



Procurement Policy

Document Control:				
Title:	Procurement Policy			
Type:	Mandatory Policy Document			
Description	Sets out Roehampton University's policy for the procurement of goods, services & works.			
Version	1.0			
Owner:	Andrew Langdon-Ellis			
Department:	Procurement			
Governance Body:	Procurement, Contracts & Commercial Governance Group (PCCG)			
Date Approved:	29/05/2025			
Review Date:	May 2026			
Revision History:				
<u>Vers No.</u>	<u>Author</u>	<u>Description</u>	<u>Revision Date</u>	<u>Approved by PCCG</u>
0.1	ALE	<i>Initial draft version. Issued for comment / review.</i>	16/07/24	-
0.2	ALE	<i>Update to Procurement Gateway drafting & TPs; still o/s templates, CSR and tendering & P2P processes / outlines.</i>	18/07/24	-
0.3	ALE	<i>Full revision & update.</i>	09/05/25	-
0.4	ALE	<i>Updates and amendments to version 0.3</i>	18/05/25	-
0.5	ALE	<i>Amendment to Conflict of Interest drafting</i>	23/05/25	-
1.0	ALE	<i>Amended & approved by PCCG</i>	29/05/25	29/05/25

Table of Contents

Part 1 – Introduction, Objectives, Context & Scope	5
1. Introduction	5
2. Objectives	5
3. Context	6
4. Scope & Exclusions	6
Part 2 – Principles & Ethical Standards	7
5. Key Principles	7
Value for Money (VfM)	7
Transparency.....	7
Ethical Procurement.....	7
Sustainability & Social Responsibility.....	8
Equality and Diversity	9
6. Ethical Standards	9
7. Conflict of Interest.....	9
8. Gifts & Incentives	9
9. Anti-Corruption and Bribery	9
Part 3 – Governance	10
10. General Principles	10
11. Governance Accountability	10
12. Governance Approval	10
13. The Procurement, Contracts & Commercial Governance Group (PCCG)	11
14. Governance & Approval Process.....	11
Table 01: Procurement Governance Process (Tier 1 and above)	12
Table 02: Governance, Process & Approval Thresholds for New Activity	13
Table 03: Authorisation to Sign Contracts for Roehampton University parent company ¹	14
15. Notes Regarding Table 02.....	15
16. Pipeline Planning.....	16
17. Variant Procurements	16
Part 4 – Procurement Planning	17
18. Definition.....	17
19. Planning and Design.....	17
Governance Tier and Approval Planning	17
RFP / Tendering Process.....	17
Approach to Market	17
Scope & Specification	18
Contract Management Metrics	18
Total Cost of Ownership.....	18
Risk Management.....	19
Environmental Impact	19
20. Budget, Authority & Approval	20
21. Grant Funding Requirements	20
22. Direct Award (Single Tender Action).....	20

23.	Contracting with Individuals.....	21
24.	IT, Digital & Data Assurance.....	21
Part 5 – Procurement: Operation & Documentation.....		22
25.	Quotation & Tender Templates	22
26.	Terms & Conditions	22
27.	Specification.....	22
28.	Evaluation Criteria Questions	22
29.	Evaluation of Bidders’ Proposals	23
	Key Principles	23
30.	Price per Quality Point.....	24
31.	Record Keeping	24
32.	Small & Medium Sized Enterprises (SMEs).....	24
33.	Supplier Code of Conduct.....	25
34.	Contract Management.....	25
	Contract Management Plan	25
Appendix 01: Common Terms		27

Part 1 – Introduction, Objectives, Context & Scope

1. Introduction

- 1.1. The means by which the University buys or accesses the goods, works and services it needs are important. They impact not only upon its academic and operational performance, but on its finances, reputation, sustainability goals, and its wider social and economic goals - such as inclusion, working with SMEs, and supporting the local economy.
- 1.2. This Policy sets out the procurement principles and processes the University uses to ensure it gets value for its money, and that it buys the goods, works and services needed to support not only its operational and academic requirements, but its wider social and economic goals in a way that is fair, transparent, ethical, and sustainable.
- 1.3. This Policy should be read in conjunction with the University's Financial Regulations, all other University policy, procedure and guidance documentation, and any relevant legislation. The University's Financial regulations can be found [here](#).
- 1.4. The forms & documents referred to in this Policy can be found on the Procurement Sharepoint where the most up to date versions of those forms (and of this Policy) are kept [here](#).
- 1.5. Whilst this Policy is intended to be comprehensive, it is recognised that issues may arise that it does not address. For advice and guidance regarding such issues or any other aspect of this Policy, please contact the University's Procurement Team at:
procurement@roehampton.ac.uk

2. Objectives

- 2.1. This Policy is designed to promote robust and transparent procurement practices that reflect good practice whilst maintaining operational flexibility. Accordingly, the objectives of this Procurement Policy are to ensure that University's procurement practices:
 - 2.1.1. Are consistent with the principles of good practice, and ensure that the University's resources are used effectively to obtain value for money (VfM);
 - 2.1.2. Maintain high standards of transparency, fairness, and integrity;
 - 2.1.3. Are auditable and compliant with the University's constitution, policies and ethical standards, as well as with all of its statutory and regulatory obligations;
 - 2.1.4. Foster fair competition and create opportunities for a diverse range of suppliers, including small and medium enterprises (SMEs);
 - 2.1.5. Promote sustainability and integrate environmental, social, and economic sustainability into procurement decisions;
 - 2.1.6. Encourage collaborative working with suppliers to explore innovative solutions and approaches; and
 - 2.1.7. Ensure that procurement practices are aligned with the University's strategic goals and objectives (i.e. enhancing research capacity, student experience, and community engagement).

