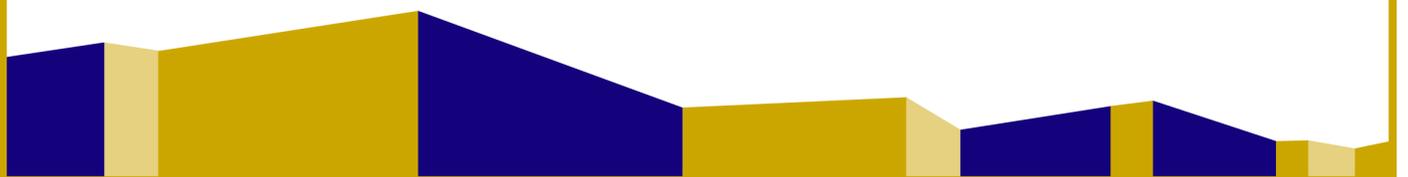


GSA

Procurement Strategy

2018-2021



Foreword by Tom Inns (Director of the Glasgow School of Art)



Good procurement concerns us all. The contribution we can all make through good and sustainable public procurement practice will first and foremost contribute to enhancing our students' academic experience and overall to the sustainability of the Glasgow School of Art.

Procurement can play a pivotal role in providing professional procurement advice to us all and can facilitate both local and collaborative sustainable purchasing.

This Strategy supports our overall Strategic Plan, providing a framework for working together to deliver the infrastructure, equipment and services to underpin a sustainable and successful future for the School, its students and its staff and I commend it to you all.

It is a requirement of the Scottish Funding Council that we embed sustainable procurement within the School and investigate the possibilities of collaborations with other institutions.

Introduction

Welcome to the Glasgow School of Art (GSA) Procurement Strategy and Action Plan 2018. This strategy is aligned with and focused on supporting of the GSA Strategic Plan 2018-21. As stated in the GSA Strategic Plan, the Glasgow School of Art holds a unique and enviable position within UK higher education. We are Scotland's specialist university-level institution for the visual creative disciplines and through the success of our graduates, the quality of our teaching and research and our heritage inextricably rooted in the work of Charles Rennie Mackintosh, we enjoy both global significance and influence as one of Europe's leading centres for studio-based learning and research. Alongside our global position is our place within Glasgow and Scotland and the role we have played in the economic and cultural renaissance of the City.

GSA aims is to enhance our position, extending our reach and impact through collaboration and inter-disciplinary which is rooted in specialism and studio. We will achieve this through three key strategic goals:

- Growth of at least 25% across our entire portfolio of activity
- Achieve a surplus of up to 5% to invest in our future
- Institutional sustainability as an independent, specialist, studio-based institution

GSA Procurement Mission Statement

Through partnership working, the GSA Procurement's strategic mission is to provide appropriate expert procurement support across all areas of the School in securing the three key strategic goals of our strategic plan. The strategy is developed in consultation and engagement with key stakeholder groups, to increase the understanding of the strategy and to strengthen the prospect of achievement of its policies, aims and objectives. GSA has a commitment to obtain value for money on all transactions using a sustainable approach. GSA Procurement will ensure compliance with institutional public procurement obligations and responsibilities, protecting the reputation and brand of the institution.

Procurement Strategy

The focus for GSA Procurement is on making a direct and positive contribution to facilitate on-going improvement of the student experience, enhancement of the School's teaching and research quality and advancement of the institutional commercialisation activities, in a challenging economic climate. At the same time GSA Procurement will ensure integration and compliance with the policies of the wider public procurement landscape in Scotland.

The Action Plan element of the Strategy translates the strategic objectives and deliverables into the detailed actions and processes required to maintain a sustainable, cost-effective and legally compliant University procurement operation. The focus is on engaging all staff involved in buying goods and services on behalf of GSA and improving the benchmark Procurement Capability & Improvement programme (PCIP) score for publicly funded organisations.

