

Higher Education Annual Procurement Report 2018/19

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1 Background

- 1.1 This paper provides information on the procurement efficiencies achieved by the Welsh HEIs (the Sector) for the Academic Year 2018/19. This includes the eight higher education institutions in Wales, and does not include further education colleges where HE provision is provided or the Open University. It provides an annual update incorporating information on the sector's progress with best practice, examples of work being undertaken or completed as part of implementing the 12 principles contained in the [Welsh Government's Procurement Code of Practice: Ethical Employment in Supply Chains](#) and examples of Community Benefits derived from their procurement activity, in order to support their civic engagement duty. The sector has due regard to the latest procurement policy plans published in March 2020 by the Welsh Government. <https://gov.wales/progress-towards-the-development-of-a-new-procurement-landscape-in-wales>
- 1.2 The sector continues to recognise procurement not only as a strategic tool to improve organisational and sector performance, but as a way of helping to support and improve the Welsh and UK economy and fulfil their civic duties.
- 1.3 HEFCW requests that institutions submit their information on procurement efficiencies and best practice procurement activity on an annual basis. We request the information in order to monitor the sector's procurement progress. This has enabled us to continue to demonstrate to the Welsh Government and stakeholders the value for money that the sector derives from its procurement activity. Details of the sector's procurement efficiencies can be found in section 3 of this report. Information relating to progress with best practice can be found in section 4 of this report.
- 1.4 In July 2017 the sector signed up to the Welsh Government's Code of Practice: Ethical Employment in Supply Chains. The Code of practice was established by the Welsh Government to support the development of more ethical supply chains to deliver contracts for the Welsh public sector and third sector organisations in receipt of public funds. The Code is designed to ensure that workers in the public sector supply chains are employed ethically and in compliance with both the letter and spirit of UK, EU and international laws. The Code has 12 commitments designed to eliminate modern slavery and support ethical employment practices. Details of actions undertaken or implemented by the sector can be found in section 5 of this report.

- 1.5 The Welsh Government's 2017/18, 18/19 and 19/20 Remit letters all stressed the continued importance of the sector's civic engagement duty. We have asked the sector for case studies and examples of where including Community Benefit clauses in their procurement processes have enabled benefits to be delivered to the local community, for students and for graduates. Details of Community Benefit outcomes can be found in section 6 of this report.
- 1.6 The sector undertakes its procurement activity in line with legislative requirements such as those covered by the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 and has due regard to the Wellbeing of Future Generations (Wales) Act 2015 wellbeing goals and sustainability principles.
- 1.7 We are working with the Higher Education Procurement Association (HEPA) to move the sector to procurement reporting consistent with English Institutions. This year four of our institutions have taken part in a pilot scheme to report procurement data in line with English Institutions. If successful, we will consider using the English model in future years. It is hoped by using the same model and methodology, our institutions will be able to benchmark themselves against their peers across the UK.
- 1.8 Procurement reporting took place prior to the Covid-19 pandemic.

2 Procurement Policy and Efficiency

- 2.1 In previous years several key procurement reports were produced, both within Wales and the UK HE sector, which focused on best practice procurement and efficiency and provided recommendations for improvement. The Welsh Government published the 'Buying Smarter in Tougher Times report' and John McClelland's report for the Welsh Government 'Maximising the Impact of Welsh Procurement Policy'¹ led to Jane Hutt, a previous Minister for Finance and Government Business publishing the 'Welsh Procurement Policy Statement and Principles', with expectations that all public bodies in Wales implement the nine procurement principles². In more recent years procurement has been championed by Mark Drakeford, the previous Cabinet Secretary for Finance in Wales and now currently by Rebecca Evans the Minister for Finance. <https://gov.wales/progress-towards-the-development-of-a-new-procurement-landscape-in-wales>

¹ <https://gov.wales/written-statement-publication-final-report-mcclelland-review-maximising-impact-welsh-procurement>

² <https://gov.wales/sites/default/files/publications/2019-09/wales-procurement-policy-statement.pdf>

- 2.2 Within the HE sector, the Universities UK reports by Professor Sir Ian Diamond, called 'Efficiency and Effectiveness in Higher Education'³, and 'Efficiency, effectiveness and value for money'⁴ made recommendations around improved procurement capability, collaboration and performance. In the most recent report Professor Diamond's findings showed the UK wide efficiencies being delivered as part of the higher education estate, including space utilisation, energy efficiency and carbon reduction, universities maintaining control over their pay costs, efficiencies in the research base, asset sharing and shared services.
- 2.3 The Higher Education Purchasing Consortium Wales (HEPCW) provides support to the sector, and via membership of the consortium. Universities have access to more than 120 sector specific collaborative procurement arrangements.
- 2.4 In 2017/18 HEPCW explored a number of opportunities through which it sought to develop the services it provides to its members. The key objective supporting this review was identify and implement new services and procedures to optimise the benefits of enhanced collaboration, over and above collaborative contracting. The key drivers that were identified by HEPCW as being short term priorities and progress made are detailed below:
- Demonstrating Value for Money – it is essential that reports submitted to HEPCW are properly articulated to demonstrate that the procurement function is delivering value for money. Members are being provided with quarterly reports detailing expenditure incurred and savings achieved via HE Sector led collaborative arrangements. These can be used for internal reporting at an institutional level where required. Reports of expenditure and savings via collaborative arrangements managed by non- HE Sector organisations, e.g. National Procurement Service and Crown Commercial Service, are circulated to members as and when available. HEPCW is also exploring the establishment of a working group to identify reporting requirements to support the development of a suite of reporting tools that can meet stakeholder requirements and be shared on a broader scale to demonstrative the effectiveness of procurement;
 - Data and Spend Analysis – this has been identified as a fundamental activity underpinning collaboration and all of the members are working with Atamis Spend Analysis Software to complete a spend analysis exercise. It is important to understand how the data from use of the Atamis software can be developed so that the sector is in a position to gain knowledge and use data to convert into usable knowledge. This could help institutions to make decisions on spend collectively;
 - Staff Development and Networking - the institutions are a community and this needs to be encouraged through regular communication, training and collaboration.

³ <https://www.universitiesuk.ac.uk/policy-and-analysis/reports/Pages/report-by-efficiency-and-modernisation-task-group.aspx>

⁴ <https://www.universitiesuk.ac.uk/policy-and-analysis/reports/Pages/efficiency-effectiveness-and-value-for-money.aspx>

During June 2019 HEPCW held an Away Day for all procurement staff within the Welsh HE Sector;

- Communications – HEPCW is working with its national counterparts to ensure that communications regarding collaborative activity is consistent and timely. At local level, HEPCW will be reviewing its own communications arrangements to ensure that stakeholder requirements are met. Areas under review include:-
- Use of Microsoft Teams to facilitate collaboration and knowledge sharing;
- Production of annual member’s benefit statement;
- Monthly and Quarterly Newsletter;
- Refresh of the HEPCW Website

3 HE Sector Procurement Efficiencies Information 2018/19

The table below details the cash and non-cash releasing procurement efficiencies for the academic year 2018/19 for Bangor University, University of South Wales, Cardiff Metropolitan University and Aberystwyth University.

Sector Procurement Efficiencies Table 2018/2019 (Representing procurement undertaken at Bangor University, University of South Wales, Cardiff Metropolitan University and Aberystwyth University)		
Category	Description	Efficiencies Delivered £M
Sector National or Regional Contracts	Contracts let by the HE sector using HE consortia	2,911,549
National Procurement Services (NPS) agreements	Collaborative agreements let on behalf of the Welsh public sector for common and repetitive goods and services. Contracts let by the Welsh National Procurement Service (NPS)	69,134
Local Contracts	Contracts set up on a local institutional level across all areas of institutional procurement expenditure	736,722
One off projects	One-off procurements, e.g. Capital expenditure, Research equipment etc.	917,617

E Procurement Efficiencies	Use of e-procurement. e.g. e-marketplace, e-trading, e-sourcing tools, procurement cards, xchangewales tools etc.	717,543
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The table below details the consolidated cash and non-cash releasing procurement efficiencies resulting from the HE procurement pilot undertaken via HEPA. It covers efficiencies for the academic year 2018/19 for Cardiff University, Swansea University, Glyndŵr University and University of Wales Trinity Saint David.

Sector Procurement Efficiencies Table Pilot Information PVS 2018/2019 (Representing procurement undertaken at Cardiff University, Swansea University, Glyndŵr University and University of Wales Trinity Saint David)		
Category	Description	Delivered £M
Total procurement efficiencies reported via the HE pilot.	Efficiencies information covering price reduction, added value, risk reduction, process re-engineering and sustainability.	7,436,042

£ 12,788,607 - 2018/19 Total procurement efficiencies including E Procurement.

