

UNIVERSITY OF GREENWICH – PROCUREMENT & BUSINESS SERVICES

APPENDIX A: STRATEGIC OBJECTIVES AND PROCUREMENT ACTION PLAN 2018-2022 - MONITORING AND REPORTING TEMPLATE

University's Strategic Plan: Objective 1 Maximising the individual potential and satisfaction of students through outstanding learning and teaching.			
Procurement Strategy No. 1 - Raise the level of appropriate procurement knowledge, skills and expertise and make them accessible to all staff involved in the supply chain and students where appropriate.			
Procurement Action Plans	KPIs and Attributes	Targets	Lead
1.1 Develop a range of work-based opportunities both within the University and with its suppliers to enhance the employability of the University's students.	i) Assist students in seeking industrial placement opportunities from relevant suppliers and recommend competent and interested students to suppliers who may require such services.	Two (2) students per annum	Directors of P&BS and Finance
1.2 Offer Business School students short-term internships in P&BS and liaise with other professional bodies and staff who may be able to assist our students in this way.	i) Provide students on-the-job training internships and job experience in Procurement. ii) Facilitate e-Consultancy accredited assignments in Procurement areas.	Two (2) internship students p.a Two (2) e-Consultancy assignments p.a	Directors of P&BS and Finance; Guidance & Employability; Greenwich Research & Enterprise Director of P&BS; Faculty of Business
1.3 Provide professional support to teaching relevant Procurement themes to undergraduate and postgraduate student groups.	i) Participate in seminars and workshops with tutors from the Faculty of Business.	Twice per annum	Director of P&BS
1.4 Offer support for student research on Supply Chain Management, Sustainability, Procurement practises and related topics.	i) Provide guidelines and support for interested students, e.g. through on-the-job sessions, Internships, etc.	On-going	Director of P&BS; Procurement Category Officers
1.5 Participate in the Faculty Inductions and Freshers' Week	i) Encourage the inclusion of Procurement and Business Services on "Freshers' Week agenda	Annually	Director of P&BS; Proc Category Officers
1.6 Guest Lecturing in Faculties on Supply Chain Management, EU, etc.	i) Collaborate with the Systems Management and Strategy Department of the business faculty.	Two (2) per annum	Director of P&BS
1.7 Provide Procurement support to the University of Greenwich Students Union	i) Supplier assessment and adoption service ii) Supplier recommendation adoptions iii) Participation in Corporate Contracts iv) Participation in Framework Contracts iv) Assistance with specialist contracts	Within 24 hours 90% 80% of relevant 80% of relevant 4 per annum	Director of P&BS; Procurement Category Officers

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<i>University's Strategic Plan: Objective 2 Enhancing science and society through inspiring research and enterprise.</i>			
Procurement Strategy No. 2 – High priority to supporting research and enterprise activities through targeted procurement action.			
Procurement Action Plans	KPIs and Attributes	Target	Lead
2.1 Procurement Service will assist research colleagues in acquiring goods and services to support research, ensuring that whole life costs are considered at appropriate stages	i) Incorporate appropriate Whole Life Cost methodology in the evaluation of tenders for research equipment.	On-going	Director of P&BS; Procurement Category Officer (Supplies)
	ii) Exchange business and market based ideas with and provide support to scientific staff.	On-going. Quarterly market Bulletin	--ditto--
2.2 Support leadership competencies, technical skills, behaviours and ethical codes in planning for change.	i) Issue three (3) Procurement Hot Topics Bulletins per annum targeted at senior and middle management.	December 2015	Director of P&BS
2.3 Offer professional expertise and hub for facilitating research in Procurement and Supplier Management and pre/post contract management.	i) Participate in internal research and workshops	December 2015	Director of P&BS
	ii) Formalise relationship with Faculty of Business for MA e-Logistics & Supply Chain Management (SCM) training.	February 2016	Director of P&BS
	iii) Assist one (1) MA e-Logistics & SCM student research projects in Procurement.	2016	Director of P&BS; Proc. Category Officers
2.4 Support the activities of research and teaching staff.	i) Securing best Value for Money procurement of research and teaching requirements		Director of P&BS; Procurement Officer (Contracts & Systems).
	ii) Assist Faculties in submitting bids for research projects		
	ii) Assist Faculties and Directorates in their submission of annual returns to funders.		Director of P&BS