3. Context

- 3.1. For the purposes of The Public Contracts Regulations 2015 (as amended) and the Procurement Act 2023 the University is not a contracting authority and accordingly is not bound by those regulations.
- 3.2. As an exempt charity the University is obliged to comply with the requirements of the Charities Act 2011, and to have regard for both the Charity Commission's public benefit guidance, and the Office for Students guidance. Accordingly, the University is required to ensure that its assets and funds are applied only in furtherance of its charitable objective – which is:
'To establish, conduct and develop a university for the advancement of higher and further education and as an institution for teaching and research.'
- 3.3. Accordingly, the University must ensure that its assets and funds are only applied in furtherance of its charitable objective. In order to do so it must:
 - 3.3.1. Consider how its funds (private and public) are used;
 - 3.3.2. Be able to explain its decisions with respect to the use of those funds; and
 - 3.3.3. Must ensure that a level of care and skill appropriate to the risks being taken is utilised with regards to the use of those funds.
- 3.4. In addition to the requirements set out above, the University requires that its procurements and procurement processes and procedures:
 - 3.4.1. Are rigorous, transparent, auditable and fair; and
 - 3.4.2. Provide value for money outcomes.
- 3.5. This Policy has been endorsed by the University's Executive Board and approved by the University's Finance and Resources Committee. It is owned by the University's Procurement, Contracts and Commercial Governance Group (PCCG) and any queries or issues associated with this Policy should be addressed to that group.
- 3.6. This Policy will be reviewed annually by PCCG to ensure it remains fit for purpose, reflecting legislative changes, technological advancements, and the University's priorities.

4. Scope & Exclusions

- 4.1. For the purposes of this Policy 'procurement' means any activity or process used to purchase or acquire goods, services or works for, or on behalf of, the University.
- 4.2. Other than as set out below, this Policy applies to all procurement activities at the University regardless of the funding source (including research grants, donor funds, and external funding streams), department or faculty, or the nature of the goods, services, or works being procured. Its scope includes all contracts, purchase orders, framework and master service agreement call-offs, or informal purchasing arrangements.
 - 4.2.1. This Policy does not apply to Cash Purchases which should be made in accordance with the requirements for Petty Cash set out in the Financial Regulations.
 - 4.2.2. This Policy does not apply to expenses incurred by University staff in the course of their work. Please refer to the University's Travel and Expenses policy.
- 4.3. Compliance with this Policy is mandatory for anyone who is responsible for or involved in the procurement of goods, services or works for, or on behalf of, the University (including, but not limited to, all University employees, volunteers, advisors, consultants, contractors and suppliers).

Part 2 – Principles & Ethical Standards

5. Key Principles

The key principles that should underpin all of the University's procurement activities are set out below:

Value for Money (VfM)

- 5.1.1. Procurement decisions should be based on achieving the best combination of cost, quality, and sustainability over the lifecycle of the goods, works or services being procured.
- 5.1.2. Consideration should be given to the full lifecycle cost (the 'total cost of ownership') of the goods, works or services being procured. These include the costs of acquisition, implementation, operation, maintenance, disposal, and exit.
- 5.1.3. Accordingly in order to properly take account of VfM procurement exercises should seek to balance:
 - a) The quality and fitness for purpose of the goods, works or services;
 - b) The total cost of ownership; and
 - c) Sustainability and ethical considerations.

Transparency

- 5.1.4. All of the University's procurement activities should be documented, auditable, and transparent to ensure the accountability and fairness of its procurement processes.
- 5.1.5. Accordingly the processes for each procurement should:
 - a) Be properly documented and made available to participating bidders to ensure that processes are fair and that all bidders are treated in the same way and have access to the same information; and
 - b) Ensure that the evaluation processes and requirements placed upon participating bidders are proportionate to the value, strategic importance, risk, and complexity of the goods, works or services being procured.

Ethical Procurement

- 5.1.6. As a matter of policy the University conducts its business and operations in accordance with the highest ethical standards.
- 5.1.7. Accordingly, the University committed to ensuring that it procures the goods, works and services it requires ethically; promoting and delivering equality, diversity and inclusion; and to ensuring that it remains compliant with all relevant regulatory requirements and legislation.
- 5.1.8. The University is also committed to ensuring that these requirements and behaviours extend beyond its own organisation and staff into its supply chain, and accordingly all of its procurement activity should be conducted so as to ensure that it:
 - a) Avoids modern slavery, child labour, and other unethical practices within its supply chain;

- b) Upholds its accountability and integrity, and prevent conflicts of interest, bribery, and corruption; and
- c) Works with suppliers that share the University's commitment to ethical behaviour.

Sustainability & Social Responsibility

- 5.1.9. The University is committed to sustainable procurement practices, reducing its environmental impact, promoting ethical sourcing, and supporting social value initiatives.
- 5.1.10. Accordingly, in planning and designing procurements consideration should be given to the sustainability themes identified within the United Nations Sustainable Development Goals and the extent to which they are relevant to each procurement exercise.
- 5.1.11. Sustainability considerations should be factored into procurement decisions by considering the extent to which:
- a) Environmental impact can be reduced by sourcing goods, works and services with low carbon footprints and minimal waste generation;
 - b) Selected goods, works and services offer a demonstrable reduction in (or mitigation of) the University's greenhouse gas emissions generally, and in particular those identified within its Scope 3 supply chain emissions reporting;
 - c) The local economy is supported by engaging with local suppliers to promote economic growth where feasible; and
 - d) Diversity can be promoted by encouraging procurement from under-represented groups, including minority-owned businesses.
- 5.1.12. Accordingly, procurement decisions should take into account:
- a) The environmental and social impact of the goods, works, and services it procures;
 - b) The policies and working practices of its suppliers and their sub-contractors, and the extent to which they align with the University's sustainability goals; and
 - c) The capability of suppliers and their subcontractors to share accurate greenhouse-gas emissions data (to inform the University's of Scope 3 supply chain emissions reporting).
- 5.1.13. Suppliers of goods, works and services play a critical role in helping the University achieve its sustainability objectives, and accordingly the University should strongly encourage its Suppliers to:
- a) Comply with all relevant environmental legislation and regulations;
 - b) Adopt environmentally sensitive policies and procedures;
 - c) Work with their own suppliers to improve practices throughout their supply chain;
 - d) Make best use of resources and promote sustainable products and services;
 - e) Reduce the use of unnecessary packaging materials and use recycled packaging;
 - f) Reduce the environmental impact of deliveries and transport;
 - g) Avoid or minimise the use of environmentally harmful substances; and
 - h) Work towards achieving environmental accreditations.

Equality and Diversity

5.1.14. Procurement processes should comply with the Equality Act 2010 and, where possible, should promote equality, diversity and inclusion within the University's supply chain, considering suppliers' policies and working practices as part of its procurement decision making processes.

