, services or works are strictly prohibited without written approval from the Director of Finance. LOI and MOU are acceptable on the basis of future funded collaboration Agreements.

Students are strictly prohibited from signing any contract or framework or verbal commitment to any contract on behalf of the University.

The Procurement Office will hold the official signed Agreement, with a copy sent to the relevant department. The responsibility for Contract Management will remain with budget holder.

10. Responsibilities within Procurement Office (RACI):

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<th>Task</th>
<th>Stakeholder</th>
<th>Procurement</th>
<th>Finance / Systems</th>
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<td>Spend / Budget Approval:</td>
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<td>Tender activity form</td>
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<td>Procurement / Sourcing Strategy:</td>
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<td>Pre-qualification / ITT:</td>
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<td>Specifications</td>
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<td>Technical questions</td>
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<td>Commercial questions</td>
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<td>Terms &amp; Conditions</td>
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<td>Instructions to Tender</td>
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<td>Tender / Supplier assessment:</td>
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<td>Overall Co-ordination</td>
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<td>Award Recommendation :</td>
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<td>Creation of award report</td>
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<td>Approvals</td>
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<td>Contract Management:</td>
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<td>Contract Preparation</td>
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<td>Contract negotiation</td>
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<td>Purchase Order</td>
<td>AR</td>
<td>C</td>
<td>I</td>
<td>C</td>
</tr>
<tr>
<td>Contract &amp; Supplier Management:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C&amp;SRM Toolkit</td>
<td>AR</td>
<td>RC</td>
<td>I</td>
<td>C</td>
</tr>
<tr>
<td>Performance assessment</td>
<td>AR</td>
<td>RC</td>
<td>I</td>
<td></td>
</tr>
<tr>
<td>Performance improvement</td>
<td>AR</td>
<td>RC</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>Payment Process:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goods receipt/acceptance</td>
<td>AR</td>
<td>IC</td>
<td>I</td>
<td>CI</td>
</tr>
<tr>
<td>Payment</td>
<td>I</td>
<td>I</td>
<td>AR</td>
<td>CI</td>
</tr>
</tbody>
</table>

R Responsible (performs the activity)  
A Accountable (ultimately accountable)  
C Consulted (needs to feedback and contribute)  
I Informed (needs to know of the decision)
11. How we buy

11.1 For guidance to spend <£25k - http://www.gla.ac.uk/services/procurementoffice/procurement/

Thresholds

<table>
<thead>
<tr>
<th>Expenditure including VAT</th>
<th>Public Contracts (Scotland) Regulations 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Procurement Reform Act 2014</td>
</tr>
<tr>
<td></td>
<td>Procurement (Scotland) Regulations 2016</td>
</tr>
<tr>
<td></td>
<td>Directives</td>
</tr>
<tr>
<td></td>
<td>University Procurement Policy</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Up to £999</th>
<th>One verbal quotation</th>
</tr>
</thead>
<tbody>
<tr>
<td>£1000 to £2,999</td>
<td>One written quotation</td>
</tr>
<tr>
<td>£3,000 to £4,999</td>
<td>Two written quotations</td>
</tr>
<tr>
<td>£5,000 to £24,999</td>
<td>Three written quotations</td>
</tr>
<tr>
<td>Over £25,000</td>
<td>Find a Tender Service (FTS) procedure applies, refer to Procurement Office</td>
</tr>
</tbody>
</table>

Thresholds***

* Spend > £189,330 (Supplies and services) Excl VAT
  FTS procedure applies, refer to Procurement Office

*** Spend > £50,000 (Supplies and services) Excl VAT
  FTS procedure applies, refer to Procurement Office

Spend > £4,733,252 (**works) Excl VAT
  FTS procedure applies, refer to Procurement Office

*** Spend > £2,000,000 (**works) Excl VAT
  FTS procedure applies, refer to Procurement Office

* Spend is the total value the University expects to be payable under the term of the contract over 48 months. Where the contract is less than 48 months, the value is calculated based on each month’s spend multiplied by 48. Where the requirement is a single standalone purchase, spend is calculated as total amount payable to the supplier for this purchase. If there are multiple number of contracts placed to make up a single large value purchase, the spend value should include the aggregate of all such contracts placed.

** Works relates to building, design & build, refurbishments, minor works, all construction related activities including building works related consultancy.

*** Thresholds are subject to amendment in accordance with the Public Contract (Scotland) 2015 Regulations, the Procurement Reform Act 2014, the Procurement (Scotland) Regulation 2016 and any other Directives.
11.2 For guidance to spend >£25k – refer to Procurement Office. Procurement Strategic Sourcing Journey

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

**Define Purchasing Need**

- Determine threshold for Find a Tender Service, Review Existing Contracts, Demand, specification analysis, Market Analysis, supplier landscape reviews
- Cost modelling, value leverage, identify relevant price indices
- Assessment of Sustainability & Community benefits

**Define Sourcing Strategy**

- Identify, review & prioritise opportunities and options with key stakeholders
- Develop procurement strategy in consultation with stakeholders
- Make us Buy

**Tender Activity**

- Check legislation & regulatory compliance
- Route options: Local contract, Mini-tender collaborative framework, Open tender
- Tender document: specifications, evaluation, award criteria & weighting with stakeholders
- Negotiate & agree tender documents

**Tender return Evaluation**

- Tender evaluation panel: NDA compliance; check
- All tenders evaluated and awarded
- Tender documents: strategy, framework with stakeholders
- Tender review: closed or open

