

University of Edinburgh Procurement Strategy 2012-16 updated May 2013

At the University of Edinburgh, we aim *to meet our needs for goods, services and works in a way that achieves value for money on a whole life basis and generates benefits not only to the organisation, but also to society, the economy and the environment*¹.

We aim to offer procurement excellence to deliver the Strategic Plan as a ‘truly international university firmly rooted in Scotland’ and assist us ‘to increase our global impact and our contribution to society’.

- We are Scotland’s first *Fairtrade*² University and affiliated to *Suppliers’ Charter*³ and recently joined other international universities as signatory to the garment *Workers’ Rights Consortium*⁴.
- We monitor *Procurement Capability Assessment*⁵ and *Flexible Framework*⁶ for sustainable procurement and work with collaborators to develop APUC Supply Chain Sustainability policy⁷.
- Procurement action is devolved and managed through the Delegated Authorisation Schedule⁸.

The guiding principles for procurement, which is defined as *the acquisition, whether under formal contract or otherwise, of goods, services and works from third parties*⁹, reflect the University of Edinburgh’s Strategic Mission and Vision on which our procurement strategy is based, and which will inform the actions which are planned as a result. The University of Edinburgh’s procurement of goods, services or works, will

- be transparent and create the most economically advantageous balance of quality and cost;
- be driven by desired results to meet the University Strategic Plan goals, enablers and themes;
- reduce the burden on administrative and monitoring resources;
- lead to simplified or routine transactions using eProcurement tools;
- be based upon open and fair competition;
- follow all appropriate regulations and legislation including, but not limited to, the ***Public Contracts (Scotland) Regulations 2012*** as amended.¹⁰

We are a *public contracting authority* adhering to Scottish Public Procurement Policy Handbook¹¹. Procurement professionals are used for approving all planned expenditure or complex acquisitions¹².

Procurement Strategies contribute to University Strategic Goals, Enablers and Themes

Operational plans and strategies for categories of expenditure (commodities) and tenders or contracts will involve consultation with user intelligence groups, our collaborators (including Advanced Procurement for Universities and Colleges (APUC Ltd) , a sector funded organisation), and develop in line with the Scottish Government Procurement Reforms and our sector(s) and funder(s) own strategic plans.

We will encourage procurement journeys¹³ and adequate publicity¹⁴ to our business opportunities, for small and medium enterprises, third sector and university spin-out or start-up companies and enhance our social responsibility and sustainability, and equalities duties, where this is appropriate and proportionate.

We will use electronic commerce such as eTender and eProcurement tools¹⁵ to gain efficiencies.

Procurement links to strategic goals, enablers and themes -

Excellence in Education

Offer professional support to teaching relevant procurement themes to undergraduate student groups.

Be available for student research or teaching e.g. into fair trade, workers' rights, supply chain sustainability, procurement practises. Advise on related public policy issues and support the education for sustainable development. Encourage work experiences and liaison with professional bodies and staff who may be able to assist our students in this way.

Excellence in Research

Offer leadership in professional expertise for research procurement and to Research Principal Investigators bidding for funding; in bids to provide services to public/private bodies; offering guidance pre/post award;

Enhance efficiency and shared equipment asset management including collaborative purchasing; Improve enterprise resource management, consignment / stock buying and supplier enablement; Support our funding bodies' requirements [and audits] to be met by applying best professional practices;

Support leadership competencies, technical skills, behaviours and ethical codes in planning for change.

Excellence in Innovation

Procurement specialists work with Edinburgh Research & Innovation (lawyers) on commercialisation, knowledge sharing, contracts for goods/ services; Support research groups, spin-outs, subsidiaries in bids for public sector innovation (procurement advisors); Support entrepreneurship in development of transferable skills and procurement awareness; Encourage innovative solutions to requirements through competition or if legal, direct awards; fostering innovative student/staff exchange with industry, cultural institutions and public service providers; working with partner organisations in engaging with markets; maintaining our continuous improvements and professional development; seeking out innovative approaches.

People

Support and develop leadership competencies, technical skills, behaviours and ethical codes; Increase levels of professional competency by establishing needs, recruiting, developing excellent people, equal to qualified Members of the Chartered Institute of Purchasing and Supply for major procurements; offer staff (internal and in our suppliers) useful development, awareness, feedback and lessons learned; Sharing our procurement skills, knowledge and experiences within the university, sectors and beyond ; Collaborating with APUC Ltd, Scottish Government and other teams on framework agreements/tenders, skills development and training for procurement people of today, and of tomorrow; apply equalities duties/encourage suppliers, as appropriate.