5.2. Compliance with the principles set out above will be regularly reviewed by the Procurement Director and PCCG.

5.2.1. Compliance and performance with respect to 5.3, 5.4, & 5.5 in particular will be reviewed at the University's Sustainable Facilities & Procurement Working Group (SFPWG) and the University's Scope 3 Supply Chain Emissions will be reviewed annually by the Head of Sustainability, the Procurement Director, and PCCG.

6. Ethical Standards

6.1. Everyone involved in the procurement of goods, works or services for or on behalf of the University should conduct themselves in accordance with the highest levels of integrity and ethical standards of behaviour.

6.2. Where there is any doubt as to whether a course of action complies with University's constitution, policies or regulations, or with the University's ethical standards, advice should be sought from the Procurement Director, Executive Director of Finance or PCCG in the first instance.

7. Conflict of Interest

7.1. The University's Conflict of Interest Policy is available on the University's Policies and Regulations [webpage](#).

8. Gifts & Incentives

8.1 The University's Gift Acceptance Policy is available on the University's Policies and Regulations [webpage](#).

9. Anti-Corruption and Bribery

9.1. The University's Gift Acceptance Policy is available on the University's Policies and Regulations [webpage](#).

Part 3 – Governance

10. General Principles

- 10.1. All procurement activity conduct by or on behalf of the University is subject to the principles, processes and requirements set out in both this Part 3 (Governance) and Part 4 (Procurement) of this Policy document.
- 10.2. Tables 01 & 02 (Governance Process & Governance Thresholds) as set out below should be used to determine:
 - 10.2.1. The type of procurement exercise to be used in each instance; and
 - 10.2.2. The applicable governance route in each instance.
- 10.3. The use of variant or alternative procurement or governance processes must be explicitly approved in advance by the Procurement Director or by PCCG on a case by case basis.

11. Governance Accountability

- 11.1. The responsible Procurement Lead and the senior University stakeholder sponsoring the procurement of the goods, works or services required are jointly responsible for ensuring that appropriate governance and spend authority is sought in accordance with both this Policy and the University's Financial Regulations.
- 11.2. In doing so they must ensure that the processes set out in this Policy are followed, and that any award made following a procurement exercise are compliant with the requirements of this Policy and demonstrate value for money for the University.

12. Governance Approval

- 12.1. The management of all commercial, procurement & contracting activity within the University is subject to the processes and thresholds set out in this section.
- 12.2. It is important to note that budgetary (financial) approval and the authority to sign contracts are not necessarily the same. Accordingly, please note that:
 - 12.2.1. Governance, Procurement and Financial approval is required before starting any procurement exercise;
 - 12.2.2. Governance approval of all procurement outcomes is required prior to seeking Authorised Signatory approval of an award; and that
 - 12.2.3. All University expenditure must be approved in advance by an Authorised Signatory with the appropriate level of Delegated Authority to commit the University to that expenditure (i.e. sign contracts or letters of authorisation etc.)
- 12.3. Table 02 (Governance, Process & Approval Thresholds) at 14.4 below sets out the University's governance, legal and financial approval thresholds.
- 12.4. Table 03 (Scheme of Delegated Authority) at 14.5 below sets out Appendix 3 to the University's Financial Regulations which specifies the levels of delegated authority and the Authorised Signatories for each level. In accordance with the University's Financial Regulations a list of Authorised Signatories is maintained by the Finance Department.
- 12.5. It is the responsibility of the Authorised Signatory to ensure that the potential supplier's Conditions of Sale do not conflict with the University's policies and/or its standard terms

and conditions of business which are printed on the back of the University's official order form (a common example is payment terms).

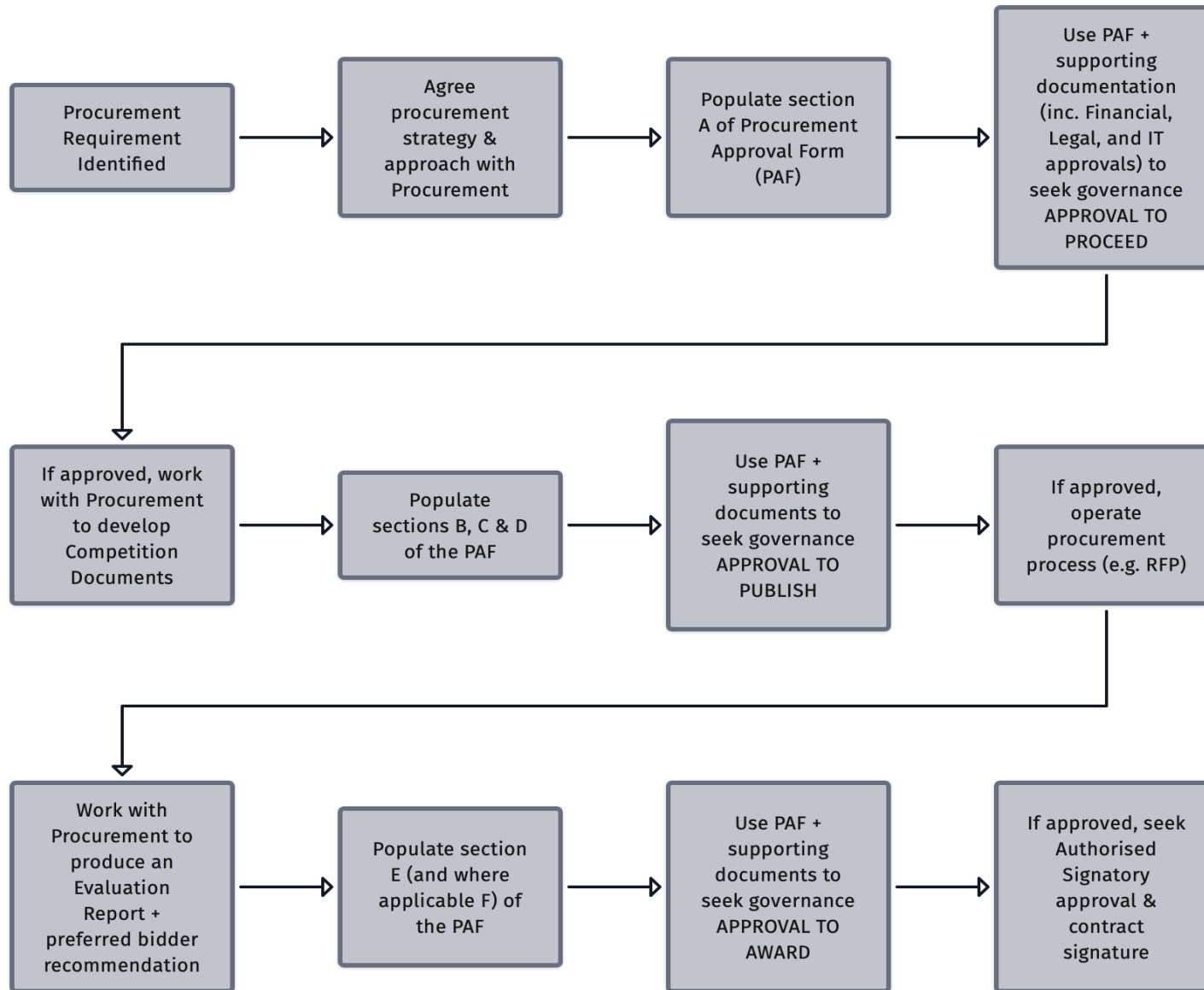
13. The Procurement, Contracts & Commercial Governance Group (PCCG)

