

HE Sector Annual Procurement Report 2019/20

Report to Welsh Government



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1. Background

- 1.1 This report provides information on the procurement efficiencies achieved by the Welsh HEIs (the sector) for the Academic Year 2019/20. 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 in Wales. This report 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 twelve 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, and has worked with the Welsh Government on its revised [procurement policy statement](#).
- 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. This is even more important as we start to emerge from the Covid-19 pandemic.
- 1.3 It has been an extraordinary time for the sector dealing with the Covid-19 pandemic, Brexit and the upcoming changes to the UK and Welsh procurement regulations. Much of this has affected the universities on a daily basis, although this report looks back at the last academic year, it is a testament to the sector that in this turbulent time they have still managed to report on the progress being made.
- 1.4 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.
- 1.5 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 twelve 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. The Welsh Government has consulted on [draft procurement legislation](#), which they believe will ensure further progress in this area.
- 1.6 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.

- 1.7 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.
- 1.8 We are working with the Higher Education Procurement Association (HEPA) to move the sector to procurement reporting consistent with English Institutions. This year, five of our institutions have taken part in the HEPA procurement value survey to report procurement data in line with English Institutions. We are currently engaging with the sector and hope to move over to this reporting model for their next financial year. It is hoped by using the same model and methodology, our institutions will be able to benchmark themselves against their peers across the UK.

2. Procurement Policy and Efficiency Information

- 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 times [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.
- 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 The Covid-19 pandemic has resulted in a number of changes in working practices and has led to refocussing of resources from March 2020 onwards. At this time HEPCW was required to reorganise and begin working remotely to ensure that it could continue to provide services to its members in a safe and professional manner, and delivering business continuity.
- 2.5 At the outset of the pandemic, efforts were directed to ensure that support was provided to members along with other public sector groups to address prioritised procurement categories. In particular, activity was focussed on updating members in respect of availability of PPE equipment, undertaking due diligence to ensure that suppliers were reputable.
- 2.6 By the end of the reporting period the sector remained working remotely, and it is apparent that in future a realignment of expenditure across categories is probable. The impact of the pandemic in terms of furlough for universities and suppliers has impacted on the collaborative contracting programme, and a number of agreements were extended until such time that the tenders could be undertaken with full commitment from stakeholders.
- 2.7 In 2019/20 HEPCW continued to develop the services it provides to its members. The key objective supporting this was to identify and implement new services and

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

² <https://gov.wales/sites/default/files/pdf-versions/2021/3/1/1615195510/procurement-policy-statement.pdf>

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

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

procedures to optimise the benefits of enhanced benefits of broader 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- HEs organisations, e.g. National Procurement Service and Crown Commercial Service, are circulated to members as and when available
- 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.
- HEPCW continues to represent Welsh interests on National Groups including:
 - UKUPC Board
 - Joint Contracting Group
 - National Systems Group
 - Responsible Procurement Group
 - HEPA Board
- Communications – HEPCW works with its national counterparts to ensure that communications regarding collaborative activity is consistent and timely. At local level, HEPCW will provides the following services to its members;
- Use of Microsoft Teams to facilitate collaboration and knowledge sharing;
- Production of annual member’s benefit statement;
- Monthly and Quarterly Newsletter.

3. HE Sector Procurement Efficiencies Information 2019/20

- 3.1 The table below details the consolidated cash and non-cash releasing procurement efficiencies resulting from the UK HE Procurement Value Survey (PVS) undertaken via HEPA. It covers efficiencies for the academic year 2019/20 for the University of Wales, Trinity Saint David, University of South Wales, Wrexham Glyndŵr University, Cardiff University and Swansea University.

Sector Procurement Efficiencies Table HEPA PVS Information 2019/2020 (Representing procurement undertaken at University of Wales, Trinity Saint David, University of South Wales, Wrexham Glyndŵr University, Cardiff University and Swansea University).		
Category	Description	Delivered £M
Total procurement efficiencies reported via the HEPA procurement PVS.	Efficiencies information covering price reduction, added value, risk reduction, process re-engineering and sustainability.	6,475,219

- 3.2 The table below details the cash and non-cash releasing procurement efficiencies for the academic year 2019/20 for Bangor University, Aberystwyth University and Cardiff Metropolitan University.