**Governance**

- Supplier due diligence completed by procurement
- Audit, recommendation report by procurement
- Award, reject, preferred tenderer letters sent out by suppliers by procurement office

**Supplier/Contract Management**

- Valid University Agreement Purchase Order issued to supplier
- Contract implementation, including delivery, installation, training of goods, implementation of services
- For design, build or works contracts, implementation would typically involve:
  - Kick-off survey, site planning
  - Sustainability & community benefits assessment
  - Works start
  - E-procurement working with systems team for implementation and go live
  - Financial monitoring via DNB where applicable

**Documents:**

- Any quotes received pre-tender submitted to procurement. Procurement & stakeholder meetings to agree route to market and criteria
- Tender strategy document: outline route to market tender requirements (where applicable)

**Documents:**

- Invitation to tender and supporting documents: schedules, drawings, T&Cs
- Completed Evaluation Models submitted to procurement
- Award recommendation, DNB, supplier letters, contract

**Documents:**

- Agreement Purchase Order delivery and installation documents, works documents, CERAM, stakeholder feedback forms, supplier NTD, performance feedback reports, DNB
12. 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 invoices for all Suppliers (Target XML).

Estates & Buildings 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.
13. Working with Internal and External Stakeholders

<table>
<thead>
<tr>
<th>Working collaboratively with internal stakeholders</th>
<th>Working with external Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Effective communication with Heads of College, Heads of Finance and budget holders as required.</td>
<td>• Deliver “value for money” the optimum combination of whole life cost and quality to meet the end user’s requirement.</td>
</tr>
<tr>
<td>• Seek feedback between ourselves and our Stakeholders for all high value greater than £190k on Find a Tender Service.</td>
<td>• Support delivery of Service, Goods or Works as agreed.</td>
</tr>
<tr>
<td>• Actively review continuous improvement and lessons learned.</td>
<td>• Embed contract management with strategic suppliers.</td>
</tr>
<tr>
<td>• Create and develop procurement strategies to support budgets.</td>
<td>• Committed to building effective relationships that deliver innovative practices.</td>
</tr>
<tr>
<td>• Provide effective training and guidance on procurement matters as required.</td>
<td>• Continuous improvement.</td>
</tr>
<tr>
<td>• Work collaboratively with budget holders to test Whether you buy: What you buy; and How you buy.</td>
<td>• Support all stakeholders to implement Contract &amp; Supplier Relationship Management (C&amp;SRM) with key strategic suppliers.</td>
</tr>
<tr>
<td>• Deliver Contract and Framework Agreements to support the University budgets.</td>
<td>• Lead and implement collaborative Regional tendering activities as required.</td>
</tr>
<tr>
<td>• Maximise Community Benefits.</td>
<td>• Positive engagement to work collaboratively to create regional Framework / Contract Agreements (where appropriate).</td>
</tr>
<tr>
<td>• Support all stakeholders that require Contract &amp; Supplier Relationship Management (C&amp;SRM) with tailored key performance indicators (KPIs) for strategic suppliers.</td>
<td>• Effective utilisation of regional/national collaborative Framework / Contract Agreements as required.</td>
</tr>
<tr>
<td>• Enhance Student experience &amp; provide support as required.</td>
<td>• Maintain or enhance CIPS Procurement Excellence Standard Awards.</td>
</tr>
<tr>
<td>• Provide effective advice, guidance and solutions for all tenders as required.</td>
<td>• Maintain or enhance EcoVadis Sustainable Procurement Review Maintain or enhance PCIPS rating of Ranked No.1.</td>
</tr>
<tr>
<td>• Positive engagement and participation at all Finance team meetings.</td>
<td>• Positive engagement with APUC and participation at all Procurement Strategy Group (Universities) PSGU meetings.</td>
</tr>
<tr>
<td>• Positive engagement and participation at all Estate &amp; Buildings Finance team meetings.</td>
<td>• Share best practice across HE and other Public sectors.</td>
</tr>
<tr>
<td>• Positive engagement and participation at all Sustainable Working Group meetings.</td>
<td>• Support PROCUREX</td>
</tr>
<tr>
<td>• Positive engagement and participation at all Glasgow Student Village (GSV) Operational Board meetings.</td>
<td>• Support COUP</td>
</tr>
<tr>
<td>• Positive engagement and participation at all College Finance and Purchasing HUB Meetings.</td>
<td>• Support HEPA</td>
</tr>
<tr>
<td>• Positive engagement and participation at all Estates &amp; Campus Services monthly meetings.</td>
<td>• Awareness and recognition of Government Procurement Journey and subsequent Guidance through SPPNs.</td>
</tr>
</tbody>
</table>
14. Training
All staff members that have been given delegated purchasing authority are required to attend in-house training courses run by the Procurement Office. All purchasing must be performed in accordance with the requirements laid down in this statement of Procurement Policy and the Financial Handbook. The Procurement Office also provide guidance and advice to all Purchasing Officers as set out in the Guidance for Procurements less than £25k.

All Purchasing Officers must participate in the Procurement Office training programme and complete both Level 1 and Level 2 written training exercises.

Training for purchasing cards

To obtain Purchase Authority it is mandatory to undertake purchasing training and to receive training in the use of Agresso.

Further Information

For further information about the Procurement Policy, please contact the Procurement Office finance-procurementhelpline@glasgow.ac.uk.