- 13.1. PCCG is a commercial and procurement governance group formed to bring the University's commercial & procurement planning, management, decision-making and governance into a single forum.
- 13.2. Accordingly, PCCG is the senior oversight body responsible for the University's procurement & contracting activity and commercial strategy & policy. The principle aims of PCCG are to:
 - 13.2.1. Review, set and communicate commercial and procurement strategies & policies and to oversee compliance with those strategies and policies;
 - 13.2.2. Ensure that commercial and procurement practices at the University are both compliant with regulatory requirements and consistent with good industry practice;
 - 13.2.3. Provide oversight, guidance and challenge to commercial & procurement workstreams to ensure that they are operated in a compliant, co-ordinated and consistent manner that takes account of broader University plans and initiatives; and
 - 13.2.4. Provide governance review and challenge for the University's commercial & procurement activities, conducting reviews at key points within procurement activities to approve or reject further progress.
 - 13.2.5. Monitor and review the University's short, medium & long term procurement plans, reviewing resource requirements, risks, issues and mitigations, taking appropriate action and/or escalating key issues to UEB as required.
 - 13.2.6. Increase engagement with key stakeholders and build a broader understanding of commercial, regulatory, policy and social considerations within with respect to the University's procurement activity.

14. Governance & Approval Process

- 14.1. The governance and approvals process set out in Table 01 (Procurement Governance Process) at 14.3 below should be used in conjunction with in Table 02 (Governance Thresholds) at 14.4 with respect to all procurement activity carried out for or on behalf of the University. Any exceptions to this process should be approved by PCCG and reportable to the governance approver.
- 14.2. For advice and guidance regarding the University's procurement governance processes please contact the University's Procurement Team.

Table 01: Procurement Governance Process (Tier 1 and above)



**Table 02: Governance, Process & Approval Thresholds for New Activity
(including extensions & contract variations).**

		Tier 0	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
Total Contract Value¹	Goods / Services	<£10k	£10k - £25k	£25k - £100k	£100k - £500k	£500k - £2m	>£2m
	Works	n/a	<£25k	£25k - £200k	£200k - £500k		
Governance Approval	Goods / Services	Department Head	Procurement Director; PAF ² Required	Procurement Director; PAF Required		PCCG; PAF + Business Case Required	
	Works	n/a for Works	Department Head				
Legal Approval		Check requirement with Legal Team		Legal Review required for all agreements with a Total Contract Value / Whole Life Cost >£25k			
Financial Approval		Budget Holder	Deans, Directors & Heads of Colleges	COO, Executive Director of Finance, DVC Commercial & PVCs		Vice-Chancellor	Vice-Chancellor + Council / Finance & Resources Committee
Process (Goods & Services)		Best practice is 3 documented quotes (RFP not required)	Minimum standard is 3 documented quotes (RFP not required)	Minimum standard is use of 'light-touch' RFP	Minimum standard is use of standard RFP	Process to be operated/managed by Procurement Team	
		Direct award permissible	Better practice is use of 'light-touch' RFP template	Better practice is use of standard RFP template			
		Seek Procurement advice where required	Procurement Team to be consulted / informed	Process to be supported by Procurement Team			
		Prioritise existing suppliers via the University's Preferred Supplier Lists					
		Consider using a Framework Agreement					
Process (Works)		n/a for Works	Best practice is 3 documented quotes (RFP not required)	Minimum standard is 3 documented quotes (RFP not required)	Minimum standard is use of 'light-touch' RFP	Process to be operated/managed by Procurement Team.	
		Direct award permissible		Better practice is use of 'light-touch' RFP template	Better practice is use of standard RFP template		
		Procurement Team to be informed	Procurement Team to be consulted / informed	Process to be supported by Procurement Team			
		Prioritise existing suppliers via the University's Preferred Supplier Lists					
		Consider using a Framework Agreement					
		Use Estates specific PO Ts&Cs where possible	Use appropriate JCT template where possible				

¹Whole Life Cost of Contract inc. VAT

²Procurement Approval Form

**Table 03: Authorisation to Sign Contracts for Roehampton University parent company¹
(including extensions & variations).**

	Tier 0	Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
Contract / Agreement Type	<i>Total Value (i.e. whole life cost inc. VAT)</i>					
	<£25k		£25k - £500k		>£500k	
Goods, Works or Services <i>(other than as set out below)</i>	Dean of School/Faculty, PVCs		COO, Executive Director of Finance, DVC Commercial		Vice-Chancellor	
Lease and Hire Purchase	Executive Director of Finance, Vice-Chancellor					
Research Contracts	Dean of School/Faculty, PVCs		DVC (Commercial)		Vice-Chancellor	
Grant Agreements	Dean of School/Faculty, PVCs		DVC (Commercial)		Vice-Chancellor	
Collaborative Partnerships, Validation, Franchise, etc	DVC (Commercial), Vice-Chancellor					
Data Sharing Agreements ²	University Secretary, COO					
MOUs	DVC (Commercial), COO, Executive Director of Finance					
Confidentiality Agreements	DVC (Commercial), COO, Executive Director of Finance, Executive Director of HR					
Agreements pertaining to receipt of Gifts or Donations	Budget Holder		Executive Director of Finance, or Vice-Chancellor		Council	
Agent agreements	DVC (Commercial)					
Apprenticeships	Dean of Continuing Education, DVC (Commercial)					
Contracts of Employment	Executive Director of HR, Deputy Director of HR, HR Business Partners					
Settlement Agreements for Employees	Executive Director of HR, Deputy Director of HR					
Settlement Agreements for Students or Third Parties	University Secretary, COO					
Deeds or and subsidiary company agreements	Two Directors, or Director & Secretary of the Company					
Other	Please contact legalservices@roehampton.ac.uk for advice					

¹Procurements being operated by subsidiaries of the University should be managed in accordance with the requirements of this Procurement Policy.