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University's Strategic Plan: Objective 3: Creating engaging campus environments and services.			
Procurement Strategy No. 3 - Embed the University's Corporate Social Responsibilities at all stages of the Procurement process and encourage the engagement and long term commitment of senior management, Requisitioners, user representatives, Governors and suppliers to a collaborative procurement culture.			
Procurement Action Plans	KPIs and Attributes	Target	Lead
3.5 Equality and Diversity in Procurement processes	i) Promote Equalities in Procurement via Conditions of Contract ii) Update procedures and selection criteria to reflect EU Directive of Equalities	On-going Annually	Director of P&BS; Proc Category Officers Director of P&BS
3.6 Environmental Sustainability in Procurement	i) Participation in sector-wide Sustainable Procurement group workshops and in ii) Review Sustainable Procurement Strategy and Flexible Framework and consider new alternative systems.	Annually	Director of P&BS; Procurement Category Officers
3.7 Local Economic Development	i) Facilitate access to University Contracts under Social Value Strategy; promote tender opportunities on web sites targeting SMEs. ii) Undertake local spend analysis, report and inform Procurement Strategies.	On-going Quarterly	Director of P&BS; Procurement Category Officers Procurement Officer (Contracts & Systems)

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University's Strategic Plan: Objective 4: Supporting and developing our staff so that they can reach their full potential and maximise their contribution.			
Procurement Strategy 4: Train and develop staff engaged in the Procurement process to enhance service quality outcomes.			
Procurement Action Plans	KPIs and Attributes	Target	Lead
4.1 Staff Training Needs Assessment and Development of core procurement competencies	<ul style="list-style-type: none"> i) Percentage of professionally qualified Procurement staff. ii) Establish skills and training standards, e.g. Procurement Category Management, for Procurement staff in Appraisals. iii) Undertake training needs analyses for staff involved in procurement at Faculty/Directorate levels. iv) Utilise training facilities of London Universities Purchasing Consortium, Higher Education Procurement Academy, Crown Commercial Services and CIPS to improve skills base. 	0.60%	Director of P&BS; Procurement Officer (Contracts & Systems)
4.2 Compare skills base and embed Procurement training across the University	<ul style="list-style-type: none"> i) Benchmarking staff skills and training with those in other HEIs or public sector. ii) Assess needs and provide basic Procurement training courses for client representatives. ii) Promote joint training initiatives with other support areas internally and externally to cover areas of common interest 	On-going/ Annually	Director of P&BS; Procurement Officer (Contracts & Systems)
4.3 Provide guidance to clients on good procurement practice	<ul style="list-style-type: none"> i) Provide new and updated <i>Buying Guides</i> on Supplies and Services. ii) Review current information available to clients and update web pages. 	2 per month for each category Monthly; On-going	Procurement Category Officers. Procurement Officer (Contracts & Systems) Procurement Officer (Support)
4.4 Take-up of Collaborative Consortia and national agreements	<ul style="list-style-type: none"> i) Percentage of impactable/influenceable spend channelled through Collaborative procurement arrangements to meet Diamond Report target. 	30% by 2020	Director of P&BS; Procurement Category Officers; Procurement Officer (Contracts & Systems)