Non-pay expenditure for the sector for 2018/19 was £612,884M (£673,330M 2017/18). A percentage efficiency of 2.1% (3.5% 2017/18) of non-pay expenditure.

4 HE Sector Procurement Best Practice Update

The box below provides information on the sector's progress with best practice procurement:

HE Sector Procurement Best Practice Update

All eight institutions previously underwent procurement fitness health checks (PFHC's) several years ago. Much of the progress now being made stems from actions identified via their individual PFHC reports. Also, there has been investment in the development and replacement of their IT systems, which has resulted in more streamlined finance and purchasing to pay systems being implemented. HEFCW annually monitors the sector's progress against best practice. Below you will find some examples of improvements being implemented by our institutions:

Cardiff University

The Head of Procurement reports directly to the Director of Financial Operations, recognition of the growing importance and influence of procurement in the University. The procurement team aim to meet the needs of their Students, Academics and Professional Services staff for goods, services and capital projects with an outstanding procurement service that offers value for money and innovation through responsible and sustainable solutions.

Cardiff University is currently conducting a Transforming Services programme, looking at how Professional Services are delivered to ensure they support their academic activities efficiently and effectively. To improve procurement practice and performance across the University, a Procurement Improvement Programme (PIP) has been initiated and will consist of 3 distinct aspects: Commercial Improvement Plan (CIP) – to reduce costs and actively deliver savings; Strategy – to develop a Procurement Strategy (2020-2023) and associated action plan; Target Operation Model (TOM) – to support the implementation of the Strategy, and deliver the structures and processes needed to support the procurement service.

Staff Development is a key element of Cardiff's annual Personal Development Review (PDR) process. A PDR is a Performance and Development Review that takes place to provide an annual point of reference. It formally records procurement staff and the Head of Procurement's reflections on what's happened in the previous 12 months and what is planned to happen in the next 12 months. For financial year 18/19, Procurement Services staff attended over 22 separate training/development courses. Procurement Services staff have also provided procurement related training and development opportunities across the University during 18/19.

E-Procurement systems and tools are vital in order to make procurement activities efficient and effective across the University, these systems and tools also help Cardiff interact with their supply base making suppliers aware of the excellent opportunities available to work with the University. Cardiff University use the following eProcurement systems/tools:

Finance System - Our finance system is Oracle EBS, which is fully integrated with the Science Warehouse eMarketplace. The Science Warehouse eMarketplace has enabled eCatalogues, eInvoicing and Free Format orders modules. There are over 85 frequently used electronic catalogues available, punch-outs to our 3 main IT suppliers and over 19,000 eInvoices processed per annum.

Spend Analysis - Cardiff use Atamis as their Spend Analysis solution as it creates the benchmark for improvement programmes and the means for measuring progress. Atamis spend analysis tool provides instant visibility of direct and indirect third- party spend, giving Cardiff the essential information they need to implement procurement objectives that improve efficiency and help deliver cashable savings for the University.

E-Tendering – In-Tend e tendering tool, provides complete management of Cardiff's sourcing process, regardless of the size or complexity of the procurement. The solution streamlines the tendering activity; pushes compliance to internal and legislative requirements, as well as ensuring the process is as transparent and fair as possible.

Advertising Contract Opportunities – Cardiff use Sell2Wales, it enables the University to advertise and manage contract opportunities.

Risk Reports – Dun and Bradstreet reporting is used to minimise risk when awarding business to suppliers, it's a quick way to understand the current financial health of all their suppliers who submit bids and to decide whether or not to proceed with them, and if so, on what terms.

Purchase cards - Used appropriately, Purchase Cards can be a cost-effective way to procure goods and services, with benefits in terms of convenience and reduced administration. In FY18/19 the University spent over £2.5M via the Welsh Government purchase card programme.

Cardiff has undertaken a Procurement Maturity Assessment (PMA), which is an independent detailed assessment of your procurement function and provides you with a bespoke action plan for improvement, a baseline to measure improvements, as well as a benchmark scores against similar institution. The assessment level Cardiff achieved was planned, within the next few years

Cardiff aim to achieve Superior assessment status, through support from the University Executive and working to the new University Procurement Strategy and action plan. The financial Regulations and Procedures relating to the University procurement activity are currently being re-drafted. Data and statistics; Key Highlights for FY 18/19 include:

- Savings for the financial year 2018/19 were £4.9M;
- Spend “under management” (referring to expenditure under the influence or control of procurement and therefore subject to its procedures, systems and reporting) currently stands at 45% of the University’s influenceable non-pay expenditure.
- Significant procurement services activity during the with 89 formal tender exercises conducted;
- Improvement of ‘Purchase to Pay’ key metrics, e.g. during 2018/19 there was an increase of matched invoice/order transactions to 92% an improvement of 1% from the previous financial year;
- 22 procurement training sessions delivered with more being planned for financial year 2019/20;
- Spend through collaborative purchasing agreements was £20M.
- 6M products available from eMarketplace supplier catalogues

Procurement policies - The Transforming Services programme has given the University the opportunity to review (still in progress) and enhance the following procurement related strategies and policies:

- Procurement Strategy and action plan;
- Procurement related Financial Regulations and Procedures Statutory requirements;

Our procurement activities reflect best practice and will demonstrate our commitment to relevant UK legislative requirements, such as:

- Modern Slavery Act 2015;
- Equality Act 2010;
- Bribery Act 2010;
- PCR 2015

We will also support Welsh Government legislation and policy, such as:

- The Wellbeing of Future Generations (Wales) Act 2015
- Community Benefits

- Code of Practice Ethical Employment in Supply Chains
- Opening Doors the Charter for SME Friendly Procurement
- The Wales Procurement Policy Statement Collaborative procurement contracting;

Cardiff University has always had a strong collaborative procurement ethos, this is not only demonstrated by their expenditure through collaborative agreements, but also as leading involvement in many national collaborative agreements. By utilising the spend analysis tool, Atamis, Cardiff will endeavour to increase their collaborative procurement expenditure by identifying additional opportunities in the future.

Bangor University

Following a restructuring exercise at Bangor, the Director of Procurement has now become a Deputy Director (Procurement & Payments) responsible for both Procurement and Accounts Payable teams. In addition, two finance hubs, who have responsibility for the transactional side of purchasing e.g. raising purchase orders, checking invoices etc. have also moved into this newly formed section. One of the aims of the new section is to streamline the Purchase to Pay (P2P) process and ensure effective support to academics in securing value for money.

Procurement staff have benefited from local procurement seminars, webinars and on-line training. Team members attended lectures arranged by Bangor University's Institute of Competition and Procurement Studies, including one on Brexit and one on anti-corruption initiatives in public procurement in Afghanistan, which was presented by the CEO of Afghanistan's National Procurement Authority.

Members of the Procurement Team are encouraged to complete the CIPS Ethics course on an annual basis and the Deputy Director (Procurement & Payments) is using this training and other resources to obtain CIPS chartered status for 2019/20.

Data and statistics are used to report against the HE national performance indicators included within their annual procurement report. Data is obtained from both the University's finance system (Unit 4) and Atamis spend analysis tool. A plan is being implemented to deliver local performance information for College Deans and Directors of Professional Services.

There is a plan to revise procurement procedures within the next financial year. A new Value for Money policy has been prepared by the Director of Finance and was approved by the Finance & Resources Committee.

The Procurement Team attended the all-Wales HE Procurement Away Day in June 2019. Members of the Procurement Team also regularly attend the North Wales Procurement Forum, which consists of members from across the public sector in North Wales. These meetings are also attended by the National Procurement Service and Value Wales Policy Staff. The Deputy Director (Procurement & Payments) also attends the North West Universities Procurement Consortium Heads of Procurement meetings and the Higher Education Purchasing Consortium Wales Heads of Procurement meetings, where possible, with the aim of sharing information and progressing the procurement agenda.

The section below provides an update on activities and projects undertaken by the procurement team over the last 12 months.

E-Procurement - Bangor University currently benefits from a number of eProcurement Tools managed and funded through the Welsh Government, namely eTrading Wales, eTenderWales, the Welsh Purchasing Card, Sell2Wales (advertising portal) and Atamis spend analysis tool.

Collaboration - The Higher Education Procurement Consortium for Wales arranged a Procurement Away Day in Swansea University in June 2019. The main objective of the event was to provide an opportunity for higher education procurement staff to meet with colleagues from other institutions, with learning and sharing information the key theme.

