



PRIFYSGOL
BANGOR
UNIVERSITY

PROCUREMENT STRATEGY

2015-2020

1. Background and Purpose

Bangor University's vision is to be a leading University with an international reputation for teaching and research, fostering the intellectual and personal development of its students and staff, providing a supportive multicultural environment, promoting widening access and inclusiveness, and ensuring that our activities will result in environmental benefit and social progress within a resilient economy¹.

The efficient and effective procurement of goods and services to support the University in meeting its objectives is essential. In the financial year 2013/14, the University spent approximately £74.3m (incl. VAT) on a wide variety of goods, services, and works contracts. This equates to 44.4% of the University's total expenditure.

The University's Procurement Team promotes procurement professionalism to support University staff in engaging with suppliers and ensuring that procurement processes and procedures are appropriate and effective in order to encourage innovation, promote sustainability and ultimately deliver value for money.

This document sets out the University's Procurement Strategy for the years 2015 to 2020 and is aligned to the University's Strategic Plan. The purpose of the document is to set out the short, medium and long term objectives for the delivery of procurement improvements across the University, along with the proposed methods of managing and reporting on performance.

2. Definition of Procurement

For the purposes of this strategy document, procurement will be defined as:

the process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment²"

3. Procurement Structure

Bangor University operates a devolved procurement structure, with the Corporate Procurement Team responsible for leading on procurement strategy and policy and operational procurement being undertaken within Colleges and Departments.

The Corporate Procurement Team will support devolved procurement staff through providing strategic procurement direction, offering professional advice and guidance on all

¹ Bangor University Strategic Plan 2015-2020

² Procuring the Future, 2006

procurement matters, assisting in making the procurement process more efficient and effective and ensuring that staff have the necessary skills and competencies to undertake their procurement duties through facilitating appropriate training.

4. Spend Data Analysis

An analysis of the University's spend data for the financial year 2013/14 was undertaken to gain a broader understanding of key categories of spend and identify spend patterns. The information has been obtained using the Spend 360 tool, which is provided by the North Western Universities Purchasing Consortium³.

4.1 Total Category Spend

Bangor University's Total Category Spend for 2013/14 can be seen in Appendix A. The chart uses the standard Proc-HE category coding structure. The five highest areas of spend (excluding miscellaneous) are:

- Estates, Buildings and Facilities Management - £30.2m (includes capital spend).
- Professional Fees and Bought-in Services⁴ - £6.7m
- Utilities - £3.4m
- Laboratory Supplies and Services - £2.2m
- Library and Publications Supplies and Services - £2.0m

This would suggest that the Corporate Procurement Team should be concentrating their efforts in these key areas as a priority.