²Where not otherwise contained in a broader contract.

15. Notes Regarding Table 02

- 15.1. Total Contract Value is the value of the contract over its entire term including any extension period and VAT (e.g. a contract with an annual value of £100k with a proposed 3 year term and the option to extend for a further 2 years (i.e. 3+2) should be valued at £600k (i.e. 3 years + 2 year extension @ £100k p.a. = £500k + £100k in VAT).
- 15.2. Where the value of a contract is variable (e.g. where cost varies proportionately to volume, or where the contract pricing includes commission payments) the Total Contract Value should be based upon the total modelled or anticipated costs, and not solely upon baseline contract costs without commission or volume adjustments.
- 15.3. Contract or subscription extensions, renewals or variations must be approved on the basis of the aggregate of the original value + the extension, variation or renewal value (i.e. the revised Total Contract Value).
- 15.4. Procurement requirements should not be disaggregated into separate procurements (with lower Total Contract Values) without the explicit approval of the Procurement Director or PCCG.
- 15.5. Where a procurement potentially involves letting more than one contract to the same supplier, the cumulative value of those contracts should be considered.
- 15.6. The processes set out in Table 02 use Total Contract Value as an indicator of size, risk and complexity:
 - 15.6.1. Where the procurement route indicated does not accurately reflect the size, risk or complexity of a procurement; or
 - 15.6.2. Where a procurement is considered high risk or high impact (e.g. a time sensitive or critical product or service); or
 - 15.6.3. Where a procurement is deemed to have, or have the potential to have, a significant impact upon the operational effectiveness, reputation, or financial standing of the University, or to carry a significant security / sensitivity requirement;then it may (at the discretion of the Procurement Director or PCCG) be moved to a higher Governance & Financial Approval Tier.
- 15.7. The following definitions are used with respect to goods, works and services:
 - 15.7.1. *Goods & Services*: Means products or services provided by an individual or company:
 - a) Includes maintenance work and hard & soft facilities management.
 - b) Excludes construction & demolition services.
 - 15.7.2. *Works*: Means construction or demolition services:
 - a) Includes electrical wiring, insulation work, plumbing & gas, heating & ventilation, building completion (plastering, flooring, joinery, wall coverings, internal or external painting and glazing) and major renovation projects.
 - b) Excludes routine maintenance or decoration (i.e. hard & soft facilities management).

- 15.8. Where a procurement is 'mixed' (i.e. where a procurement project involves a mix of Goods or Services and Works) the component of the requirement with the greatest estimated value should be used to determine its governance category (e.g. if the Works component has an estimated value of £30k, and the Goods / Services component is valued at £70k the procurement should be categorised as a Goods & Services procurement).
- 15.9. Please note that the acquisition (or disposal) of buildings, land (either freehold or leasehold), property or land leases, or other space acquired via short term licences fall outside of the scope of this Policy and should be referred to the Director of Estates in the first instance.
- 15.10. Where practical or possible, existing University suppliers, or suppliers from one of the University's preferred supplier lists should be prioritised when making a direct award or requesting quotations.
- 15.11. The use of Crown Commercial Services or consortia Framework Agreements may be considered in place of an RFP when selecting the procurement process for a given requirement:
 - 15.11.1. Please seek advice from Procurement to identify appropriate frameworks or framework providers;
 - 15.11.2. Please be aware that some frameworks may require the use of 'mini-competition' to identify a supplier.

16. Pipeline Planning

- 16.1. A clear understanding of the procurement pipeline in the short, medium and long term is required for effective strategic, budgetary and resource control and planning.
- 16.2. Accordingly, all plans and requirements for procurement activity at Tier 2 or above must be communicated to Procurement as early as possible (ideally at the point at which a potential requirement is initially identified) to enable the PCCG to review, prioritise and plan University spending over a rolling 5 year period.
- 16.3. The procurement planning process is a key component of the University's Procurement Strategy and accordingly, whilst it is recognised that urgent requirements may arise on an unplanned/unforeseen basis from time to time, a lack of forward planning is not generally accepted as a rationale for operating a non-compliant process.

17. Variant Procurements

- 17.1. Please note that any departure from, or variation to, the principles and processes set out in this Policy must be approved in advance by the Procurement Director or PCCG.

Part 4 – Procurement Planning

18. Definition

- 18.1. Procurement is the management activity carried out by an organisation in order to purchase goods, works or services from third party suppliers.
- 18.2. The scope of procurement activity is wide, it includes:
 - 18.2.1. Developing the specifications of the goods, works or services to be procured;
 - 18.2.2. Selecting a supplier who meets the University's quality and technical requirements, is compliant with relevant regulations and legislation, and offers value for money; and
 - 18.2.3. Liaising with suppliers of goods, works or services in order to explore how requirements can be met and finalising the contract for the requirement.

19. Planning and Design

In designing and planning a procurement exercise the following points should be considered.

Governance Tier and Approval Planning

- 19.1.1. The required governance and approval path for all procurements should be determined (in accordance with Tables 01, 02, & 03 as set out in Part 3 of this document) in advance of any other activity. Please contact Procurement if you have any queries regarding governance tiers or the categorisation of a specific procurement project.

RFP / Tendering Process

- 19.1.2. Consideration should be given to the procurement timeline, ensuring that sufficient time is allowed to:
 - a) Develop a robust specification;
 - b) Develop RFP documentation (including appropriate and proportionate evaluation criteria questions, evaluation weightings, and a comparative cost model);
 - c) Engage with the market prior to publishing the RFP;
 - d) Allow bidders to ask clarifications, develop and submit their proposals;
 - e) Evaluate all proposals received and conduct moderation processes;
 - f) Conduct Bidder Review Meetings etc.;
 - g) Draft an Evaluation Report and Preferred Bidder Recommendation;
 - h) Conduct appropriate due diligence and governance processes;
 - i) Make contract award and finalise contractual terms; and
 - j) Provide feedback to unsuccessful bidders.