The Procurement Team is focused on the delivery of a value-adding service, risk management and on the improvement and consolidation of the procurement practices within GSA. The team will continue to prioritise and administer tenders as required, reporting savings and benefits on each contract.

GSA staff will at all times deal with suppliers and potential suppliers with the highest standards of honesty, integrity, impartiality and objectivity.

Strategic Procurement Objectives

The Strategic Procurement objectives are built around the strategic framework, GSA's Vision, Values and Aims as set out in the Strategic Plan 2018 to 2021.

GSA Goals

- Continue the transformation of our Glasgow estate to support our academic ambitions
- Ensure all parts of the GSA are contributing to the financial surplus needed for investment in our future and our ambitions
- Ensure we fulfill all governance, quality and civic responsibilities.

GSA's Values

- Disruption
- Diversity
- Responsibility
- Place
- Collaboration

Specific Areas of Procurement - Impact of GSA Values

Each GSA Value may be supported by different areas of Procurement Strategy. Specific examples are:

Disruption

Encouraging critical thinking and experimentation

Diversity

In our students and staff, thought and outlook

Supplier Innovation

- Work with stakeholders to develop innovative requirements
- Use supplier development to create opportunities

Reciprocity

- Examine opportunities for reciprocal trading/funding/advertising with suppliers

Commitment to Equality

Values

- Provide guidance to contractors on Equality practice
- Use of Ethical Policy to guide behaviour
- Recognise that success is distributed to other stakeholders including suppliers

Responsibility

To our planet, each other and those we work with

Place

To our planet, each other and those we work with

Sustainable Procurement Action Plan

- Build sustainable procurement principles into the procurement process including environmental impact, product consumption, carbon reduction, packaging, social equality and justice
- Consider Whole Lifecycle costing in tendering
- Conduct sustainability impact assessments and equality impact assessments of during the procurement process
- Embed equality within the supply chain

Community benefits

- Contribute to the local economy
- Support the SME agenda
- Encourage employment and apprenticeship opportunities through the supply chain

Development of Estate aligned to Estates Strategy Heritage, Traditions and Locations

- Contribute to the redevelopment of the Mackintosh Building

Facilitate Redevelopment of the Estate

- Deliver high quality facilities and equipment, through our campuses in Glasgow, highlands and Singapore, to provide value for money and an improved student experience

Infrastructure

- Contribute to development of a world class IT and technical infrastructure reflecting the digital ambitions of GSA

Community benefits

- Contribute to the communities in Glasgow and the Garnethill area

Collaboration

With our students, colleagues and external partners

Collaborative Procurement

- Promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities
- Involvement of stakeholders and students to deliver high quality Goods and Services

Supplier Relationship Management

- Teaching and supply chain are not in conflict but complement each other
- Suppliers have a legitimate interest as a stakeholder group

Government Procurement Initiatives

- EU Thresholds, Collaborative Procurement Supplier Charter, Sustainability Flexible Framework, PCA etc

eProcurement

- Deliver access to collaborative/nominated suppliers allowing orders to be placed electronically