Brexit - Work was undertaken prior to 29 March 2019 to determine possible risks associated with the supply of goods and services resulting from the United Kingdom's departure from the European Union under a no deal arrangement. The majority of work was undertaken at pan-Consortium level, ensuring that all suppliers who may be common to a number of institutions were contacted and asked to confirm if Brexit would have an impact on their business and, if so, what steps they were taking to mitigate any risks. A few of the University's suppliers indicated that they were looking to renegotiate terms to reflect the changes in customs and excise procedures and any new tariffs that might apply. Laboratory consumable suppliers and paper suppliers were identified as the highest risk, and the most likely to increase prices.

This information was shared with key buyers throughout the University to ensure that they were made aware of the possible price increases and to seek alternative supply options if required.

The University also makes a number of purchases from non-consortium related suppliers who are based both within the EU and further afield. From reviewing these transactions, it is clear that the University does not hold any formal supply contracts with these suppliers and purchases are made on an ad-hoc basis. Therefore, no further action is deemed necessary, as any price increases or risks with delayed delivery will be identified when requesting quotations in the future.

Payments Services Directive 2 - Implementation of the revised Payments Services Directive (commonly referred to as PSD2) which came into UK law in January 2018, has required the procurement team to work with Barclaycard to issue new procurement cards and pin sentry devices to purchase card holders. The Payment Services Directive aims to improve customer protection and make on-line payments safer and more secure. The exercise of re-issuing cards is complete, although the new online hub and the secure customer authentication system is yet to go live.

Tender Exercises - The Procurement Team continue to assist with all tender exercises valued over £25k in order to demonstrate compliance with the Welsh Government's Procurement Policy Statement. The Procurement Team assisted and advised on 29 tenders in this financial year, including:

- MRI Scanner
- Waste Collection
- Gym Equipment
- Lift Maintenance
- Specialist grant funded equipment

Bangor has requested a Procurement Maturity Assessment (PMA), in order to assess the University's current standing against the model. This assessment will help to measure procurement capacity and capability against a national HE benchmark.

Cardiff Metropolitan University

The Procurement unit is strategically aligned, with one management role between the Head of Procurement and the Vice Chancellor.

The University's Financial Regulations provide the Procurement unit with full authority over all aspects of the University's procurement activity and the expenditure approval workflows within the University's finance and procurement system route all expenditure over £25k to the Procurement unit for final approval.

The unit provides a written annual report to the Board of Governors, presented by the Head of Procurement through attendance at their Audit Committee meeting.

The Procurement unit comprises four staff: three procurement practitioners and one 0.5 fte admin support post. The procurement practitioners are all CIPS professionally qualified with the Head of Procurement also holding an MSc in Supply Chain Management.

Ad hoc courses and webinars are attended where deemed appropriate. During 2018/2019, training included ethical supply chains; modern slavery; equality & diversity; sustainability and environmental; and expenditure data enhancement. The Deputy Head of Procurement also completed the LFHE Aurora leadership development programme.

Use of systems and software tools -The University has used e-sourcing functionality since 2007. The University currently uses In-Tend tendering tool, as it is considered to have a user interface suitable for businesses of all sizes and differing levels of familiarity with tendering.

The University has been live with the Basware e-marketplace since 2011. Development of further supplier catalogue content has been suspended during the period of this update due to the uncertainty over continuity of service under the Welsh Government arrangement. In the coming 12 months, the University is likely to review the contracting model for its e-marketplace to avoid future uncertainty and the negative impact this has on expansion of use of this strategically-important business functionality.

Cardiff Met utilises the Barclaycard Visa purchase card through the Welsh public sector scheme. Transaction and records management is undertaken through the Barclaycard Spend Management ('BSM') solution, with line-item transaction details imported monthly into the Agresso finance and procurement system.

The University has undertaken the in-house development of a contract register that includes workflow alerts and notifications relating to contract review, contract expiry and other key 'trigger' dates.

The University's Deputy Head of Procurement represents the Welsh HEI's on Welsh Government e-procurement strategy and customer focus groups.

During the period of this report, the University has undertaken a major upgrade to the latest 'MS7' version of its Unit4 (formerly 'Agresso') finance and procurement system. This upgrade project, which required significant involvement from members of the procurement team, includes new functionality that will enable numerous process improvements. One such enhancement will be a new supplier application process with information regarding the prospective new supplier keyed directly into the system with centralised workflow approval by Procurement.

Activity during the last 12 months have focussed in two main areas:

Preparing for the implementation of significant changes in University travel arrangements, including the introduction of mandatory use of a single Travel Management Company and the implementation of people location monitoring services.

The development of a programme aimed at enhancing the University's knowledge and impact capability in respect of all aspects of sustainable and ethical supply chains. This will include introducing Cardiff Met's sustainable and ethical supply chain expectations into prospective and new supplier engagement processes through to all aspects of contract and supplier management.

Cardiff Mets procedures have also been updated to ensure consistency with its Welsh language compliance notice.

Through its Unit4 MS7 finance system, the University is able to generate detailed reporting on most of its procurement expenditure. This is supplemented by importing expenditure into the Atamis data analytics system, which facilitates further detailed expenditure data analysis and profiling. The use of the Atamis spend data profiling was a key component in the University being awarded Small Business Charter status in 2017, the first Welsh HEI to achieve this accreditation.

The University has had an Ethical Supply Chains policy in place since 2011. This was reviewed and updated in 2019 to ensure it continued to reflect good practice in this activity. The University is redeveloping its approach to ethical and sustainable supply chains and the related policies will be subject to further updates.

The Procurement unit plays a key contributing role in ensuring the University makes continued progress in meeting its obligations under the Modern Slavery Act and is a key contributor to the production of the annual Modern Slavery statement. The annual Modern Slavery statement also serves as the University's annual statement as required by the Welsh Government's Ethical Employment in Supply Chains Code of Practice.

The Procurement unit works closely with other professional service departments to ensure compliance with relevant legislative requirements such as GDPR and HMRC IR35.

The University's contract terms and conditions are regularly reviewed to ensure appropriate contractual and risk protection is maintained in addition to addressing statutory requirements, including any revisions necessary to embrace updated or new case law.

Cardiff Met continues to place a considerable reliance upon collaborative arrangements for much of its repetitive expenditure on goods, equipment and technology hardware. Extensive use is made of agreements let by the UK HE sector, with some use also made of agreements let by NPS Wales, CCS and ESPO.

The University currently procures its energy through TEC, which includes its electricity contract commencing in October 2017 which provides 100% of the University's electricity supply from renewable sources and is contracted under a flex tariff arrangement.

Cardiff Met's use of e-trading and Purchasing Card functionality is also provided through collaborative arrangements.

Cardiff Met's Deputy Head of Procurement and Buyer both represent the HE sector and the University on various collaborative contracting groups. A member of staff from Cardiff Met's Art & Design school chairs the HE national procurement working party for electronic components ('NEWPEC').

Cardiff Met's Head of Procurement is currently Chair of the Higher Education Purchasing Consortium, Wales ('HEPCW') Procurement Executive and, in that role, has led the development of an 'enhanced collaboration' development programme. This programme is aimed at fostering closer collaboration between the HEPCW members in non-contracting activity such as expenditure data analysis and reporting; addressing new and existing legislation and national and institutional policy objectives such as Modern Slavery / Ethical Employment; training and staff development; and using technology to share knowledge and resources.

University of South Wales (USW)

Over the last eighteen months the University has introduced Procurement Business Partnering with its Estates Services to help facilitate a Category Management approach. Utilising the principles of Category Management allows USW to manage and exploit business conditions, supplier consolidation, supply economics, leverage volume and leverage internal resource. It has enabled development of staff, improved knowledge and expertise to, minimise supply chain risk, deliver cost savings and value, improve quality and services, achieve sustained leverage benefits and drive innovation.

Traditionally Procurement was seen as a "support function" whereas Category Management is much more stakeholder centred and is focussed on business needs and the organisations goals. These needs drive category plans and supplier selection.

Stakeholder engagement is fundamental to Category Management and the Procurement team have engaged by working peripatetically over the last year in the high spend areas of Estates and IT Services which has been welcomed.

USW Group Cleaning Contract – Year 2

The Category Management approach has worked very well with the Cleaning Tender valued at circa £5m [over three years] conducted via the Crown Commercial Service Government Framework NEC3 RM1056/L3. The procurement team approached the USW Group - RWCMD, The College, Merthyr Tydfil as well as USW and utilised USW Group to leverage their buying power and secure preferential terms for the Group as a whole.

The contract was awarded August 2018 for the Group for 3 + 1 years – the contract cost prior to the 2018 tender was £1,878,979.45, the new contract costing £1,656,604.43 releasing a 12% saving of £223,375.02 per annum specifically to USW.