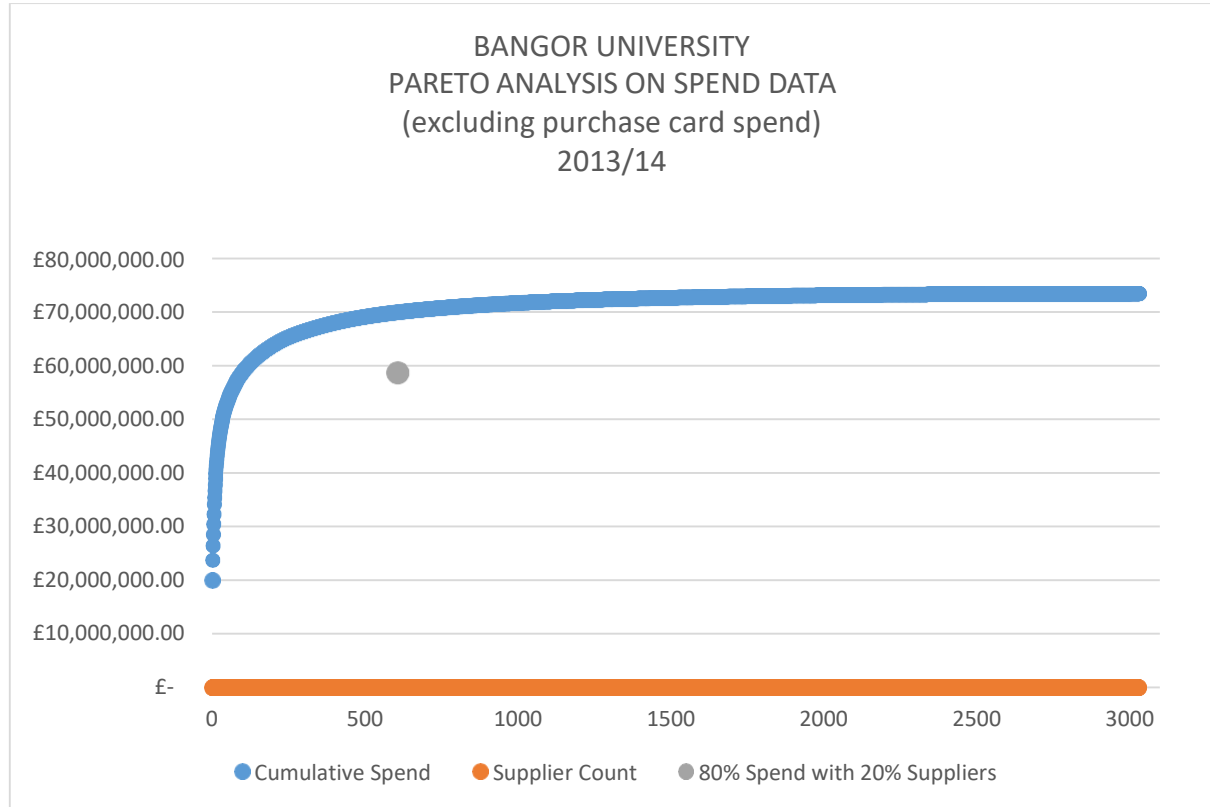
4.2 Pareto Analysis

The Pareto Analysis graph overleaf depicts cumulative spend against the cumulative number of suppliers. In theory, 80% of the University's spend should ideally be with 20% of the total number of suppliers. For the financial year 2013/14, the statistics indicated that the University was spending 80% of its spend with 3.2% of suppliers. In 2012/13, 80% of the University's spend was with 4.2% of suppliers. This indicates 1) that the University has a high number of suppliers and 2) a high number of one-off, low value transactions, both of which imply a degree of transactional inefficiency.

The annual Procurement Improvement Plan will set out the strategy for improving this performance indicator in terms of reducing the number of suppliers used, consolidating spend, and finding alternative methods of dealing with one-off, low value transactions.

³ www.nwupc.ac.uk

⁴ This category includes, but is not limited to, Construction Consultancy, Legal Services, Accountancy Services and Insurance providers.



5. Collaboration

Bangor University is a member of the North Western Universities Purchasing Consortium (NWUPC) and encourages use of the Consortium's frameworks wherever possible. NWUPC frameworks are supported by other collaborative framework providers such as the National Procurement Service for Wales, Crown Commercial Services and the Pro5 Group.

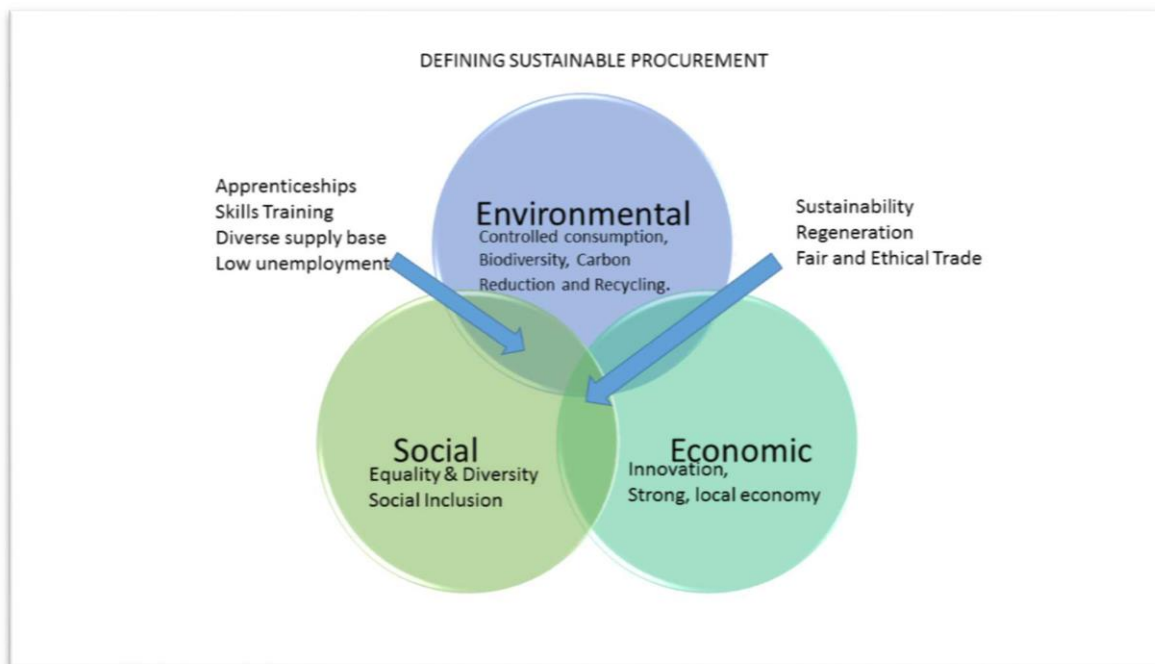
In 2013/14, the University spent approximately 27.5% of its influenceable expenditure through collaborative arrangements. The Diamond Review⁵ recommended a target of 30%. Increasing the use of collaborative agreements will be a key focus area of this Strategy.