Infrastructure:

Achieve greater integration of information technology (IT) infrastructure and major equipment procurement within our overall estate planning process for new builds, refurbishment, re-equipping, outsourcing, maintenance and services; Encourage better space awareness, stock reduction and procure efficient information systems/services. Assist in managing assets and resources; support plans to improve energy use, reduce waste, and improve recycle or re-use of equipment or consumables; Challenge specifications on value/quality as well as costs over the whole lifecycle including systems efficiency.

Finance

Ensure governance of procurement expenditure is with delegated authority and good supplier enablement;
Develop eProcurement tools e.g. eOrders, eInvoices; engage with suppliers of appropriate financial probity; Consider whole life costs in value for money assessment e.g. quality/price ratios and collaborative efficiencies;
Managing risks, costs and efficiencies in procurement planning, governance, decision making, accountability.

Outstanding Student Experience

Ensure students are engaged where procurements affect their needs; Work with EUSA and volunteers consolidating our long-standing commitment on fair trade; Offer internships, student placements, work experience, training posts, encouraging this in supply chains; offering learning opportunities to our students.

Global Impact

Ensure that we develop requirements that balance local supply and international opportunities; Procure transparently and equitably; promote supply chain sustainability, fair trade, worker's rights as appropriate to supply/service; Collaborate on best practices in procurement internationally; Consider impact of our purchasing decisions, local and global, influence and engage with suppliers and clients on e.g. equalities duties.

Lifelong Community

Share professional skills with other public sector bodies, local SMEs, third sector and others, as requested;
Engage in fair trade city and fair trade nation activities and host visitors from the global community;
Engage with alumni and promote the university's achievements widely and learn from our experiences

Social responsibility

We manage our physical infrastructure and the procurement of goods and services in ways that maximise efficiency and effectiveness while minimising social, environmental and other impacts. In partnership with APUC, we promote positive impacts and change throughout the whole life cycle and supply chain of the goods or services, in order to fulfil current needs without lessening the ability of future generations to do the same. In partnership with EUSA, we will build on our long-standing commitment to contribute to meeting the global poverty challenge through fair trade. In our procurement of goods, services and works we exhibit high ethical standards. We balance our social, environmental and economic risks, supply chain sustainability, costs and carbon impacts, and we consider whole life costs in buildings standards, waste, equipping, recycling, catering, print and travel plans, and influence others as appropriate.

Partnerships

Collaborate with APUC, Scottish and UK higher education, colleges and public sector on supply chain sustainability, contracting plans, tools and efficient procurement techniques; Support public procurement reforms including procurement journeys and policies as appropriate to the University and the sector(s) needs;

Engage with professional groups, supplier groups, consortia and benchmarking organisations; Share research experiences and develop networks to partner research, procurement skills and continuous professional development.

Equality and widening participation

We support a diverse community of staff, thereby enriching the learning, working and social experience for all and demonstrating our commitment to social justice. We aim to embed equality, inclusion and diversity as fundamental principles and foster a culture which permits freedom of thought and expression, within a framework of mutual respect, whilst adhering to compliance with public procurement law.

Operational strategies will consider people, policy, process, suppliers, measures for acquisitions for:

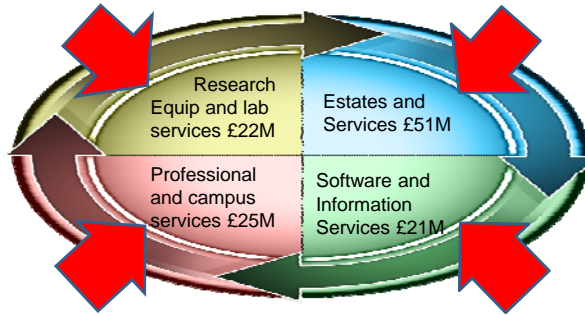
- Estates and buildings
- Professional and campus services
- Research equipment and laboratories
- Information services and technology

Themes relating to acquisitions which are to be further developed across all key strategies include:

- Suppliers and Customers engagement, including suppliers' charter.
- Research requirements, including equipment and consumables asset management.
- Social Responsibility, including fair trade, flexible framework, supply chain sustainability.
- People and skills, including training, awareness, equalities duties and ethical behaviours

Cross cutting Themes for all categories of procurement

- Social Responsibility and Sustainability
- Developing People
- Customer and Supplier Engagement
- Research and innovation



Spend is 2011-12

Enablers to deliver the University Strategic Plan through its procurement strategies include:

- People – skills, awareness, training, engagement, leadership and professional competencies.
- Infrastructure – equipment, space/stores, eProcurement and other systems involved in buying.
- Finance – delegated budgets, shared expenditure analysis, financial and other reports, efficiencies.