Procurement / Estates – USW Sports Park

At the USW Sport Park a new £900k 3G outdoor pitch has been completed, built to FIFA and World Rugby Standards with the new facility set to support University and Community sports provision for Public use. Due to the outstanding quality of the pitches and facilities they are regularly used by professional teams including Cardiff City FC and Cardiff Blues Rugby Academies and the Welsh Rugby Union as part of their elite coach education programme.

Procurement / Estates – Renewable Energy

The University purchases 100% green energy through its utility supplier (EDF). This agreement ensures that all our electricity is generated by wind turbines in the UK (50% of this is generated in Wales).

Welsh Government Energy Service (WGES)

The University has engaged with WGES to identify opportunities for renewable energy and energy efficiency measures. An application has been submitted to Salix funding for a £1.2m interest free loan to install:

- Solar PV panels on our halls of residence building, Brecon Building, Sports Park 1 Building and Atrium Building
- LED lighting in our halls of residence building, Brecon Building, Sports Park Campus, Atrium Building and Newport Campus.

Procurement / Sustainable Energy Research Centre – Renewable Energy Production

A research project led by the University of South Wales's Hydrogen Centre is one of a number of green energy developments recently unveiled by Neath Port Talbot Council.

Latest Welsh Government figures show Neath Port Talbot as the local authority area with the highest total renewable energy capacity (358 MW) and the greatest renewable energy generation, with an estimated 1122 GWh across Wales. FLEXIS (Flexible Integrated Energy Systems), a £24million research project led by USW, Cardiff University and Swansea University, is supporting the Council's Decarbonisation and Renewable Energy Strategy through applying its research to a physical site based in the county, known as the FLEXIS demonstration area.

The project is designed to develop an energy systems research capability in Wales which will build on the world class capability that already exists in Welsh universities, and will be delivered in West Wales, the South Wales Valleys, and East Wales.

One of the flagship plans involves using hydrogen generated from excess electricity to fuel vehicles. This work is led by Professor Alan Guwy, Head of USW's Sustainable Environment Research Centre, and Jon Maddy, Hydrogen Centre Manager.

Part-funded by the European Regional Development Fund through the Welsh Government, the vision of the five-year FLEXIS project is to achieve a resilient, affordable, secure energy system across Wales with the potential for global application.

Digital Procurement – eMarketplace

In order to support continued mobilisation of and support the development of eProcurement at the University; the implementation of eMarketplace provides additional functionality integrating with the Finance System providing greater influence of orders, increasing automation, less manual intervention.

The eMarketplace targets low value, high transaction areas and streamlines the procure to pay process when ordering from contracted suppliers thereby improving user experience, reducing administration in both the wider University and Finance, specifically Payments.

The use of the eMarketplace in the financial year 2018/19 has seen an increase of purchase orders placed via the eMarketplace.

Swansea University

In June 2019 the University's Senior Management Team (SMT) approved the investment required to launch a Procurement Transformation programme that will deliver widespread benefits across the University. The transformation of procurement will be a key enabler for identifying initiatives that will result in cashable savings by embedding a more strategic approach to procurement that will deliver long-term sustainable benefits.

Procurement Transformation launched at the outset a new Procurement Strategy for the University which focuses on improving and measuring progression in nine main areas; Governance; Reporting & KPIs; Sustainability; Collaboration; Category Management; Supplier Strategy; Organisational; Resource and ICT. As the title suggests, Procurement Transformation represents a significant change to current practices and ways of working and will require sustained support from senior leaders across the University to ensure successful delivery of the potential benefits. To ensure this, the programme is sponsored by the Registrar and Chief Operating Officer; has been endorsed by the Senior Management Team and established early on, a new Procurement Board with senior leadership representation from across the University, both professional and academic.

The transformation programme identified the need to invest in additional resource bringing in much needed additional capacity and commercial expertise, particularly in experienced Category Managers. This was further evidenced by benchmarking against UK HE Procurement Performance Indicator (PPI) 1. As a result, in 2019 Swansea University:

- Began the recruitment and restructure required to develop a new commercial centre of expertise.
- The addition of new Category Management roles to focus on delivering value and creating opportunities to deliver financial benefits, business partnering and greater compliance;
- The addition of a new Benefits Management roles within the Procurement function to track both cashable and non-cashable benefits associated with the programme and ongoing performance of Procurement;
- The addition of a Data Coordinator role to manage Procurement reporting, increased confidence of data and accuracy, performance monitoring and overall support to the Category Managers.
- Development of the existing team to a Category Management structure with associated training, including mentoring from the Senior Category Managers, online training and more traditional training.

Swansea University continues to use eTendering software, however, work has begun on embedding ATAMIS as a Spend Analytics tool. This will be further developed to include enhanced Contract Management and Supplier Relationship Management modules. The University has also invested in an eMarketplace solution; this will be fully rolled out during 19/20.

The University began a programme of change during which they will introduce Category Management as a new way of working supported by new Category Manager roles. This underpins the ongoing Procurement Transformation programme which includes the need to develop a new target operating model. Practices and procedures are continually reviewed to adopt legislative changes and professional best practice.

The Data & Statistics Spend Analytics tool ATAMIS is now used to drive category strategies, identify risk and opportunities. Further data analysis and statistical reporting is supported by the new Data Co-ordinator role within the Procurement team.

Procurement Policies and procedures are continually reviewed to adopt legislative changes and professional best practice. Compliance with policy is reviewed and reported to the Universities Procurement Board.

Statutory Requirements in policies and procedures are continually reviewed to adopt legislative changes.

The University continues to collaborate contractually via HE sector Frameworks, Crown Commercial Service and various other central purchasing bodies.

The University actively collaborates sector wide, with Universities in both Wales and across the UK. The Head of Procurement also represents the region at the Higher Education Procurement Association (HEPA) Board.

University of Wales Trinity Saint David (UWTSD)

Year on Year UWTSD has progressed in best practice and compliance and working across all faculties.

The University has developed a mature method of recording and managing spend, with (SME, local consortia and on/off contract). Their current data and statistics are qualitative and quantitative, these are then disseminated to the relevant departments. Each year spend analysis/compliance results have improved.

UWTSD collaborates with the local service boards, and regularly meet and share best practice with other public sector bodies

local to them (across 3 local authorities).

Procurement staff have been set targets to undertake any required training via the Higher Education Procurement Association (HEPA) website, this is also made available to non-procurement staff.

UWTSD currently use Atamis for spend data analysis, Sell2Wales, for all welsh based and EU tender requirements, additionally we use Contract Finder for tendering opportunities for our Birmingham and London campuses.

Aberystwyth University

The University has recently engaged the services of the Southern Universities Procurement Consortium (SUPC) Procurement Shared Services (PSS) consultancy. Work with the PSS on a Procurement Change and Transformation model is in two stages. Stage one involved a high-level opportunity assessment to identify areas for focus and the development of a high-level target-operating model, including resource options, to deliver savings. Stage two (currently underway) involves detailed data analysis, stakeholder engagement and the development of a high level, prioritised implementation plan. This plan will address and contribute to developments in best practice areas including:-

- The role of procurement;
- People and development;
- Enhanced use of ABW finance system data and related statistics generated;
- Collaborative procurement contracting;
- Processes and procedures.

The implementation plan and business case will provide the framework for a mature contracting programme, to pursue savings going forward as well as promoting a change in procurement's role, from primarily compliance related into the pursuit of greater value for money linked to firm targets.

Glyndŵr University

During 18/19 a new Procurement Advisor was appointed on a full-time basis instead of a previous part-time role.

The Procurement Advisor is involved with the Campus 2025 Capital Programme and is a member of the Programme Board. The Procurement Advisor has commenced the task of identifying all staff with procurement responsibilities within the University. Once

the exercise is completed then a Procurement Training Survey analysis will be undertaken in order to develop a Procurement Training Programme.

Any tenders undertaken are utilised on the Sell2Wales Post box Tender facility, which allows suppliers to download and upload the tender documents electronically. The Procurement Advisor is in the process of undertaking a market analysis of e-procurement tools available in order to develop a business case for investment in e-procurement. The Procurement Advisor is also a member of the Welsh Government's E-Procurement Project Group.

A high level review of the current Financial Regulations in relation to procurement has been undertaken with the aim of developing a more robust and comprehensive set of Contract Procedure Rules that will be finalised in 2019/20. All procurement documentation and procedures have been updated in order to be compliant with statutory requirements including the Public Contracts Regulation 2015, GDPR, Welsh Language Standards and the Well-Being of Future Generations Act. The University continues to take a proactive role in collaborative procurement contracting through membership of the North West Universities Purchasing Consortium (NWUPC) and Higher Education Purchasing Consortium Wales (HEPCW). The University also continues to collaborate with the National Procurement Service (NPS) as well as with other consortia arrangement such as the Crown Commercial Services (CCS) and Eastern Shires Purchasing Organisation (ESPO). The newly appointed Procurement Advisor has established a collaborative arrangement with Wrexham County Borough Council in order to jointly work together on a number of initiatives. This includes sharing of procurement documentation, sharing contract register details, working towards social value in order to benefit the local area.