6. Sustainability

Sustainability is a key strategic objective of the University with the aim of embedding sustainability across all functions. For this reason, the University will no longer produce a separate Sustainable Procurement Policy but will incorporate sustainability objectives into the procurement process as standard and the Corporate Procurement Team will contribute to the University's Sustainability Strategy and Action Plan.

Sustainability will cover environmental, economic and social issues, and the procurement process will consider all three elements during the procurement strategy/planning phase.

⁵ Universities UK, 'Efficiency and Effectiveness in Higher Education' (2011)



Further work is required to build sustainability into the University's standard procurement process and this is another area which will be developed under this Procurement Strategy, contributing to the delivery of the University's Sustainability Strategy and Action Plan.

The Director of Procurement will work closely with the Director of Sustainability and will be a key contributor to the work of the Bangor University Sustainability Lab.

The University operates an Environmental Management System (EMS), which incorporates an objective of reducing procurement related carbon emissions each year. Performance against this target is measured on an annual basis and reported within the annual Environmental Report.

7. Use of Technology

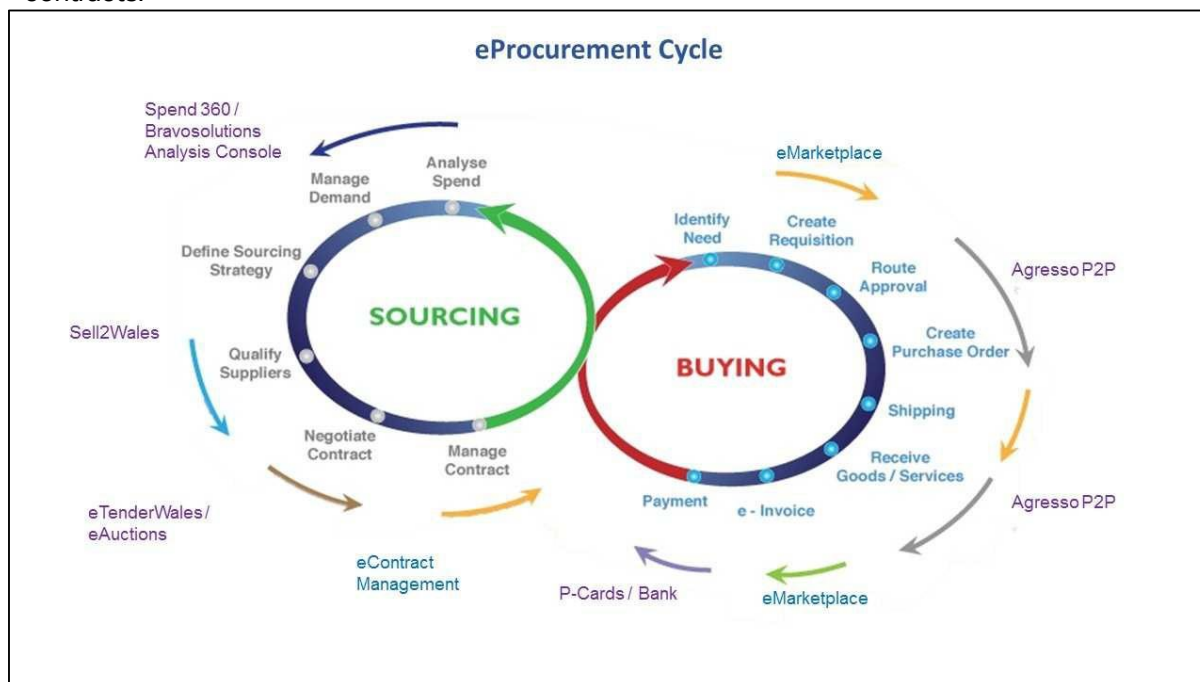
The University makes some use of technology to undertake sourcing and purchasing activities.

Purchase to pay (P2P) activities are undertaken within the University's finance package, Agresso, which permits the raising of electronic requisitions, orders and approval workflow. A number of invoices are received electronically, but the majority are received in paper format and then scanned into Agresso.

In terms of sourcing, the University has increased its use of Sell2Wales, not only as an advertising portal but also to run electronic tender processes, thereby improving procurement process efficiency. To date, only one tender has been undertaken within the eTenderwales system provided by Welsh Government/BravoSolutions. This is a more sophisticated etendering tool as compared to Sell2Wales and allows greater flexibility in terms of communicating with suppliers.

The diagram below shows the eProcurement Cycle and where the various technologies are used. Future consideration should be given to the introduction of an eMarketplace, i.e. the use of online catalogues and the ability to flip orders into invoices to be sent back directly to the University in electronic format. This would improve efficiency through increasing on- contract spend, improved invoice to order matching and automatic payment, whilst also providing Requisitioners with an improved shopping experience.

There will also be future consideration to the introduction of an electronic Contract Management system to ensure a more efficient and effective method of managing contracts.