Approach to Market

- 19.1.3. The means and mechanisms for approaching the market place - in planning and designing a procurement consideration needs to be given to:

- a) The procurement model (RPF, framework, direct award etc.);
- b) Potential cost and contracting models;
- c) The specification of requirements and SME input required;
- d) The evaluation criteria questions, evaluation weightings and cost comparison model; and
- e) The competition timeline and availability of evaluators, SME advice required and evaluation criteria.

19.1.4. The availability of market intelligence with regards to the size and maturity of the supplier market:

- a) How mature is the market for the Goods or Services being procured,
- b) Is the market place well populated with potential suppliers,
- c) Who are the key players in this marketplace,
- d) What are current levels of demand - i.e. is it predominately a neutral, buyer's, or seller's market?

Scope & Specification

19.1.5. The University seeks to build collaborative relationships with suppliers and stakeholders to explore innovative solutions that improve efficiency, reduce costs, or enhance quality.

19.1.6. Accordingly consideration should be given to specification, scope and exclusions of the goods, works or services required, including any points of interface or hand-off, and any consequential impacts to the University's systems, stakeholders or operations.

19.1.7. In doing so consideration should be given to the nature of the relationship required with the supplier providing the goods, works or services - e.g. is the University seeking a:

- a) Purely transactional relationship (and an output-based specification); or
- b) Partnership relationship (and outcome-based specification).

19.1.8. Consideration should also be given to the University's needs in procuring goods, works or services in order to clarify between those elements that are essential or necessary and those that can be categorised as 'nice to have' (i.e. a need vs want analysis).

Contract Management Metrics

19.1.9. All contracts should include clear performance metrics and indicators to enable routine monitoring in order to assure compliance, performance and value delivery. Accordingly consideration should be given to identifying:

- a) Clear deliverables, performance metrics (e.g. KPIs etc.), and dispute resolution mechanisms;
- b) A proportionate reviews and monitoring schedule to ensure that suppliers meet their obligations and the required performance standards;
- c) Mechanisms for the prompt management of poor performance.

Total Cost of Ownership

19.1.10. The total cost of ownership / total contract value, this should include costs across the full lifespan of any contract including:

- a) Any extension periods;
- b) VAT (the University cannot recover VAT); and
- c) 'Hidden' costs (e.g. licencing costs, design changes, spares & maintenance, space & storage costs, end of life disposal costs, and after sales service etc.)

Risk Management

19.1.11. Procurement activities should consider and mitigate risks related to compliance, contract terms, operational delivery, commercial mechanisms, supply chain disruption, and reputational impact.

19.1.12. Accordingly in identifying potential procurement and contract management risks and considering mitigation strategies consideration should be given to risks that include:

- a) Supplier performance & contract management strategy;
- b) Supplier financial stability;
- c) Payment risks (advance payments* etc.); and
- d) Copyright / Intellectual Property issues.

**N.B.: As a general principle the University should not be making payments in advance. Any requirement for pre-payment or advance payments should be flagged during the governance process.*

19.1.13. In developing the scope and requirements specification consideration should also be given any risks inherent in the supply of the goods, works or services being procured and the extent to which:

- a) Any supplier pre-qualification criteria are appropriate or necessary; and/or
- b) If any form of performance bond may be required;

in order to mitigate the level of risk associated with each procurement.

Environmental Impact

19.1.14. Sustainability and environmental impact, including consideration of:

- a) Energy usage,
- b) Water usage (including mains water and drainage water),
- c) Waste minimisation (e.g. process efficiencies & re-cycling opportunities),
- d) Waste disposal implications (hazards & costs),
- e) Control of discharges into the environment (air, land & water),
- f) Noise levels generated from plant and machinery, and
- g) Hazardous substances:
 - o avoidance of ozone-depleting substances,
 - o reduction of volatile organic compounds,
 - o reduction of materials containing heavy metals.

19.1.15. The ways / extent to which the procurement might contribute to the economic, social and environmental well-being of the local area.

20. Budget, Authority & Approval

- 20.1. Budget and budget management for any requirement must be agreed and confirmed with the budget holder prior to seeking governance Approval to Proceed.
- 20.2. Other than as part of any agreed early market engagement process, potential suppliers should not be contacted with respect to any planned procurements without Governance Approval to Proceed.
- 20.3. Any discussions or correspondence conducted prior to offering a contract or agreeing a to contractual change should be conducted on a 'without commitment' basis.
- 20.4. Approval to enter into any contractual arrangement (Approval to Award) must be sought in accordance with the requirements set out in Tables 01, 02, & 03 of Part 3 of this document.
- 20.5. Delegated Authority thresholds for contract signatures etc. are set out in Table 03.
- 20.6. Procurement activity valued at <£25k is typically conducted at Departmental level in accordance with the principles and processes set out in this Policy (please see Tables 01, 02, & 03). The Procurement team are available to provide professional advice with respect process and securing best value.
- 20.7. The generation of Purchase Requests is the responsibility of budget holders or their delegates.

21. Grant Funding Requirements

- 21.1. As set out in 3.1 above (please Part 1) the University is not bound by public procurement regulations, however there may be instances where funding bodies or grant providers require the University to follow the processes those regulations set out with respect to the funding provided.
- 21.2. In such instances terms of the grant or funding agreement should be reviewed and the Procurement team should be consulted for advice.