Key Performance Indicator Targets

Targets for University of Edinburgh procurement excellence to support the Strategic Plan 2012-16

- **Best Practice Indicators** – among ‘best in sector(s)’ maintained e.g. influence, efficiencies, eProcurement, staff
- **Procurement Capability Assessment** – ‘superior’ category (score > 85%) maintained – independently assessed
- **Increase Flexible Framework (social responsibility and sustainability)** from 3 to level 5 – self-assessed (at present)
- **Maintain Investors in People (IiP) accreditation** and continue with staff annual reviews
- **Increase staff and supplier satisfaction with procurement support**
- **Increase employability (staff attributes/skills) and student/research opportunities**

End notes and further references

See Procurement Office website - <http://www.ed.ac.uk/schools-departments/procurement>

¹ Sustainable Procurement	Scottish Sustainable Procurement Action Plan 2009	http://www.scotland.gov.uk/Publications/2009/10/sspap
² Fairtrade University policy	Scotland's first Fairtrade University, 2004 renewed by Fairtrade Foundation 2012	http://www.ed.ac.uk/about/sustainability/fairtrade/fairtrade-university/trade-policy
³ Suppliers' Charter	Statement of the University's commitment to fair trade with suppliers, potential suppliers	http://www.ed.ac.uk/schools-departments/procurement/supplying/supplierscharter
⁴ Workers' Rights Consortium	Scotland's first university signatory 2012; non-political group investigating conditions for garment supply chains	http://www.ed.ac.uk/schools-departments/procurement/sustainableprocurement/sustainable-procurement/wrc-affiliation
⁵ Procurement Capability Assessment	Independent assessment of procurement capabilities, University is 'superior' score. 2009-2012	http://www.scotland.gov.uk/Topics/Government/Procurement/buyer-information/pca
⁶ Flexible Framework	Self-assessment for sustainable procurement, level 3 (2010) to level 5	http://www.ed.ac.uk/schools-departments/procurement/sustainableprocurement/sustainable-procurement/flexible-framework
⁷ The APUC Supply Chain Sustainability Policy and code of conduct	This tool was developed in 2013 in consultation with the University's Director of Procurement, EUSA VP Services and student from people & planet.	http://www.apuc-scot.ac.uk/sustain.htm http://www.ed.ac.uk/schools-departments/procurement/policies-procedures
⁸ Delegated Authorisation Schedule (known as DAS)	University Court delegated authority to groups, and then onto individuals	http://www.docs.sasg.ed.ac.uk/GaSP/Governance/Governance/DelegatedAuthorisationSchedule.pdf
⁹ Procurement Policy	Scottish Procurement Policy Handbook adopted by University Court 2009	http://www.scotland.gov.uk/Resource/Doc/256155/0076031.pdf
¹⁰ Public Contracts (Scotland) Regulations 2012	Public Contracts (Scotland) Regulations SSI 2012(88) as <i>amended</i> which enact the Procurement Directives of the European Union (often called EU Procurement Law)	http://www.legislation.gov.uk/ssi/2012/88/made
¹¹ University acts as public contracting authority and roles when procurement is delegated	As defined in EU Procurement Law & Scottish Procurement Policy Role of Procurement Office and of the budget holders as agreed by the University Court in 2009.	http://www.scotland.gov.uk/Resource/Doc/256155/0076031.pdf http://www.ed.ac.uk/schools-departments/procurement/about/overview
¹² Procurement professionals are used in all acquisition plans over thresholds	Central Management Group approved that MCIPS ^{11a} qualified staff lead all EU level procurement and help plan major decisions, over <i>adequate advertising</i> threshold, £50,000.	http://www.ed.ac.uk/schools-departments/procurement/about/procurement-do and http://www.ed.ac.uk/schools-departments/procurement/policies-procedures

^{12a} MCIPS	Members of the Chartered Institute of Purchasing and Supply, the global professional body with commitment to uphold CIPS professional Code of Ethics	http://www.cips.org/ http://www.cips.org/Documents/About%20CIPS/CIPS%20Code%20of%20Ethics.pdf
¹³ Procurement Journeys	Risk based method of compliant procurement process, documentation and workflow	http://www.scotland.gov.uk/Topics/Government/Procurement/buyer-information/spdlowlevel
¹⁴ Adequate publicity	Court policy to encourage open competition and transparency in major decisions on expenditure	http://www.ed.ac.uk/schools-departments/procurement/policies-procedures/planning-2013-14
¹⁵ eTender and eProcurement	Tools which allow secure sourcing, bidding and electronic order purchasing and receipt.	http://www.ed.ac.uk/schools-departments/procurement/eprocurement/about

Overview of procurement office - <http://www.ed.ac.uk/schools-departments/procurement/about/overview>
 Scottish Public Procurement law - <http://www.legislation.gov.uk/ssi/2012/88/made>