The Welsh Government has introduced an eProcurement Maturity Model for Welsh public sector organisations to assess their current eProcurement maturity levels, identify future target maturity levels and to determine realistic timeframes to achieve the target levels.

The eProcurement maturity model identifies four key lifecycle stages: source, transact, pay and analyse. For each stage there are five levels of maturity: 0 - negligible/not in use, 1 - limited, 2 - intermediate, 3 - developed and 4 - advanced.

The table below shows Bangor University's current level of eProcurement maturity along with the target maturity level and associated timescales for achievement.

Lifecycle Stage	Current Level	Target Level	Timeframe
Source	1	3	Level 2 by end 2017/18. Level 3 by end 2018/19.
Transact	2	3	Level 3 by end 2016/17.
Pay	1	3	Level 3 by end 2019/20.
Analyse	1	3	Level 3 by end 2019/20.

8. Strategic Plan Objectives

The University's strategic plan for 2015-2020 defines the Institution's mission which is to be:

A strong, confident institution recognised regionally, nationally and internationally as a centre of excellence for its varied portfolio of teaching and research, and for the unique multicultural, inclusive experience it provides for its staff and students.

The delivery of the strategic plan is supported by a number of key strategic enablers:

- People – Enable leadership development and a high quality staff experience
- Resources – Deliver a financially sustainable University with high quality physical resources.
- Governance & Management – Governance, management, support services and business systems that are efficient and adaptable.
- Brand & Marketing – Development of a strong brand identity, with effective communication, marketing and fundraising operations.
- Sustainability – Deliver a financially, socially and environmentally sustainable University.

The procurement function has its own role to play in supporting the delivery of the Strategic Plan. This has identified a number of strategic procurement objectives.

9. Strategic Procurement Objectives.

In order to promote procurement best practice, remain legally compliant, and to also meet the University's overall strategic objectives, the following key procurement objectives have been identified as priority areas for improvement.

- a) **Embed Sustainability.** To embed sound ethical, social and environmental procurement practices.
- b) **Value for money.** To obtain optimum value for money for all aspects of University expenditure through sourcing, supply, and performance monitoring. Value for money equates to measures of quality as well as price. Price will take account of whole life costs in terms of costs of acquisition, costs of use, maintenance costs and end of life costs.
- c) **Promote collaboration.** To promote further collaboration both within the University and externally with other Universities and the wider public sector in order to achieve economies of scale and to deliver procurement process efficiencies.
- d) **To increase the use of technology.** To increase the use of technology to streamline the procurement process, improve efficiency, and encourage open and transparent procurement.

- e) **To encourage innovation.** To encourage innovation in the provision of goods, services and works by adopting an output based approach to specification development.
- f) **To promote open and accessible competition.** To advertise all tender opportunities on Sell2Wales, thereby encouraging open and fair competition.
- g) **Effective supplier engagement.** To encourage more effective supplier engagement both pre-tender, in terms of market testing and specification development, and post-tender in terms of providing constructive feedback on tender submissions.
- h) **Staff development.** To support staff development through the provision of both internal and external training and development opportunities. Adopt the Welsh Procurement Competency Framework (currently under development by Welsh Government).
- i) **Effective communication.** To encourage and promote co-operation and communication between devolved staff with procurement responsibilities and the Corporate Procurement Team, thereby adopting a 'one team' approach.
- j) **Performance measurement.** To measure improvement within the procurement field by implementing a performance measurement framework.

10. Welsh Procurement Policy Statement (WPPS)

In December 2012, the Welsh Minister for Finance and Leader of the House announced a 'Wales Procurement Policy Statement' which clearly sets out the procurement practices and the specific actions that will be required of every public sector organisation in Wales. The Minister recognised that procurement can support the design and delivery of efficient and effective public services and optimise the added value that is delivered to the economy and communities of Wales.

The Policy Statement identifies 10 key principles which can be seen at Appendix B.

The requirements of the Welsh Procurement Policy Statement have been taken into consideration when developing the University's Procurement Improvement / Development Plan (Section 12) to demonstrate compliance/best practice.

11. Welsh Procurement Maturity Model

Included within the Welsh Public Procurement Policy is the requirement to undertake annual Procurement Fitness Checks and to report the subsequent recommendations and action plans to the Welsh Government. The aim of the assessment is to allow public sector bodies, including the Higher Education sector, to identify current strengths and weaknesses in relation to the incremental standards set out in the model. The resultant action plan is used to develop procurement capability to an appropriate level for the organisation.

For the financial year 2014/15, the University's overall average score against the eight sections of the maturity model was 1.4, defined as 'developing towards conformity'. The Welsh Procurement Policy Statement has set a target for each public sector organisation to be practicing at Level 2 – 'conforming'.

The recommendations arising from the assessment will be used to inform the annual Procurement Improvement Plan.

The Welsh Government will continue to fund future assessments against the maturity model.