5 Examples of work underway or completed to implement the Welsh Government's Code of Practice: Ethical Employment in Supply Chains

In July 2017 the sector signed up to the [Welsh Government's Code of Practice: Ethical Employment in Supply Chains](#). Signing up to the Code was seen as the start of a journey for which the sector is working closely with HEFCW and the Welsh Government. Each institution has an action plan to cover implementation of the Code. Some of the work required overlaps with work already underway as part of the requirements of the Modern Slavery Act 2015.

Below are some examples of where institutions are undertaking or have completed work as part of implementing the 12 principles contained in the WG's Code of Practice: Ethical Employment in Supply Chains. The Higher Education Purchasing Consortium for Wales (HEPCW) has established a sector working group which meets quarterly to discuss on going developments and how the sector can work collaboratively to implement the Code (details below). The sector is also engaged with the Welsh Government's cross sector Code working group.

Examples of work underway or completed to implement the Welsh Government's Code of Practice: Ethical Employment in Supply Chains

HEPCW Code Working Group

In signing up to the Welsh Government's Code, the Higher Education Institutions in Wales agreed to adopt a best practice approach to the 12 commitments. To that end the Procurement Heads of the Welsh HEI's agreed to share best practice and work collaboratively on those elements of the Code which have a direct impact upon procurement processes. A key objective underpinning the Group's activities is the effective use of resources and the sharing of best practice and information.

Terms of Reference of Group

To provide a forum for discussion and implementation of the Code of Practice: Ethical Employment in Supply Chains amongst the Welsh HE Sector procurement community. Work with the members to ensure all relevant statutory requirements, including publication of annual Modern Slavery Statement are achieved.

Consider and implement efficient and effective means of working via appropriate collaboration.

Monitor and report progress made on institutional action plans.

Encourage regular review of institutional Terms and Conditions to ensure that they take account of the obligations adopted under the Code of Practice.

Develop and maintain standard documentation.

Identify and maintain a single data repository for information and document sharing. Collaborate externally as appropriate, either with other Wales based organisations that are signed up to the Code, or with other HE sector bodies.

Cardiff Metropolitan University

The University has embedded the principles of the Code of Practice into all aspects of its procurement, and through the development of its new Sustainable Supply Chains programme. It can evidence having fully achieved all but two of the commitment requirements, with the few outstanding actions nearing completion.

The University has achieved Living Wage Employer accreditation and actively encourages all bidders for tenders to sign up to the Code.

Cardiff Met's Deputy Head of Procurement represents the University on the HEPCW Code working group.

Cardiff University

1. Produce a written policy on ethical employment within our own organisation and our supply chains. Once produced we will communicate the policy throughout our organisation and we will review it annually and monitor its effectiveness. - As part of this Human Resources are currently drafting a policy document. Once finalised, this policy will be communicated to University staff and suppliers.
- 1.1 Appoint an Anti-Slavery and Ethical Employment Champion - the Head of Procurement is liaising with Human Resources about identifying an appropriate person.

2. Produce a written policy on whistle-blowing to empower staff to raise suspicions of unlawful and unethical employment practices, and which places a responsibility on staff to report criminal activity taking place within our own organisation and our supply chains. - Once produced Cardiff will communicate the policy throughout the University. Cardiff will review the policy annually and monitor its effectiveness. Also Cardiff is currently reviewing suggested amendments to the Whistle Blowing policy.
 - 2.1 Provide a mechanism for people outside our organisation to raise suspicions of unlawful and unethical employment practices. On Cardiff's 'doing business with the university' pages, they are looking at putting contact email or similar – the Head of Procurement is currently discussing this with their Communications & Marketing team.
3. Ensure that those involved in buying/ procurement and the recruitment and deployment of workers, receive training on modern slavery and ethical employment practices, and keep a record of those that have been trained. - All senior Procurement staff have undertaken the Chartered Institute of Procurement & Supply Ethical Procurement Training. The Head of Procurement is discussing with Human Resources, wider training in areas such as Estates and IT.
4. Ensure that employment practices are considered as part of the procurement process:
 - 4.1 Include a copy of our Policy on ethical employment in all procurement documentation. - This will be included when available.
 - 4.2 Cardiff University has also produced a Code of Conduct for suppliers that will be part of the procurement documentation suite.
 - 4.3 Include appropriate questions on ethical employment in tenders and assess the responses provided. - This currently takes place at Cardiff.
 - 4.4 Incorporate, where appropriate, elements of the Code as conditions of contract. - This currently takes place at Cardiff.
 - 4.5 Ask bidders to explain the impact that low costs may have on their workers each time an abnormally low quote or tender is received. - If Cardiff identify an abnormally low tender, Procurement will seek confirmation that all aspects of the tender have been included and that it complies with environmental, labour and social obligations.

5. Ensure that the way in which we work with our suppliers does not contribute to the use of illegal or unethical employment practices within the supply chain.
 - 5.1 Ensure that undue cost and time pressures are not applied to any of our suppliers if this is likely to result in unethical treatment of workers. - This currently takes place at Cardiff. If conditions of contract change, we will ask for an assessment of the impact on the workforce to mitigate any negative effect. This is actioned through contract and supplier management processes and will be covered in training.
 - 5.2 Ensure that our suppliers are paid on time – within 30 days of receipt of a valid invoice. - The University is committed to pay all undisputed invoices within 30 days.
6. Expect our suppliers to sign up to this Code of Practice to help ensure that ethical employment practices are carried out throughout the supply chain. - This is currently completed at Cardiff.
7. Assess our expenditure to identify and address issues of modern slavery, human rights abuses and unethical employment practice.
 - 7.1 Carry out regular reviews of expenditure and undertake a risk assessment on the findings, to identify products and/or services where there is a risk of modern slavery and/or illegal or unethical employment practices within the UK and overseas. - The Procurement team will conduct annual reviews and identify high-risk suppliers in supply chain. Either by self-declaration or via online questionnaire evidence of measures to combat Modern Slavery will be obtained.
 - 7.2 Investigate any supplier identified as high risk, by direct engagement with workers wherever possible. - Direct engagement with workers is possible with locally based service providers.
 - 7.3 Work with our suppliers to rectify any issues of illegal or unethical employment practice. - At Cardiff this happens as and when required – Cardiff acknowledge that they cannot guarantee their Supply Chain’s compliance but commit to making efforts to abolish instances of Modern Slavery and unethical working practices where such instances are identified.
 - 7.4 Monitor the employment practices of our high-risk suppliers, making this a standard agenda item for all contract management meetings/reviews. - Cardiff will either by self-declaration or via online questionnaire. Evidence of measures to combat Modern Slavery will be recorded.

8. Ensure that false self-employment is not undertaken and that umbrella schemes and zero hours contracts are not used unfairly or as a means to:
 - 8.1 Avoid, or facilitate avoidance of, the payment of tax and National Insurance contributions and the relevant minimum wages. - Cardiff complete IR35 checks when new supplier records are added to Oracle and undertake due diligence at tender stage.
 - 8.2 Unduly disadvantage workers in terms of pay and employment rights, job security and career opportunities. - The University complies with relevant legislation in respect of self-employed individuals paid to undertake specific work by the University. The University monitors its arrangements to ensure the relationship with the individual is transparent and in compliance with HMRC requirements.
 - 8.3 Avoid Health and Safety responsibilities - The University has a Health & Safety policy which outlines employees and contractors' responsibilities. A Contractor Management Policy also exists in respect of Health & Safety requirements.
9. Ensure that workers are free to join a Trade Union or collective agreement and to undertake any related activity and raise worker concerns without risk of discrimination.
 - 9.1 Not make use of blacklists/prohibited lists. - The University complies with relevant legislation.
 - 9.2 Ensure that our suppliers do not make use of blacklists/prohibited lists – The university add the following question in Part A of their Invitation To Tender Documents (3.1) “Have you committed an act which contravenes the Blacklist Regulations 2010 within the last three years? If you have answered ‘yes’ to question [] please include details here, outlining the circumstances, including actions you have since taken to put matters right”.
 - 9.3 Not contract with any supplier that has made use of a blacklist/prohibited list and failed to take steps to put matters right. - The University obtains confirmation of compliance forms as part of the pre-qualification arrangements with suppliers who apply for University contracts.
 - 9.4 Expect our suppliers to ensure that Trade Union representatives can access members and contracted workers. - Trade Union representatives can access members and contracted workers.