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	<ul style="list-style-type: none"> ii) Promote awareness of the availability of Consortia and national agreements via Intranet, Parabilis, In-Tend etc. to secure savings. iii) Review and enhance Intranet accessibility and take-up of Consortia and national contracts in conjunction with user representatives. iv) Assess benefits of LUPC membership. 		
4.5 Encourage a Collaborative Procurement Culture	<ul style="list-style-type: none"> i) Revise Terms of Reference and re-establish University Procurement Liaison Group (UPLG) with revised Terms of Reference to enhance Framework usage. ii) Promote and share successes of procurement initiatives and support the practice of continuous improvement. iii) Publish “eProcurement Impact” newsletter. 	<p>December 2019</p> <p>Quarterly</p> <p>Bi-annually</p>	Director of P&BS; Procurement Category Officers; Procurement Officer (Contracts & Systems); Procurement Officer (Support)
4.6 Effective Procurement Policy and Procedures	<ul style="list-style-type: none"> i) Annual procurement savings as percentage of impactable spend. ii) Review “Procurement Policy & Procedures” iii) Management of Below-Tender threshold, e.g. enhancement of <i>Parabilis</i> e-Procurement system to report total spend by supplier and capped. iv) Participate in VfM reports on Procurement. 	<p>3.5%</p> <p>July of each year</p> <p>On-going</p>	Director of P&BS Procurement Category Officers Director of P&BS
4.7 University expenditure profile and supplier market evaluation	<ul style="list-style-type: none"> i) Review University spend profile and identify areas for improvement ii) Evaluate supply market options for standard and specialist needs. 	On-going- Quarterly	Director of P&BS; Procurement Officers
Procurement Action Plans	KPIs and Attributes	Target	Lead
4.8 Harness Competition in procurement practices and systems to achieve Value for Money	<ul style="list-style-type: none"> i) Review P&BS competitive tendering, quotation practices including roll-out of electronic “Quick Quotes” system 	On going	Director of P&BS; Procurement Category Officers; Procurement Officer (Contracts & Systems); Procurement Officer (Support)
4.9 Responsive and effective Contract Commissioning and Procurement	<ul style="list-style-type: none"> i) Ascertain Clients’ service quality and system needs for contract take-up 	On-going/ Annually	Director of P&BS

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	ii) Identify savings achieved from good practice		Procurement Category Officers
4.10 Influence of good procurement practice on non-pay spend	i) Percentage of impactable spend influenced by Procurement function. ii) Liaise with Finance and Banner Team to develop effective system for gathering relevant data.	90%	Director of P&BS Procurement Officer (Contracts & Systems);
4.11 Improved procurement of high value and sensitive contracts	i) Review and Risk Assess top 20 high value contracts and arrangements. ii) Participate in at least one VfM study per annum.	On going	Director of P&BS
4.12 e-Procurement tools	i) Percentage of Purchase Orders placed electronically and via Purchasing Cards. ii) Review Parabilis eProcurement to latest modules presented by Proactis to improve the look, feel and functionality for ease of ordering and more effective reporting for decision making iii) Encourage the implementation of e-Invoicing to capitalise on efficiency savings.	95%. Annually August 2020	Director of P&BS; in liaison with Director of Finance, Directorate IT Systems Manager
4.13 Clients committed to following good procurement practice	i) Percentage Customer Service Satisfaction Rate ii) Publicise adoption of good practice by clients iii) Monitor and report on non-compliance	80% On-going On-going	Director of P&BS
4.14 Effective Risk Management in the procurement process	i) Identify “Maverick” buying to minimise exposure of the University to risk, fraud, etc. by reporting using <i>Parabilis</i> and Spend Analysis tools.	On-going to achieve reduction in non-compliance	Director of P&BS; Procurement Officer (Contracts & Systems)
4.15 Develop effective Supplier Relationship Management to improve performance and mitigate against risk	i) Supplier consolidation - percentage of suppliers accounting for 80% of spend ii) Supplier Quality Rating by clients. iii) Reduction in suppliers through use of corporate contract and Framework Agreements	20% 80%	Director of P&BS; Procurement Category Officers
4.16. Effective Purchase Order Commitment and processing systems	i) Ensure the raising of Purchase Orders on <i>Parabilis</i> for all Supplies, including Utilities, Services and Works requirements.	On going	Director of P&BS; Procurement Officer (Contracts & Systems)
4.17. Efficient and cost-effective management of the University's Print and Reprographics Services	i) Review and introduction of new outsourced printing after evaluation of options. ii) Installation of more efficient production capability	May 2020 September 2019	Procurement Category Officer (Supplies)