12. Areas for Improvement / Development

The main areas of improvement for developing the procurement function within the University are summarised in the table below:

Objective	Desired Outcome	Annual Performance Measure	WPPS Objective Link	Strategic Enabler Link
Sustainability	<p>Sustainability in terms of environmental, social and economic benefits are considered and implemented wherever possible within the procurement process.</p> <p>Sustainability Risk Assessments are completed for all above OJEU threshold tenders as standard and encouraged for below threshold tenders.</p> <p>Whole life costs are considered when making purchases.</p> <p>Community benefit clauses are included within contracts where applicable.</p> <p>The Community Benefits Toolkit is completed for all construction projects with a value of £1m+.</p>	<p>% of Sustainability Risk Assessments completed for all above OJEU threshold tenders.</p> <p>% of above OJEU threshold tender assessments based on whole life costing approach.</p> <p>% of construction projects £1m+ which include community benefits clauses.</p> <p>Record of sustainability and community benefits achieved in construction / non-construction projects.</p> <p>% spend with SMEs.</p> <p>% spend with LL postcode suppliers.</p>	Principle 3 Principle 4	Sustainability, Brand & Marketing
Value for money	Goods, services and works will be purchased on the basis of quality and price, including a consideration of whole life costs to ensure the University secures maximum value for money.	Total savings achieved year-on-year, with acknowledgement of savings over the whole life of an asset / service.		Resources

Objective	Desired Outcome	Measure	WPPS Objective Link	Strategic Enabler Link
Collaboration	<p>Increased expenditure on collaborative agreements arranged through NWUPC, NPS or other national public sector collaborations to reduce duplication, to obtain the best response from the market, to embed best practice and to share resources and expertise.</p> <p>Collaboration within the University on joint purchases, i.e. one single approach/contract instead of Schools/Departments undertaking separate procurement activities. (Category Management).</p> <p>One single contracts register for the University.</p>	<p>% of spend which is on-contract.</p> <p>% of influenceable spend managed through collaborative frameworks and contracts.</p>	Principle 7	Governance & Management
Increased use of Technology	<p>E-Procurement processes in terms of eSourcing, eContract Management, eTrading, eMarketplaces and ePayments are used to full effect, where feasible.</p> <p>Operating at Level 3 (Developed) for all four eProcurement lifecycle stages by the end of financial year 2019/20.</p>	<p>Increase in purchase card activity for low value spend.</p> <p>Measure and monitor pareto analysis, average invoice value, average spend per supplier.</p> <p>Increase in the number of electronic invoices received.</p> <p>Measure against eProcurement Maturity Model.</p>	Principle 6	Resources

Objective	Desired Outcome	Measure	WPPS Objective Link	Strategic Enabler Link
Innovation	Encouraging innovation in the supply of works, goods and services.	Evidence of the use of output based specifications and procurement of innovative goods and services.	Principle 8	Governance & Management
Open, accessible competition	<p>Ensuring fair access to University tenders and contracts by advertising all tender opportunities on Sell2Wales.</p> <p>A forward contracting programme is published on the University's website to inform the market of up and coming contract opportunities.</p> <p>A risk based approach to supplier selection is adopted to ensure that smaller and more local suppliers are not precluded from winning contracts.</p>	<p>Number and value of quotations and tenders advertised electronically on Sell2Wales.</p> <p>Number and value of tenders advertised using the SQuID approach</p>	Principle 5 Principle 6	Governance & Management
Supplier Engagement	<p>Closer working with suppliers and contractors, with evidence of pre-tender engagement with the market in order to inform specifications and encourage innovation.</p> <p>Constructive post-tender feedback provided to suppliers and contractors.</p>	Number and value of contracts where there is evidence of pre-tender engagement with the market.	Principle 8	Governance & Management

Objective	Desired Outcome	Measure	WPPS Objective Link	Strategic Enabler Link
Staff Development	<p>In collaboration with the Human Resources Department, ensure that devolved staff with procurement duties have the necessary skills to undertake procurement tasks in an efficient and effective manner.</p> <p>Regular and targeted training provided to staff with procurement duties.</p>	Number of staff trained and courses attended.	Principle 2	People
Communication	<p>The introduction of a Procurement Policy Statement which clearly defines the responsibilities of the Corporate Procurement Team and devolved buyers.</p> <p>The Corporate Procurement Team works closely with Colleges and Service Departments to deliver value for money.</p> <p>Stakeholder engagement process in place.</p>		Principle 7	People
Performance Measurement	<p>University wide improvements are measured and reported.</p> <p>Baseline measures will be established in Year 1 with improvement targets set for subsequent years.</p> <p>Procurement maturity. As a minimum, to be practicing at Level 2 – Conforming.</p>	<p>A set of Key Performance Indicators are produced to measure improvement.</p> <p>Annual assessment against the Procurement Maturity Model.</p>	Principle 10	Governance & Management

13. Annual Procurement Improvement Plans

The Director of Procurement will issue an annual Procurement Improvement Plan as an appendix to the Procurement Strategy. The Improvement Plan will detail the activities that will be undertaken on an annual basis to meet the objectives of the Procurement Strategy.