10. Consider paying all staff the Living Wage Foundation's Living Wage as a minimum and encourage our suppliers to do the same.
 - 10.1 Consider paying at least the Living Wage Foundation's Living Wage to all our staff in the UK. - Cardiff University is the oldest accredited Living Wage University in Wales.
 - 10.2 Consider becoming an accredited Living Wage Employer.- Cardiff University is the oldest accredited Living Wage University in Wales.
 - 10.3 Encourage our suppliers based overseas to pay a fair wage to all staff, and to ensure that staff working in the UK are paid at least the minimum wage. - Cardiff University already adopt this process on a country specific basis.
11. Produce an annual written statement outlining the steps taken during the financial year, and plans for future actions, to ensure that slavery and human trafficking are not taking place in any part of our organisation and its supply chains.
 - 11.1 Ensure that the statement is signed off at senior management/board level. - The statement is signed by the Chair of the Cardiff University Council.
 - 11.2 Publish the statement on our website. If this is not possible, we will provide a copy to anyone within 30 days of a request being made. Completed - Annual statement produced and published on University website. All organisations signing up to this Code are expected to produce and publish this annual written statement - for commercial organisations with a turnover of £36m or more, this also fulfils the requirements of Section 54 of the Modern Slavery Act 2015. We encourage all organisations to publish their statements on the Transparency in Supply Chains (TISC) register www.tiscreport.org free of charge for all public and small organisations. In exchange, they can make use of the Wales Anti- Slavery Logo. The most up to date version, taken from our website has now also been loaded. Cardiff University is now able to use the Tisc report logo.
12. For Public sector to whom the Code of Practice on Workforce Matters (2014) applies: Ensure all those undertaking work on an outsourced contract are treated fairly and equally:

- 12.1 Ensure that public sector staff who are transferred as part of a public service which is outsourced to a third party retain their terms and conditions of employment. - The University respects the principles of the Code of Practice on Workforce Issues (2014) by ensuring that TUPE legislation is implemented correctly when transferring University staff to a third party to deliver services.
- 12.2 Ensure that other staffs working on an outsourced public service are employed on terms and conditions that are comparable to the transferred public sector staff. - The University adheres to the principle that a body that provides a service on its behalf should employ staff on terms and conditions of work similar to those of staff transferred out of the University's employment. The University also respects and commits to the requirements of Employment Law when transferring staff out of its employment.

Bangor University

To date, an initial draft assessment of Bangor University's current position against the Code's 12 commitments has been undertaken along with a proposed set of action points. The action plan will be reviewed on an annual basis with progress reported in future updates. The University is now requesting, where relevant, that suppliers who win contracts agree to sign up to the Code.

The University attended a 'Code of Ethics Supplier Event' held at M-Sparc in October 2018 to raise awareness of the Code. The event was arranged by Cartrefi Cymunedol Gwynedd and was predominantly aimed at suppliers and buyers based within North West Wales. Other buying organisations in attendance were Gwynedd Council, Isle of Anglesey County Council, Coleg Llandrillo Menai and Natural Resources Wales.

Swansea University

Swansea University is committed to ensuring ethical employment throughout their supply chains and in any part of their business. The University Sustainability and Procurement teams are working together to integrate positive procurement into our purchasing policy and arrangements according to the ISO20400 Sustainable Procurement Standard.

As well as the internal efforts to ensure our procurement is positive, the University is working collaboratively with the Higher Education Procurement Council Wales (HEPCW) and within the HE Purchasing Consortia. Please find below a summary of specific actions the university is undertaking or have completed to work towards the 12 commitments of the Procurement Code of Practice for ethical employment in our supply chains:

- The University is working collaboratively to identify suppliers in high-risk categories in relation to slavery and human trafficking, and has signed up to the Welsh Government's 'Transparency in Supply Chains (TISC) Register';
- In 2019/20 Swansea University actively participated in the Equiano tool pilot. Equiano is a supply chain human rights abuses assessment tool; Swansea University is currently reviewing the outcomes of their assessment in conjunction with the relevant suppliers;
- Through the HEPCW Ethical Procurement Group, the University supports a recent sector commitment to use the 'Net Positives Supply Engagement' tool;
- Swansea are the first Welsh organisation to affiliate to Electronics Watch. Electronics Watch is an independent monitoring organisation that helps public sector buyer's work together to ensure respect for labour rights and safety standards in factories that make the ICT hardware they buy. By operating on an affiliations basis, Electronics Watch allows public buyers to share the cost of monitoring suppliers with the whole network of affiliates and coordinate industry engagement. As an affiliate to Electronics Watch, Swansea will maximise impact while lowering cost, benefitting more workers in the electronics supply chain than they could reach on their own;
- The University has introduced ethical employment and Modern Slavery information sections into University training and procurement invitation to tender documentation;
- The Real Living Wage - at Swansea University they are committed to fairness in pay and recognise that all colleagues contribute to their success. In partnership with the Real Living Wage Foundation and University Trade Unions, the University voluntarily implemented the Real Living Wage on 1st April 2019;
- The University has also trialled the use of Fairphones as an alternative to conventional mobile phones, and is exploring opportunities to make Fairphone 3 available throughout the University.

Aberystwyth University

The University is an active member of the Higher Education Purchasing Consortium Wales (HEPCW) Ethical Employment In Supply Chains Working Group and has submitted data as part of the group status matrix, with representation on a sub group with colleagues from the University of South Wales.

The University updated its Modern Slavery Statement with contributions from the Procurement Team. The procurement team undertook an online Higher Education Purchasing Association (HEPA) ethical supply chain and modern slavery-training course. Devolved purchasers in key high spend areas including IT and Estates, have now also undertaken this training course to further raise awareness.

The University has recently engaged an undergraduate student as part of the Go Wales work experience programme and this individual has undertaken a piece of work to map the modern slavery status of the University's top relevant suppliers, so that the University can better understand relevant supply relationships from a modern slavery perspective. The next steps will be to integrate this piece of work into the deliverables of the HEPCW Ethical Employment In Supply Chains Working Group.

University of Wales Trinity Saint David (UWTSD)

UWTSD has developed a full action plan, and has been working with all Welsh University's to develop further. Areas currently being reviewed or addressed:

UWTSD include a copy of their Policy on Ethical Employment (Commitment 1 of the Code) in all procurement documentation.

They constantly review expenditure and undertake risk assessments (Commitment 7 of the Code).

The University is paying the Living Wage Foundation's Living Wage to all their staff in the UK, and have been accredited as a living Wage employer.

The University has agreed to sign up to Net positives, to help assist with committing to the Code of practice. UWTSD has undertaken the e learning module training via the Higher Education Purchasing Association (HEPA) for Modern slavery.

Glyndŵr University

The University's procurement function has led on the implementation of the Code of Practice and has ensured an updated Modern Slavery Statement was approved by the Board of Governors and published on their website. Their Invitation to Tender (ITT) documents have been updated to include a mandatory Fair Work Practices question, as well as a question on Modern Slavery and Blacklisting. The advent of IR35 requirements has meant that the University assess all cases of claimed

self-employment and put these through a series of standard tests. All University staff are paid the Living Wage Foundation's Living Wage as a minimum.

The University has engaged with ATAMIS, a spend analysis partner for the Welsh public sector. The Atamis tool will provide reports identifying high risk spend areas on unethical employment practices and will also provide a report showing which suppliers have obtained a Transparency in Supply Chain (TISC) accreditation.

6 Examples of Community Benefit outcomes achieved by the HE Sector in Wales

Below are just some of the examples of Community Benefit outcomes achieved by the HE sector in Wales. More detail is available upon request:-

HE Sector Procurement Contribution to Civic Engagement via Community Benefits Outcomes

Cardiff Metropolitan University

Amongst the civic and community benefits accessed via procurement activity during 2018 / 2019 were :

Grounds maintenance contractor providing plants, planting materials and designs for reconfigured community garden on Llandaff campus;

A number of suppliers have contributed gifts and prizes in support of the University's 'Go Green' campaigns;

Donation of surplus computing equipment, furniture and the like to local schools and charities;

Outgoing document reproduction equipment suppliers' donation 6 photocopiers surplus at end of Cardiff Met contract to local schools;

Sponsorship of circa 25 student academic prizes and awards;

Provision of athletes clothing and a training course to Cardiff Met lunchtime running club;

The security services contractor sponsored a number of events run in support of the Cardiff Met Student Hardship Fund, including sponsoring a fundraising Cardiff to Paris car journey.

University of South Wales (USW)

Community Benefit clauses are in place within procurements at a tender level that is likely to exceed £50K with the agreement of USW internal stakeholders. Examples of the kind of benefits and opportunities that they would seek are, for example, guest lectures, guest speaker slots, scholarships, student placements or internships.