Compliance with the Procurement Reform (Scotland) Act 2014

Reform Act Requirement	Requirement	Action/Strategy
Relevant and proportionate consultation and engagement when preparing strategy	Optional ('Should')	Prior to formalising a procurement strategy, GSA will engage key suppliers and stakeholders to seek feedback on the impact of the strategy over the last 12 months. Feedback will inform enhancements for subsequent strategies.
Consulting and engaging those affected by procurement	Mandatory ('Required')	Where appropriate, prior to a procurement exercise, the GSA will identify and consult with key stakeholders and suppliers affected by the upcoming procurement activity. The Procurement Policy outlines the process for engaging stakeholders.
Approval of strategy	Optional ('Should')	The Executive Group will approve the 2016 procurement strategy and 3 yearly updates. Interim updates (<i>e.g.</i> for statutory compliance) will be approved by the Director of Finance and Resources (<i>to reduce the approval process for what are likely to be minor annual changes</i>).
Publishing of strategy	Mandatory ('Required')	GSA will publish, and update annually, the Procurement Strategy on the internet at: http://www.gsa.ac.uk/about-gsa/key-information/procurement/
Ensure regulated procurements contribute to GSA's functions and achievements	Mandatory ('Required')	Strategic procurement objectives are aligned to the GSA Strategic Plan. Relevant consultation will be conducted when developing a procurement strategy (applies to category and one-off procurement strategies also).
Ensure procurements deliver value for money	Mandatory ('Required')	GSA Procurement will prioritise procurement of Goods and Services – which will be subject to annual review [with APUC, end user and supplier consultation]. Annual review will allow: <ul style="list-style-type: none"> • Optimal category strategies to be developed and agreed • Sensible aggregation opportunities identified • Most appropriate procurement routes to market chosen <p>Where appropriate, collaborative contracts will be used to deliver improved contract terms, contract and supplier management, sustainable procurement outcomes and</p>

		<p>value for money.</p> <p>Quality, risk and sustainability factors, along with cost, will inform decisions to award regulated contracts.</p> <p>GSA will ensure that it awards regulated procurements only to businesses that are capable, reliable and, where relevant, that can demonstrate that they meet high ethical standards and values in the conduct of their business.</p>
Ensure procurements treat economically operators equally and without discrimination	Mandatory ('Required')	<p>Appropriate early engagement will allow GSA to understand the market for goods and/or services and potential alternative solutions.</p> <p>GSA will conduct all regulated procurements in compliance with EU Treaty Principles of equal treatment, non-discrimination, transparency, proportionality and mutual recognition.</p> <p>GSA will take steps to make it easier for smaller businesses to bid for contracts. Legislative constraints preclude preferences for only local suppliers but the local dimension can be addressed through the structure of tenders, the use of Public Contracts Scotland and Quick Quotes, training and information to build capacity, and publishing contracts register to highlight contracts for which local organisations may be interested in bidding.</p>
Ensure procurements are transparent and proportionate	Mandatory ('Required')	<p>GSA shall utilise portals including PCS and PCS-T 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.</p>
Sustainable procurement duty	Mandatory ('Required')	<p>To prioritise and assess sustainability risks and opportunities, GSA will utilise a range of available tools. Including, where appropriate, Prioritisation, Life Cycle Impact Mapping, Sustainability Test, Flexible Framework, APUC's Code of Conduct, Sustain and Electronics Watch.</p> <p>Consideration of environmental, social and economic issues and benefits will be made, where appropriate, and on a contract-by-contract basis during the planning stage.</p>
Community benefits	Mandatory ('Required')	<p>GSA's Procurement Manual outlines in more detail the community benefits policy.</p> <p>To summarise, for every procurement over £4m, GSA will</p>

		<p>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 sustainable development. An example of a community benefit used is the requirement of a main construction contractor to employ an additional apprentice for the duration of a major project.</p> <p>Monitoring of outputs of such measures will be assessed through contract management or standardised benefits reporting.</p>
Payment of living wage	Optional ('Should')	<p>GSA recognises the values of a well-motivated and dedicated workforce both in its own organisation and in those of its suppliers. It also recognises that the Scottish Government views the Living Wage as a key indicator of an employer's commitment to fair work place practices.</p> <p>Where relevant to the industry, GSA will promote the Living Wage in tender documentation.</p>
Health and Safety	Optional ('Should')	<p>Where the delivery of goods, services or works results in suppliers carrying out work on site at one of GSA's locations, the supplier will be required to adhere to the Health and Safety (H&S) Policy (in compliance with the Health and Safety at Work etc. Act 1974 (c.37)) and to the GSA's Site Rules. Where relevant, these documents will be included in tender documents to ensure all prospective suppliers are fully aware of GSA's requirement prior to submitting a tender.</p> <p>For high-risk contracts, a dedicated H&S Officer is consulted and feedback included in ITT documentation.</p>
Fairly and ethically traded goods and services	Mandatory ('Required')	<p>GSA supports fairly and ethically traded goods. 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.</p>
Food	Optional ('Should')	<p>GSA 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. GSA will work to put in place affordable contracts, which meet the nutritional requirements for</p>

		food for all users of our catering services.
Late payment legislation	Mandatory ('Required')	The GSA will comply with 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, viz: sub-contractors.