14. Review

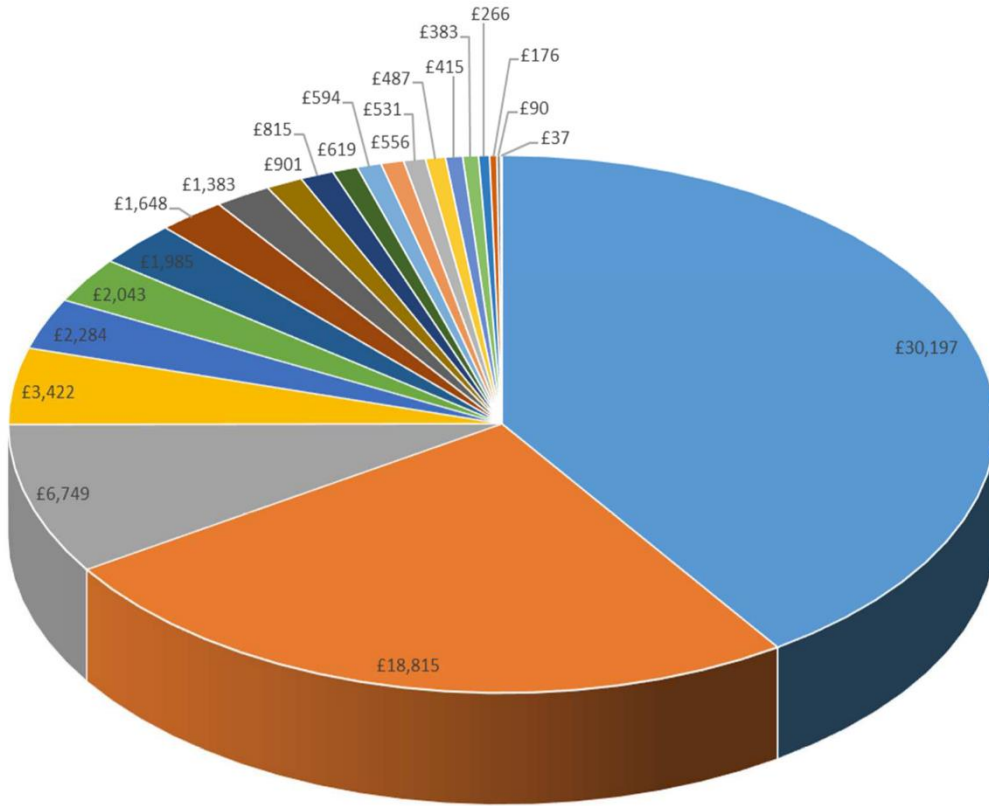
The Procurement Strategy will be reviewed on an annual basis along with the production of the annual Procurement Improvement Plan. If significant changes are required, the Strategy will be revised, and re-issued or supplemented with an addendum.

Delivery against targets will be reported to the University's Audit and Risk Committee as part of the Annual Procurement Report.

Nicola Day
Director of Procurement
August 2015

APPENDIX A

BANGOR UNIVERSITY
TOTAL CATEGORY SPEND
2013/14
(‘000s)



- Estates, Buildings and Facilities Management Supplies and Services
- Miscellaneous
- Professional Fees and Bought-in Services
- Utilities
- Laboratory/Animal House Supplies and Services
- Library and Publications Supplies and Services
- Computer Supplies and Services
- Medical, Surgical, Nursing Supplies and Services
- Travel and Transport (incl. Vehicle hire and Subsistence) Supplies and Services
- Vehicles Supplies and Services (Purchase, Lease, Contract Hire)
- Catering Supplies and Services
- Audio Visual, Multimedia, Entertainment and The Arts Supplies and Services
- Safety and Security Supplies and Services
- Telecommunications, Postal and Mail Room Supplies and Services
- Printing and Reprographics Supplies and Services
- Furniture, Furnishings and textiles, Supplies and Services
- Workshop and Maintenance Supplies and Services (Laboratory and Estates or Facilities)
- Agricultural/Fisheries/Forestry/Horticultural/Oceanographic/Geology Supplies and Services
- Stationery and Office Supplies
- Janitorial and Domestic Supplies and Services
- Spare*
- SRIF Type Applications



Definition of Procurement

This policy adopts the Sustainable Procurement Task Force⁶ definition of procurement:

“the process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment”.

The Principles of Welsh Public Procurement Policy

In carrying out procurement activity the Welsh Public Sector in Wales are required to adopt the following policy principles:

1. **Strategic** - Procurement should be recognised and managed as a strategic corporate function that organises and understands expenditure; influencing early planning and service design and involved in decision making to support delivery of overarching objectives.