Government Spend Target with SMEs

One of the initiatives promoted by Rhondda Cynon Taf Council is an annual “Meet the Buyers Event”. Local Small and Medium-sized Enterprises (SMEs), and those who are interested in starting their own business in Rhondda Cynon Taf are invited to the Council’s free ‘Meet the Buyer’ event, in which they can network with organisations that, between them, spend hundreds of millions of pounds on services and products.

‘Meet the Buyer’ features stands providing information and advice, and networking opportunities with some of the region’s largest organisations and big spenders in both the public and private sectors, offering an invaluable opportunity to SMEs to make contacts and enquire about contracts.

Local SMEs are able to find out more about how they can become part of larger supply chains, either through providing goods and services, or becoming sub-contractors for larger organisations.

The University has participated in this event numerous times to support this event and open up potential opportunities available at the University. The University’s spend to SME’s for the year 18/19 was £12,940,644 representing 38% of its overall influenceable non-pay spend.

Screen Alliance Wales

The partnership between USW and Screen Alliance Wales (SAW) is fundamental to the success and future direction of USW Film & TV School. The University has invested some of its marketing budget annually with SAW to generate publicity for the University. Not only does SAW provide the “missing link” between HE and industry, helping their graduates integrate into entry level jobs across the screen industries in Wales, it also provides speakers for masterclasses, opportunities for visits to working studios, crucial connections to schools and careers teachers, and a chance to give the University a major voice in the Welsh government’s future skills funding programme. Working together, USW and SAW are the leading voice in skills training and progression in Wales and are already helping to lead the skills agenda that will dictate the future funding provided by Creative Wales.

Statistics from SAW (since formation in 2018):

- Studio Visits 2567;
- Outreach 7068;
- Unpaid Work Experience 200 (largely USW);
- Paid Trainees 41 (almost all USW);
- Jobs Supported 113 (largely USW)

Welsh Institute of Chiropractic

“The Welsh Institute of Chiropractic (WIOC) is an outpatient clinic within the University of South Wales. The clinic was purpose built in 2000 for the final year Master of Chiropractic (MChiro) students to undertake their clinical training, and was formally opened by HRH Prince Charles in 2001. The chiropractic assessment, treatment and exercise rehabilitation is evidence based and delivered by final year students under the supervision of qualified chiropractors who are all registered with the General Chiropractic Council.

Over the years the WIOC has developed additional diagnostic and therapeutic services which operate from the outpatient clinic including Musculoskeletal (MSK) Ultrasound, Shockwave Therapy, Ultrasound Guided Injections, Ultrasound Guided Body Fat Estimation Service, DXA scanning and X-Ray service. All of the additional services are delivered or supervised by professional staff.

The WIOC is proud to be registered with Healthcare Inspectorate Wales (HIW) demonstrating commitment to patient care. HIW registration gives health professionals and patients the confidence that the clinical services delivered at WIOC are high quality meeting national standards.

USW has procured state of the art chiropractic equipment for installation in the clinic that all patients attending can benefit from.

In a recent survey to identify the demographics of a snapshot of patients it was identified that over 30% of the patients who attended during the timescale researched were from the Pontypridd area, demonstrating the service they are providing to the local community. Most other patients attend from within a 20 mile radius, supporting the wider community in Wales.

S3 Advertising

S3 Advertising a Cardiff based creative agency have worked with the University since 2015 offering internships including job offers to their graduates. In this time, the agency has not only delivered outstanding campaigns to support the University's marketing and recruitment objectives, but it has also added value in terms of supporting the prospects of current and graduate students.

Since 2016, S3 has run the 'S3 Academy' to provide interns from the USW undergraduate pool with valuable, professional experience in creative sector. The placements cover short, medium or long-term periods, with tailored phases of training and specific objectives. Each bespoke training plan and objectives is made relevant to the student's course and career ambitions.

Swansea University

Examples of Community Benefits cover:

- The provision of community benefits have been provided for within the contracts let for the Innovative Materials, Processing and Numerical Technologies (IMPACT) building and Computational Foundry.

Typical examples of such activities were:

- Engaging with schools to undertake health and safety talks;
- Targeting recruitment of people in the local area to complement the resources required on site and getting involved with the local community by sourcing local community projects to be involved in;

- All community activities are discussed with key stakeholders, such as end users and the client prior to commencing work in order to develop bespoke plans that will best suit the end user.

Kier - the Innovative Materials, Processing and Numerical Technologies (IMPACT) building Project Term – Oct 2017 –May 2019

In October 2017, Kier Construction was appointed by Swansea University to construct the Innovative Materials, Processing and Numerical Technologies (IMPACT) building situated on the Swansea University Bay Campus. This exciting new development provided future proof, highly specialised laboratories for fundamental research and a dynamic environment for significant research finding. The following community benefits were delivered during the project term 2018/19.

Targeted Recruitment and Training Career Events – Kier attended career events within the university and at local job centres alongside various unemployment agencies to promote work experience and employment opportunities.

They also attended ‘Build Your Future’ events at local job centres.

- 52 training weeks for new entrants per £1m of Contract Value;
- Person weeks accumulated to date: Total of 943 / 870 weeks;
- 257/240 Apprentice weeks;
- 94 Graduate placement weeks;
- 65 Traineeship weeks;
- 110/80 Work experience;
- In excess of 1,500 community and educational hours donated to-date

School Engagement

- Representatives from Kier provided workshops in the Swansea University Active Classroom with Dylan Thomas Comprehensive School. Activities took place throughout the morning, including a programme of works challenge. The following feedback was received from a pupil at the School: “I did not realise that there are so many different jobs in construction. One of the tasks we did today allowed me to learn more about the different tasks that need to be done in building. It has also surprised me with the order that everything is done” During the afternoon, the Kier Mascot, Kiera visited Hendrefoilan School in Swansea to deliver hats and hi-visibility vests that the IMPACT team have donated to their construction phase at the school;

- Site Safety Presentation - The site team at Swansea University carried out a site safety talk to the students of Brynmill Primary School, starting with a spot the dangers activity, followed by showing the importance of PPE. 1.3 Community
- Open Doors – The site was opened to the public as part of the national CITB Open Doors event. Thirteen visitors were given the chance to discover how the building and structure was constructed and to learn about the diverse range of skills and professions needed on a construction site.
- Promotion of women in the construction industry – There are many females within Kier and they actively promote women in construction, including many events providing information on the different roles within the industry. They also held a girls into engineering session with Llangatwg Comprehensive School.
- As part of Engineers Weeks, the IMPACT team at Swansea University joined the ‘Lottie tour’ social media campaign by the Women’s Engineering Society (WES) that aimed to encourage children (mainly females) to work within the field of STEM. Lottie joined the IMPACT team on site to see how varied and exciting it is to work in engineering and construction.

Wilmot Dixon - Computational Foundry Timeline: Term 2017 – Oct 2018 The £31 million Computational Foundry at the university’s new Bay Campus is a beacon for research collaborations, attracting leading academics from around the world to Wales.

Placing Swansea at the heart of a growing ecosystem of digital companies and research. The Computational Foundry is a place where industry partners can work with Swansea University, test new ideas, people from all disciplines can link up on research collaborations, and where the digital innovators of tomorrow will complete their studies. The following community benefits were delivered during the project term 2018/19;

Targeted Recruitment and Training;

- 10 jobs created as a result of this project;
- 52 training weeks for new entrants per £1m of Contract Value. Overall person weeks accumulated to date: Total of 1371 / 920;
- 219 weeks - New Entrants;
- 434/436 Apprentice weeks;
- 39/80 Work experience weeks;
- 425/404 Trainee weeks
- 252 Long term Unemployed weeks;
- In excess of 900 community and educational hours donated
- School Engagement/Educational Workshops

- School children from Danygraig Primary presented a special artwork they have made for the Computational Foundry which will be mounted within the walls of the construction as a 'time capsule' to mark their involvement with the Computational Foundry;
- 13 STEM Workshops delivered in Danygraig Primary and Gower Comprehensive to 297 pupils This included a running a 'Construction in the Classroom' enrichment programme for pupils to allow them to try their hand at a range of construction based projects, which provided a fascinating insight into what life on a construction site is really like;
- 1 Ivor Goodsite Assembly in Danygraig to 250 pupils;
- 1 presentation to Gower Comprehensive – Careers in Construction;
- 14 site visits for 254 students from Gower College, Swansea University and Cardiff Met;
- School kitchen Installed to support cookery classes for pupils and their families. This is now also used to support breakfast club for pupils with additional support needs who were previously unable to attend the mainstream sessions due to the volume of pupils – estimated value of resources £10,000.00.
- Discovery Student Volunteering Service Collaboration to donate time and resources to refurbish two classrooms within the school with Wilmott Dixon people and Discovery.