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	iii) Enhance staffing levels to minimise production vagaries in the Print Unit, e.g. Temporary staff iv) Compilation of production data and submission of recharges to Finance to meet budget target. v) Client/customer feedback on performance of Print Unit	On-going 2 nd of each Month 80%; annual	Director of P&BS; Procurement Officer (Contracts & Systems); Print Manager Director of P&BS; Procurement Officer (Contracts & Systems); Print Manager
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University's Strategic Plan: Objective 5: Internationalising Greenwich so that we take our place in a global society.			
Procurement Strategy No. 5: Procurement Arrangements and Practices to reflect the internationalisation of the University			
Procurement Action Plans	KPIs and Attributes	Target	Lead
5.1 Ensure full implementation of European Union Procurement rules.	i) Projects exceeding the financial thresholds for Supplies and Services and Works to be procured under the EU Procurement Procedures. ii) Utilise e-Tools (In-Tend and Delta e-Sourcing,) to take full advantage of efficiencies in complying with EU Procurement Directives	On going 90% compliance On going	Directors of P&BS and Procurement Category Officers Procurement Category Officers
5.2 Ensure that specifications meet UK, European and International standards	i) Inclusion of relevant international standards in specifications, tender documents and Evaluation Criteria		
5.3 Ensure that the risks of all Contracts for Supplies, Services and Works are monitored to mitigate against the effects of national and international supply chain vagaries,	i) Compile comprehensive Contracts Risk Register of all agreements including arrangements made by Faculties, Institutes and Directorates of the University ii) Research the impact of “No Deal” Brexit on supply chains. iii) Liaise with Framework Agreements Consortia regarding compliance with Electronic Watch and Anti-Slavery initiatives	On going	Directors of P&BS and Procurement Officer (Contracts & Systems)
5.4 Ensure that Contracting Arrangements involving overseas Service Providers are consistent with University standards	i) Research Overseas Agents Contracts and liaise with International Office to monitor effectiveness and include in Annual Procurement Report	100% of Agency Contracts; On-going; Annual	Directors of P&BS, Services Procurement Officer Category Officer; Head, International Office

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	ii) Use of eProcurement system for capturing Agents contracts and facilitation of payment		Procurement Officer (Contracts & Systems)
5.5 Provide opportunities for international students to gain work experience in Procurement & Business Services	i) Provide opportunities for post-graduate international students, e.g. MA Logistics/Transport and Supply Chain Management to gain practical experience and undertake their Dissertation in Procurement ii) Liaise/target Business School	Two (2) students per annum	

University's Strategic Plan: Objective 6: Enhancing student employability to optimise prospects for graduate employment and further study.			
Procurement Strategy No. 6: Train and develop students in Procurement to enhance their employability			
Procurement Action Plans	KPIs and Attributes	Target	Lead
6.1 Develop a range of work-based opportunities both within the University and with its suppliers to enhance the employability of the University's students.	i) Assist students in seeking industrial placement opportunities from relevant suppliers and recommend competent and interested students to suppliers who may require such services.	Two (2) students per annum	Directors of P&BS and Finance
	ii) Include Employability as part of Social Value criteria in tenders and contracts awards.	Two (2) students per annum	Directors of P&BS and Finance and Category Procurement Officers
6.2 Provide professional Procurement support to Faculties in the sourcing, selection and contracting with Employability Jobbing Agents	i) Assist Faculties in introducing Job Brokerage Contracts for students of different academic disciplines, e.g. Engineering.	1 Contract by 2019	Director of P&BS and Heads of Faculties

University's Strategic Plan: Objective 7: Embedding our values – ambition, creativity, determination, excellence, and inclusivity – in all that we do..			
Procurement Strategy No. 7: Procurement Practice to reflect and embed University Values			
Procurement Action Plans	KPIs and Attributes	Target	Lead
7.1 Ensure that Procurement staff adopt a "One University" approach	i) Circulate and discuss University Strategic Plan at Team meetings.	On going	Directors of P&BS and Finance
	ii) Briefing on " One University " and other corporate value initiatives and projects.	On going	Directors of P&BS and Finance
	iii) Attendance at events and Briefings by Senior Management.	On going	Directors of P&BS and Procurement Officers.
7.2 Communicate the "One University" ethos to the supply chain	i) Include "One University" ethos and purpose in tender documents	December 2019	Procurement Category Officers