How will this be achieved?

Welsh Government will:	The Welsh public sector will:
<ul style="list-style-type: none">• set out a ‘maturity model’, against which development of procurement can be measured across the Welsh public sector.• Facilitate a Procurement Fitness Check Programme, to include a self assessment model for eligible organisations.• Provide a standard template against which public bodies will report the outcome and progress against action plans.• Provide access to policy, advice and resources which enable public bodies to improve procurement outcomes.	<ul style="list-style-type: none">• measure themselves against the maturity model, by undertaking an annual Procurement Fitness Checks and reporting the recommendations and action plan progress to Welsh Government.

2. **Professionally resourced** – procurement expenditure should be subject to an appropriate level of professional involvement and influence, adopting the initial benchmark of a minimum of one procurement professional per £10m of expenditure across the wider public sector.

How will this be achieved?

⁶ Procuring the Future, 2006

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • promote adoption of a procurement competency framework setting out qualifications, experience and expertise that will support a structured procurement career. • provide routes to training and development, including those which enable public bodies to cultivate professional procurement and commercial expertise. • Drive forward the shared services programme, enabling public bodies to utilise resources to best effect. 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • ensure adequate skills and resources are in place to carry out effective procurement and contract management. • where gaps are identified within organisations, consider opportunities to share expertise across organisational boundaries • have a procurement training strategy which addresses resource and skills gaps and share this with Welsh Government to support future skills development strategy. • Incentivise procurement officers to maintain their professional development and maintain their CIPS License to Practice including the CIPS Ethics Module.
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3. **Economic, Social and Environmental Impact** - Value for Money should be considered as the optimum combination of whole-of-life costs in terms of not only generating efficiency savings and good quality outcomes for the organisation, but also benefit to society, the economy, and the environment, both now and in the future.

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • Maximise the opportunities presented by the revised EU Procurement Directive to drive economic, social and environmental impact. • provide leadership, guidance and tools on procurement best practice. • Issue updated policy guidance on ethical procurement issues included but not limited to <ul style="list-style-type: none"> • the opportunity to reserve contracts for suppliers with a workforce of 30% or more disadvantaged workers. • the opportunity to reserve contracts for suppliers with a social ethos, e.g. 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • Provide leadership on procurement best practice. • Use a whole life costing approach to procurement decisions, taking account of the long-term impact. • Be pro active in managing suppliers with a workforce of 30% or more disadvantaged workers. • Identify areas of expenditure which can be reserved for suppliers with a social ethos e.g. Cooperatives and Mutuals at first tender. • Apply the Sustainability Risk Assessment to all procurements above £25,000.
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<p>Cooperatives and Mutuals at first tender.</p> <ul style="list-style-type: none"> • Impact of the Modern Slavery Act on supply chain management. • Provide intelligence on the makeup of the Welsh Economy to support development of procurement strategies that support Welsh economic growth. 	
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4. **Community Benefits** – delivery of social, economic and environmental benefit through effective application of Community Benefits policy must be an integral consideration in procurement.

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • provide Community Benefits policy; strengthening support available on the ground and challenging the application 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • appoint a community benefits champion for their organisation and advise Welsh Government. • apply Community Benefits approach to all public sector procurements. • apply the Measurement Tool to all such contracts over £1m, as a minimum. • Provide justification for all contracts valued above £1m where the approach has not been used.
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5. **Open, accessible competition** – public bodies should adopt risk based, proportionate approaches to procurement to ensure that contract opportunities are open to all and smaller, local suppliers are not precluded from winning contracts individually, as consortia, or through roles within the supplychain.

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • provide www.sell2wales.gov.uk, including the SQuID common question set. • Provide Leadership, guidance & tools on best practice procurement approaches. • Improve information on forward programmes by maintaining publication of the Wales Infrastructure Investment Plan. 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • Amend standing orders to require advertisement of all contracts over £25k on www.sell2wales.gov.uk • proactively publish their forward contract programmes on their website • Use appropriate ‘lotting’ strategies. • apply the SQuID approach as standard to supplier selection.
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	<ul style="list-style-type: none"> • Publish contract award notices on www.sell2wales.gov.uk • Ensure procurements are available and accessible to all – including collaborative bids (i.e. consortia). • Promote fair payment terms throughout the supply chain.
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6. **Simplified Standard Processes** – procurement processes should be open and transparent and based on standard approaches and use of common systems that appropriately minimise complexity, cost, timescales and requirements for suppliers.