22. Direct Award (Single Tender Action)

- 22.1. Whilst Direct Award is permissible in some circumstances (please see Table 02 above), please note that best practice dictates that Direct Award should only be used in those instances where a competitive process is not practical.
- 22.2. In some circumstances Direct Award outside of the thresholds set out in Table 02 may be permissible. These include:
 - 22.2.1. Genuine emergency: When immediate action is necessary to prevent significant loss; prevent danger, injury or hardship; or to comply with legislation. This rationale should not be used simply because the planning has not been carried out far enough in advance;
 - 22.2.2. There is only one supplier capable of fulfilling the requirement, and no satisfactory alternative is available because of technical or artistic exclusive rights; or the requirement is for branded items which are sold at a single fixed price;

- 22.2.3. As an addition or extension to an existing or previous contract where it would be inappropriate to offer the additional work to a competitor because of technical or copyright reasons;
 - 22.2.4. Where “spot-purchase” demonstrably provides better value for money than longer term contract arrangements (e.g. at an auction);
 - 22.2.5. Grant-funded procurements valued at <£25k where an individual is named and the funding conditions have been met; or
 - 22.2.6. Where Direct Award is explicitly approved by PCCG as a component of a strategic process, partnership arrangement, or negotiation.
- 22.3. Where Direct Award is used outside of the criteria set out in Table 02 (i.e. for one of the reasons set out at 22.2 a Direct Award / Single Tender Waiver Approval Request must be submitted for governance approval (in accordance with the thresholds set out in Table 02) prior to that award being made.
- 22.4. Direct Award / Single Tender Waiver Approval Requests should not be submitted retrospectively.

23. Contracting with Individuals

- 23.1. Where contracting with an individual, HMRC’s IR35 Off Payroll regulations require that the University demonstrates it has checked if that individual is providing services for which they will pay their own tax and National Insurance, or if the University should manage that for them through via PAYE.
- 23.2. Accordingly the requirements of the role must be assessed to ascertain whether IR35 will apply before contracting with them, adding them to the University’s systems, or issuing a PO. In order to do so the CEST process:

<https://www.gov.uk/guidance/check-employment-status-for-tax>

must be completed prior to signing any contract documentation. Please contact Procurement in the first instance if you have any queries regarding this process.

24. IT, Digital & Data Assurance

- 24.1. Where a procurement includes a requirement for a Supplier to:
 - 24.1.1. Process, store or manage University data; or
 - 24.1.2. To interface with any of the University’s IT systems in any way:

the IT team should be consulted prior to seeking governance Approval to Proceed.

Part 5 – Procurement: Operation & Documentation

25. Quotation & Tender Templates

- 25.1. The University's standard quotation and RFP documentation must be used.

26. Terms & Conditions

- 26.1. The use of supplier terms & conditions is permissible for low value / low risk procurements (e.g. <£25k), although other than for specialist or highly technical requirements best practice remains the use of standard University terms (POs and standard Terms & Conditions). Where supplier terms are used key terms (e.g. liabilities & payment terms etc.) must be reviewed and referred to the Procurement Team and Legal.
- 26.2. Standard University terms (POs and standard Terms & Conditions) should be used for higher value procurements (e.g. >£25k). Where it is not possible or practical to do so (e.g. for unique, specialist or highly technical requirements etc.) the use of supplier Terms & Conditions may be used subject to approval by Legal and/or the Procurement Team and governance approval by the Procurement Director or PCCG.

27. Specification

- 27.1. A detailed specification is essential for all procurement and contracting activity, as it defines not only what the University is spending its money on, but also the goods, works or services that the supplier is contractually obliged to provide.
- 27.2. Typically the specification used in a procurement is the specification used within any contract awarded, as that is what the supplier submitted its proposal and pricing against.
- 27.3. As a result the University is exposed to risk where a specification is vague or ambiguous as the supplier and the University may have differing interpretations regarding the specified requirements. This may lead to sub-optimal performance of obligations, disagreements regarding scope and pricing, and potentially formal dispute between the University and the supplier.
- 27.4. Accordingly specifications (sometimes referred to as the Specification of Requirements or Statement of Work) should:
 - 27.4.1. Be clear, unambiguous and accurate;
 - 27.4.2. Use appropriate quantity / volume descriptors and quality standard references;
and
 - 27.4.3. Not use specific brand names / model numbers should be avoided unless they are central to the nature of the requirement.
- 27.5. All requirements must be specified so as to cause the least harm to the planet, people, and wildlife with regards to the manufacture, transport, use & disposal of the products and services being procured.

28. Evaluation Criteria Questions

- 28.1. RFP documentation should include a set of evaluation criteria questions and instructions for Bidders regarding their responses (i.e. formats, page limits, and special instructions etc.).

- 28.2. During the evaluation process the evaluators review Bidders' responses to the evaluation criteria questions and allocate a score to each response (in accordance with the agreed scoring criteria).
- 28.3. Following score moderation (a process facilitated by Procurement to review scoring outliers and agree the score allocated to each response for each Bidder) the evaluation criteria weightings specified in the relevant RFP are applied to those scores to calculate the technical & quality score allocated to each Bidder.
- 28.4. Accordingly, the evaluation question criteria are critical in identifying the preferred Bidder in each procurement exercise, and care should be taken in developing the evaluation question criteria set for each RFP, ensuring that they address those elements important to the University and its stakeholders in identifying a supplier (e.g. technical capability, quality standards, performance, MI reporting, and contract management).
- 28.5. It is important to note that evaluation question criteria should be relevant, proportionate to the value and strategic significance of the procurement, and capable of evaluation using objective criteria.
- 28.6. All procurements conducted by the University should give due consideration to:
 - 28.6.1. Environmental factors (including carbon reduction, waste and pollution),
 - 28.6.2. Social factors (including EDI and Modern Slavery), and
 - 28.6.3. Economic factors (including local supply chains, value for money, risks and impacts).

29. Evaluation of Bidders' Proposals

- 29.1. The evaluation of bidders' proposals must be conducted in accordance with the principles and requirements set out in the Evaluation Briefing Document.

Key Principles

- 29.1.1. Evaluation scores should be determined based on pre-defined evaluation scoring criteria and weightings;
- 29.1.2. Evaluation scope should be limited to the published quality and technical evaluation criteria questions;
- 29.1.3. Evaluators should not have sight of pricing or commercial proposals prior to completing the evaluation and moderation processes;
- 29.1.4. Bidders' proposed cost and commercial proposals should be compared using a consistent cost model;
- 29.1.5. Preferred bidder recommendations should be based on value for money using a price per quality point;
- 29.1.6. No award should be made until appropriate due diligence checks (which as a minimum should include a CreditSafe check and report) have been carried out.
- 29.1.7. The evaluation, scoring and decision-making process should be clearly and objectively documented.