Annual Report

GSA will produce an annual report on progress against these objectives and publish it on the GSA's Procurement website. This report, produced as soon as practicable after the end of the financial year, will describe how the University has discharged its obligations under the Procurement Reform 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:

1. A summary of the regulated procurements that have been completed during the year covered by the report.
2. A review of whether those procurements complied with the authority's procurement strategy.
3. To the extent that any regulated procurements did not comply, a statement of how the authority intends to ensure that future regulated procurements do comply.
4. A summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report.
5. A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report.
6. A summary of the regulated procurements the authority expects to commence in the next two financial years.
7. Other information as the Scottish Ministers may by order specify.

Objective	Deliverables	Further development / outstanding actions	Owner/Target Date for further development
Establishing/maintaining as applicable the procurement strategy for the institution and for delivering the category strategies jointly with institutional stakeholders.	Procurement Strategy approved and to be updated in line with legislative changes	The draft of the new Procurement Strategy will be ratified at the November 2018 Audit Committee.	HoP/DF&R Ongoing
Procurement will support Academic and Professional Support Departments to enhance the learning experience, for the many and diverse needs of stakeholders, by providing innovative solutions for their procurement decisions.	<p>Prioritise contracts. Procurement's profile raised and relationships built with key stakeholders through regular and targeted communications</p> <p>Mechanisms provided for Procurement to listen, understand stakeholders needs and implement improvement</p> <p>Achieve consistency in communications by focusing 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>Procurement will engage openly and positively with all stakeholder groups to deliver a Procurement service that supports the activities of GSA now and in the future to prioritise procurement resource</p> <p>Regular scheduled meetings with key stakeholder contacts</p> <p>An annual feedback process with GSA staff and suppliers</p>	<p>Procurement Team & devolved staff</p> <p>Monthly Meetings</p> <p>Annual Feedback Nov 2018</p>
Manage senior and operational stakeholder and key supplier relationships	<p>Quarterly meetings are being undertaken with key stakeholders.</p> <p>We have identified four main categories as a priority to GSA. Estates (including facilities and works), IT, Marketing and Professional Services.</p> <p>GSA Procurement will also</p>	<p>Ongoing calendar of quarterly meetings.</p> <p>Proactively engage with stakeholders who have yet to engage with</p>	<p>HoP and Stakeholders</p> <p>Ongoing</p>

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	continue to liaise with key stakeholders and other groups within the institution.	Procurement. Develop Category Procurement Strategies	
Manage (not direct line reporting) a procurement network within the institution of people involved in devolved operational procurement	<p>The Procurement Journey information for devolved purchasers detailed on the Procurement Section of the VLE.</p> <p>Produce guidance, templates and links to the Scottish Government Procurement Journey and APUC Buyer Portal. This section also contains other information and guidance documents for example access to appropriate Buyers Guides for all current agreements.</p>	<p>Update the Procurement Manual and publish on the VLE</p> <p>Continual review activities and training requirements.</p> <p>Specific training/awareness sessions undertaken depending on current hot topics.</p>	Procurement Team Ongoing
Increase the use of eProcurement	<p>Development of PECOS is underway to achieve against the Internal Auditor's target to increase orders to be placed through PECOS.</p> <p>A closer management of devolved procurement network within Estates is ongoing, and there are now regular (daily) communications with the Procurement Team, with planning activities in addition to ongoing tendering activity.</p> <p>Procurement Training was provided to GSA over two days on a Staff event. This</p>	<p>PECOS training to be provided to users in liaison with APUC eSolutions team. Guidance to be provided to Finance Team on the suppliers to be included on PECOS.</p> <p>The Procurement Team utilises PCS-T and AWARD as business as usual, for all appropriate</p>	Procurement/Finance Jun 2017