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • develop and promote simplified approaches to procurement based upon the adoption of common systems and processes, including the Welsh e-procurement service, that reduce the cost of doing business. • Provide central funding for a 2 year change programme to accelerate etrading. • monitor the adoption and impact of these approaches. • Provide structured support to public bodies to undertake business change management to support effective utilisation of e-procurement • Provide a single point of contact for supplier feedback 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • adopt and embed common procurement approaches. • Make best use of available e-procurement tools • Measure themselves against the eProcurement Maturity model and eProcurement Organisational Benefits model as part of the annual procurement fitness check process. • Encourage supplier feedback on ease of process and channel through to Welsh Government • Pay all correct invoices on time • Use Project Bank Accounts where appropriate. • Adopt a 'no purchase order, no payment' policy for all procurement activity.
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7. **Collaboration** – areas of common expenditure should be addressed collectively using standardised approaches and specifications managed by the National Procurement Service (NPS) to reduce duplication, to get the best response from the market, to embed the principles of this Policy Statement for the benefit of Wales; and to share resources and expertise.

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • deliver collaborative contracts and frameworks through National Procurement Service to the value of 2.2bn over the next 2 years. • Support collaboration and the wider shared services agenda. 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • participate in the National Procurement Service for the benefit of Wales and their individual organisation. • Consider opportunities for further collaborative procurement initiatives. • monitor and report on engagement with NPS and other collaborative initiatives.
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8. **Supplier Engagement and Innovation** – dialogue with suppliers should be improved to help get the best response from the market place, to inform and educate suppliers, and to deliver optimum value for money.

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • Provide clear policy direction on procurement best practice in support of public bodies in Wales adopting approaches to procurement that are informed and influenced by feedback from the supply chain. • Provide business support to suppliers through the Business Wales service. 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • publish a single electronic point of contact for supply chain dialogue/feedback/ queries. • ensure de-briefing provides adequate tender feedback. • use outcome based specifications where appropriate to encourage business innovation • Use pre market engagement where appropriate. • Regularly publish contract award notices. • consider opportunities for using new innovation partnership provision of the Public Contract Regulations • ensure regular contract performance management reviews are conducted and use these to encourage two-way dialogue
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9. **Policy Development and Implementation** – deployment of policy which supports the achievement of the seven well-being goals for Wales as set out in the Well-being of Future Generations (Wales) Act (2015).

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • consult with social partners and other relevant stakeholders on matters which may be influenced through public procurement policy. • Utilise the general designation on procurement to issue procurement guidance in the form of regulatory requirements for the Welsh public sector. 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • Deploy the procurement guidance issued in all relevant contracts.
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10. **Measurement and Impact** – in accordance with good management practice, procurement performance and outcomes should be monitored to support continuous improvement, and examples of good and poor practice openly shared.

How will this be achieved?

<p>Welsh Government will:</p> <ul style="list-style-type: none"> • Provide a standard framework of procurement measures that are proportionate and demonstrate engagement with the WPPS. • Collate information and report to the Minister for Finance & Government Business and Procurement Board for consideration in future policy development implementation. 	<p>The Welsh public sector will:</p> <ul style="list-style-type: none"> • Complete an annual return to Welsh Government of procurement outcomes, achieved through procurement.
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MEASURES

Principle 10 of the WPPS commits the Welsh Government and the Welsh public sector to work collaboratively in the preparation and delivery of an annual return to measure adoption of the WPPS in Procurement activity across Wales. Table 1 identifies the scope of measurement.

Table 1

Theme	WPPS Principle Link	Policy Link	Adoption Metrics
Resource & Capability	1, 2, 7, 9	<ul style="list-style-type: none">- Welsh public sector Procurement Maturity Matrix- Procurement Training	<ul style="list-style-type: none">• Procurement fitness check level.• Level of professional procurement intervention• Evidence of commitment to continuous professional development.

Economic Impact	3, 4, 5, 6, 7, 8, 9, 10	<ul style="list-style-type: none"> - Sustainability Tools - E procurement service - Community Benefits - Joint Bidding Guide - Ethical procurement advice notes - Supplier Qualification Information Database (SQuID) 	<ul style="list-style-type: none"> • Savings from influenceable procurement spend • Engagement with Welsh Business • Delivery of Community Benefits • Engagement with collaborative contracts and service provision • Adoption of eprocurement systems • Adoption of low value advertising • Publication of contract award notices. • Adoption of a proportionate risk based approach. • Use of the SRA.
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APPENDIX B

<p>Social Impact</p>	<p>3, 4, 8, 9, 10</p>	<ul style="list-style-type: none"> - Sustainability Tools - Sell2Wales - Community Benefits - Wales Infrastructure Investment Plan - Joint Bidding Guide - Ethical Procurement Advice Notes. 	<ul style="list-style-type: none"> • Engagement with ethical procurement policies • Engagement with Welsh Business • Delivery of Community Benefits • Engagement with social enterprises, including supported factories. • Use of the SRA.
<p>Environmental Impact</p>	<p>3, 4, 8, 9</p>	<ul style="list-style-type: none"> - Sustainability Tools - E Procurement service - Sell2Wales - Community Benefits 	<ul style="list-style-type: none"> • Environmental impact of influenceable procurement spend. • Delivery of Community Benefits • Adoption of e procurement systems • Use of the SRA.