30. Price per Quality Point

- 30.1. In evaluating the proposals received during a procurement process, the University uses a Price per Quality Point mechanism.
- 30.2. Price per Quality Point (PQP) uses a simple calculation to assess value for money using the quality/technical scores awarded and modelled costs.
- 30.3. Once bidders' quality & technical scores have been finalised, and a pricing comparison model has been finalised the PQP score for each RFP response received is calculated by dividing modelled cost by the quality score using the formula below:

$$\frac{\text{(Modelled Price / Evaluation Criteria Question Score)}}{100}$$

100

Please note that lower scores are better when using this mechanism.

31. Record Keeping

- 31.1. Clear and accurate records with respect to each procurement that include:

- 31.1.1. Full details of the process undertaken;
- 31.1.2. All quotations/bids received;
- 31.1.3. Awards placed / orders made;
- 31.1.4. Evaluation notes;
- 31.1.5. Supplier correspondence; and
- 31.1.6. The outcome of each procurement;

should be sent to Procurement to be retained and securely stored on the Procurement sharepoint drive.

- 31.2. Both draft and signed copies of all contracts with a value of over £10k must be sent to both Legal and Procurement to be retained and securely stored.
- 31.3. All such records and contracts etc. must be retained for a minimum of seven years.

32. Small & Medium Sized Enterprises (SMEs)

- 32.1. The University wishes to support local businesses and SMEs where possible, and accordingly whilst procurements may not actively discriminate against larger organisations, University procurement processes should support local business and SMEs wherever possible by:

- 32.1.1. Separating large procurements into smaller lots where practical or possible (please see para 15.4 and consult Procurement where necessary); and
- 32.1.2. Giving due consideration to both the:
 - a) Economic, social and environmental benefits of working with local businesses / SMEs, and
 - b) Carbon-footprint and supply miles,

in developing evaluation criteria and awarding contracts.

33. Supplier Code of Conduct

33.1. All suppliers that have either been:

- 33.1.1. Awarded a single contract with a Total Contract Value of more than £100k; or
- 33.1.2. Awarded multiple, concurrent contracts with an aggregate Total Contract Value of more than £100k;

must adhere to the University's Supplier Code of Conduct, which covers standards regarding labour practices, environmental sustainability, and ethical business practices.

34. Contract Management

34.1. Contract management is the range of activities performed after contracts have been awarded in order to manage:

- 34.1.1. The delivery of the goods, works or services;
- 34.1.2. The Supplier performance in delivering those goods, works or services; and
- 34.1.3. The proper administration of purchase orders, invoices and payments;

in order to develop an effective and mutually beneficial relationship between the University and its suppliers.

Contract Management Plan

34.1.4. A Contract Management Plan should be put in place for all contracts awarded with a Total Contract Value of more than £100k or a contractual term of >12months to ensure that:

- a) Suppliers deliver as in accordance with their contractual obligations;
- b) Risks are monitored and mitigated; and
- c) Supplier performance is regularly evaluated.

34.1.5. The Contract Management Plan should include (but not be limited to) details of:

- a) Review mechanisms and meeting schedules;
- b) Performance indicators, service levels and milestones;
- c) Payment terms / dates;
- d) MI & performance reporting; and
- e) Issue resolution & escalation processes.

34.1.6. Primary responsibility for monitoring and managing supplier performance and contracts, including:

- a) Operational delivery and performance;
- b) Financial performance; and
- c) Ensuring the University's obligations under environmental, equality, modern slavery or human rights legislation* are being met;

rests with the responsible Departmental budget holder.

**N.B. It should be noted that suppliers are typically bound by the same obligations.*

34.1.7. Accordingly, Departmental budget holders should liaise with the Procurement to ensure that they have adequate, appropriate and proportionate contract management measures and mechanisms in place.

Appendix 01: Common Terms

Authorised Signatory	The individual with appropriate budgetary and operational delegated authority to provide budgetary approval or sign contracts.
Contract	Any legally binding agreement for between the University and a supplier (including Purchase Orders, lease & hire agreements).
Contract Management Plan	Means a plan that sets out how a contract should be managed over the course of its term, including review mechanisms and meeting schedules; performance indicators, service levels and milestones; payment dates; MI & performance reporting, issue resolution & escalation processes; and proactive mechanisms for managing the provider's delivery of the services.
Data	means any information relating to the provider and its operations & employees, or the University and its operations, staff, students or stakeholders.
Direct Award (Single Tender Action)	means the award of a contract to a provider without competitive process.
Evaluation Criteria	Objective criteria by which tenders, proposals and quotations are evaluated.
Due Diligence	means the formal checking of the status of a supplier or suppliers to ensure the organisation is appropriately managed, solvent, and operationally & financially stable.
Financial Regulations	means the University's internal financial regulations.
Framework Agreement	<p>A form of contract which establishes a set of overall terms and prices over a defined period without any commitment to purchase Goods, Services or Works.</p> <p>Any Goods, Services or Works required are 'called-off' against the framework using the agreed terms and prices etc. via a project or workstream specific Call-Off Contract or Order.</p> <p>Call-Off Contracts set out terms etc. that are specific to that requirement, but operate under the broader terms and pricing agreed at Framework level.</p> <p>Frameworks can either be let such that multiple providers are awarded a place, with Call-Offs being either competed via 'mini-competition' or awarded directly (depending on the terms of the Framework) agree to the same terms, or with a single provider (also known as a Master Services Agreement).</p>
Goods and Services	means products or services, including maintenance work, hard and soft facilities management, but excluding construction or demolition services.
Intend	means the electronic purchasing software used by the University.
IR35 (Off payroll working)	means the legislation that requires workers, who would have been an employee if they were providing their services directly to the School, pay the same tax through their own limited company or another type of intermediary to the client.
Mixed Procurement	means where a requirement that includes more than one type of procurement (i.e. goods, works and services).

Principal Budget Holder	The person with authority to delegate the procurement of goods and services.
RFP	Request for Proposals – means a document inviting bidders to submit proposals or tenders to the University which contains all the relevant commercial and technical documentation against which proposals may be submitted and evaluated.
Value for Money (VfM)	The most advantageous combination of cost, quality, and performance, together with other factors such as sustainability, which together provide value to the University.
Works	means construction or demolition services including electrical wiring, insulation, plumbing & gas, heating & ventilation, and building completion (e.g. plastering, flooring, joinery, wall coverings, internal or external painting and glazing). It includes major renovation projects but excludes routine maintenance or decoration (i.e. hard and soft facilities management).