Objective	Deliverables	Further development / outstanding actions	Owner/Target Date for further development
	will continue on a departmental basis.	procurement exercises, and uses HUNTER as its contract database.	
Procurement will develop management information to measure and improve procurement and supplier performance, assisting key stakeholder areas in meeting their requirements for best value goods and services.	<p>Publication of a Contract Register</p> <p>Report savings to Sector Benefits methodology</p> <p>Collaborative spend that meets the USET annual target</p> <p>Procurement Website with guidance</p>	<p>Review annual expenditure analysis to understand regulated procurement and contracts in place</p> <p>Category management of key spend areas to identify areas where collaborative agreements could be used.</p>	<p>Procurement Team</p> <p>Contract register ongoing</p> <p>Annual reporting Reporting against USET collaborative spend target (Nov 2018)</p> <p>(Dec 2018)</p>
Manage routine medium and high value tendering and implementation of collaborative agreements in the institution	<p>The Procurement Team manages all procurements over the value of £20,000 within GSA.</p> <p>Procurement liaises closely with stakeholders to gather and specify requirement, prior to evaluating and awarding tenders.</p> <p>Tenders follow the EU procedures and Scottish Government Procurement Journey</p>	Review expenditure report periodically in light of any legislative or regulatory changes and new thresholds.	<p>HoP</p> <p>Ongoing tender work</p> <p>Annual expenditure analysis</p>
Develop and facilitate the procurement processes based on the "Procurement Journey" and provide operational guidance for /to those involved in lower value procurement below tender levels	Links to the Procurement Journey provided within the GSA Procurement Manual. Details of tendering thresholds, guidance and template documents are contained within the Procurement section of the VLE.	Review periodically in light of any legislative or regulatory changes.	HoP/ Dec 2018

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In doing so robust and relevant sustainable procurement principles will be enshrined in the way that procurement is managed, within the framework of the EU procurement directives	Sustainable procurement is now evaluated as part of every tender. The Scottish Government's Marrakesh process was undertaken as part of the spend analysis. GSA contributed to the APUC Supply Chain Code of Conduct and is reviewing for adoption on all tendering processes.	Review periodically in light of any legislative or regulatory changes. Sustainability aspects of the new procurement, to include Community benefits for high value agreements.	HoP/Ongoing
Implement the Scottish Government Sustainable Procurement Action Plan and move the institution to raising its attainment level versus the Flexible Framework	This was assessed with the GSA Sustainability Officer and identified that high resources would be required. Regular liaison with stakeholder to identify key areas to concentrate on without working towards implementing complete framework.	Review periodically in light of any internal, legislative or regulatory changes.	HoP
Plan and deliver institutional focussed procurement awareness training	Training was provided over two days at a recent staff event and is proposed for the Executive group and individual departments.	Develop and deliver a training programme dependent on demand and requirements.	GSA Procurement team/ Inclusion in new induction pack Ad hoc as required
Represent the institution on the sector wide Procurement Strategy Group and contribute to sector wide joint initiatives in relation to procurement on behalf of GSA	Head of Procurement attends PSGU meetings to represent GSA.	Attend quarterly PSG meetings and other ad-hoc meetings as required.	HoP
They will undertake statutory EU procurement reporting	The Procurement Team complete all statutory reporting and is regularly	Maintain Statutory Reporting Duties	Ongoing

Objective	Deliverables	Further development / outstanding actions	Owner/Target Date for further development
for GSA and routine procurement reporting within GSA until such time as this agreement shall cease to be in place	involved in the production of Freedom of Information responses.		