Procurement and the student:

The procurement of Swansea University's new Marine research boat is an example of how procurement can have a positive impact on the students' experience. Assessing the criteria and needs of this boat, taking a number of factors into consideration was key. With an observatory deck and sleeping berth adding to the features required. Being far more stable in deeper waters and poor weather, the stability means it can go further out to sea and for longer periods, and its size means that larger groups of Students can be involved in the field trips. It has the latest radar and investigatory equipment so students would be using state of the art equipment. Other boats evaluated were much smaller and tended to pitch forward in deep water and bad weather, making it feel very unsteady and causing sea sickness, therefore limiting the scope and distance of each trip.

The S4 Swansea University Science for Schools initiative (Trio Sci Cymru) (funded by College of Science) Provides interactive and hands-on science workshops to young people in South Wales to increase numbers studying science in higher education and taking up STEM (Science Technical Engineering Mathematics) careers. The £8.2m Trio Sci Cymru project will help to increase take up and grades in STEM subjects among young people living in West and North Wales and the South Wales Valleys. More than 5,600 young people aged 11 to 19 from 30 schools will be encouraged to study STEM subjects – in particular triple Science (Biology, Chemistry and Physics) – at GCSE level and beyond, helping to create a skilled workforce and a prosperous economy. Although this is targeted at school-age, these are obviously future HE students, and the provision of a lunchtime meal, and transport between their school and the University, facilitates the process.

The Audio Visual (AV) framework agreement enabled the purchase of new equipment for teaching rooms and lecture theater's at both campus sites. Since the award, there has been approximately 30 rooms upgraded for example from old analogue AV equipment to new digital, remotely managed equipment increasing the reliability of the student's experience. It has been used on new build projects such as the temporary teaching block on Bay campus to provide 11 teaching rooms with AV.

The framework agreement has enabled the procurement of Audio Visual design, instalment and supply and supply only to provide a fully standardised approach enabling a consistent experience for students.

Cardiff University

The following are major Community Benefits achieved (and in progress) at Cardiff University. Due to the size and complexity of some of their current capital projects, they span over a couple of financial years and therefore have appeared in previous updates.

The three capital projects referred to are the Translational Research Facility & Innovation Central, Centre for Student Life and Network Refresh Programme. Community benefits for the Translational Research Facility & Innovation Central, Centre for Student Life and Network Refresh project are currently being delivered. Post Graduate Teaching Centre - The Centre has two marquee lecture theatres (with lecture capture facilities), 12 flexible and reconfigurable seminar/teaching rooms, two postgraduate common rooms, the fully- equipped and self-contained executive education suite and a high-tech trading room. The trading room is a 56-seat capacity trading floor, the largest in Wales. The building has a large central atrium with coffee shop and seating areas ideal for group collaboration, networking or unwinding between lectures.

Contract Value

- £10M Revenue to businesses based in Wales;
- £7.3M income to people living in Wales;
- £450,000 short-term unemployed reduction;
- 6 Training weeks completed;
- 154 Engagement activities with Cardiff University Educational engagement with schools & colleges.

CUBRIC Building, Maindy Park, the new home for Cardiff University's Brain Research Imaging Centre, opened in the Spring of 2016.

Housing a combination of neuroimaging equipment unique within Europe, CUBRIC continues to further its world-leading research which has already established Cardiff University as one of the UK's top three Universities for Psychology, Psychiatry and Neuroscience.

Contract Value

- £16.5M Revenue to businesses based in Wales;
- £13M income to people living in Wales;
- £1.1M Long-term unemployed reduction;
- 38 Apprenticeship weeks completed;
- 161 Graduate placement weeks;
- 70 Engagement activities with Cardiff University Educational engagement with schools & colleges Translational Research Facility & Innovation Central The 129,000-sq-ft.

Translational Research Facility will accommodate two world-leading institutes: the Cardiff Catalysis Institute and the Institute for Compound Semiconductors. Innovation Central will be Equipped with shared spaces, labs and serviced offices, the Centre will work hand-in-hand with business, from start-ups through to established companies. World-leading academics will be based in the 12,000m2 building, offering businesses access to expertise from across the University. Located in the heart of Cardiff, the Centre will feature a range of new facilities that allow innovation to flourish. A Community Benefits plan has been developed as a Core element of the contract and the following Community benefits are in the process of being delivered:

4212 person weeks training

Work experience placements:

- 25 (In education);
- 20 (not in education);

Jobs created:

- 12 Apprenticeships;
- 16 new recruits (12 previously unemployed)

2 Graduates Locality of Labour:

- 62% local labour (South East Wales resident)

69% of labour resident in Wales Locality of Procurement:

- 74% of contracts awarded (£75.2M) to businesses in South East Wales.

Engagement with Cardiff University: Student visits to site (Architecture students). Speaker at University event Advertise Bouygues, job opportunities on University webpages Community Engagement Delivered Building Aspirations sessions to local primary and secondary schools Centre for Student Life. The Centre for Student Life is a service-led project delivered in partnership with the Students' Union and is part of the biggest campus upgrade in a generation. It is the fruition of a successful and dynamic partnership that the University is proud to enjoy with its student body. The Centre will provide a heart to the Cathays Campus and a new home for our student support services offering additional social study spaces, consultation rooms, a 550-seat auditorium and quiet contemplation spaces. As well as the building, we are currently transforming the way we support student life by investing in improvements to our support services, including mental health and wellbeing.

A Community Benefits plan has been developed as a Core element of the contract and the following Community benefits are in the process of being delivered:

128 person weeks apprentice training Work experience placements:

- 11 (In education);
- 2 (not in education);

Jobs created:

- 4 Apprenticeships;
- 44 new recruits Community Engagement;
- 15 community activities delivered Network Refresh Project.

The project will provide a radical overhaul of the way the University network is delivered and supported, bringing state-of-the-art wired and wireless network access to staff and students across the University's 300 plus buildings. The new network will support IT in areas of growing technological demand such as e-learning and big data in research and innovation. It will also accommodate new and emerging technologies such as Artificial Intelligence and the Internet of Things to benefit the University's teaching and research. The previous network equipment will be donated to local charities and schools, while the contract will create several new jobs and offer learning and development opportunities to students through industry placements and guest lectures.

A Community Benefits plan has been developed (and is still evolving) as a Core element of the contract and the following Community benefits are in the process of being delivered:

The Contractor shall during each Contract Year and for the term attend the University's graduate fairs, to include (but not limited to) annual Big Grad fair, Techfest and the STEM careers fair. This shall be at no charge to the University.

The Contractor shall throughout the Term be an active member of the Cardiff Commitment programme (or, if that program ceases to exist, another equivalent program as determined by the University).

The Contractor shall then redeploy such hardware (including design and implementation) in local schools and by local charities as part of the Cardiff Commitment Program.

The Contractor shall for the duration of the Term work with the University's careers department to deliver employment related masterclasses to the University's students. Such masterclasses shall include, but is not limited to, coaching in relation to cover letter/CV writing, interview techniques, social media networking skills and sourcing employment opportunities.

The Contractor must provide the University with 350 hours of student work experience opportunities (in total, not per student) per year for the duration of the contract.

The Contractor will attend careers fair(s) hosted by the University or event(s) to talk to the University's undergraduates and graduates face to face. at least once a year for the duration of the contract

Aberystwyth University

The University's Pantycelyn Hall construction project identifies 57 direct beneficiaries in the community as part of its main contractor progress report. These include apprenticeships, work experience, job opportunities for locally unemployed individuals and associations with the related graduate programme.

Additionally, The Aberystwyth Innovation & Enterprise Campus (AIEC Ltd) is a major £40m construction and research innovation project, the procurement activities of which have included due consideration of Community Benefits. The main contractor's interim construction report has confirmed in this regard that:-

- WEFO Cross Cutting Themes – (Equal Opportunities & gender mainstream) – One female contract placement with main contractor, Two graduates & one apprentice employed;
- Tackling Poverty - two jobs created for long term unemployed;
- Future Generations Act (targeted recruitment & training) – Main contractor report confirms apprenticeship & long term unemployed engagements in excess of 12 months.

Glyndŵr University

The University is developing its approach in seeking Community Benefits on procurement activities.

The Procurement Advisor has a Social Value Delivery Plan which is aligned with the seven goals of the Well-Being of Future Generations Act. The new Social Value Delivery Plan toolkit has been piloted on a few procurement projects and the successful contractor on a recent construction refurbishment project has offered £1500 cash sponsorship as well as working with students from the Built Environment studies to receive on-site construction experience as well as undertaking mock job interviews with a Construction contractor.