Sector Procurement Efficiencies Table 2019/2020 (Representing procurement undertaken at Bangor University, Aberystwyth University and Cardiff Metropolitan University).		
Category	Description	Efficiencies Delivered £M
Sector National or Regional Contracts	Contracts let by the HE sector using HE consortia	1,942,495
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)	13,090
Local Contracts	Contracts set up on a local institutional level across all areas of institutional procurement expenditure	446,186

One off projects	One-off procurements, e.g. Capital expenditure, Research equipment etc.	304,929
E Procurement Efficiencies	Use of e-procurement. e.g. e-marketplace, e-trading, e-sourcing tools, procurement cards, xchangewales tools etc.	28,399

£9,210,318 - 2019/20 Total sector procurement efficiencies including E-Procurement.

Non-pay expenditure for the sector for 2019/20 was £519,784M (£612,884M 2018/19). A percentage efficiency of 1.8% (2.1% 2018/19) of non-pay expenditure.

4. HE Sector Procurement Best Practice Update

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

HE Sector Procurement Best Practice Update

Cardiff University

The vision at Cardiff is to provide a high-class Procurement Service 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. To build on their existing position, a Procurement Strategy Action Plan was agreed by the University Executive Board (UEB) in July 2020 that is based on four strategic pillars that will be addressed over the period 2020 to 2023. A summary of the key actions under each of these four pillars is detailed below:

Pillar 1 - Value for Money and Efficiency

During the FY19/20 the team have successfully completed just over 100 procurements for various goods securing in year benefits of £2.9m and whilst this was lower than the previous year this was due to several significant one-off savings being recorded in the previous year and the impact of Covid-19 delaying some projects.

- Spend influenced increased to 67%, compared to under 50% in 18/19.
- Spend through collaborative purchasing agreements increased slightly to just over £21.5M.
- A Procurement Forward Plan (pipeline of future procurement projects over 2-year period) has been developed and this is being linked to their future resource planning to ensure the plan can be delivered in an efficient way that delivers value for money for the University.

The plan is targeted at ensuring effective early resource planning and engagement of the procurement team and ensuring areas for potential collaboration can be identified.

- They have further developed their spend reports that will enable them to identify further opportunity areas including areas for extending collaboration.

- In addition to the further improvement journey via their Procurement Strategy action Plan, the Procurement Service saw an unprecedented surge of work over 2019/20, first to prepare the University for the impact of Brexit on their supply chains, and then in response to the Covid-19 pandemic.

They have collaborated with their HE colleagues and stakeholders across the University to identify and manage risks arising from the end of the Brexit transition period. They identified the highest risk goods and services and produced plans to mitigate risks during the first and second quarters of the new academic year that has minimised any disruption post Brexit.

Over the spring and summer Procurement Services supported the University to shut down the campus and then safely reopen with new ways of working in response to the Covid-19 pandemic. The Service effectively ensured reliable supply chains were in place to provide the additional goods and service required, including supporting the establishment of a new testing facility on campus. They also supported their suppliers, effectively following Public Procurement Policy guidance, working closely in partnership with their strategic suppliers to ensure services were able to resume on return to campus and to protect the local economy.

E-Procurement systems continue to be used including:

- Finance System
- E Marketplace.

The Science Warehouse eMarketplace has enabled eCatalogues, eInvoicing and Free Format orders modules.

Spend Analysis - Cardiff use Atamis as their Spend Analysis solution as part of spend reviews and they continue to address any issues over data quality to ensure the tool will be increasingly beneficial.

E- Tendering – In-Tend e tendering tool is used for requirements above £25,000 ensuring the process is as transparent and fair as possible.

Advertising Contract Opportunities – Cardiff use Sell2Wales and OJEU for requirements over threshold and c£30m was spent with Welsh suppliers.

Purchase cards - In FY19/20 the University spent over £1.48M via the Welsh Government purchase card programme.

Pillar 2 - Responsible and Sustainable Procurement

- The team have engaged with the University objective of achieving a Carbon neutral position by 2030 with the carbon reduction in their supply chain being a future priority.
- The key areas to support the wider Welsh Government priorities relating to responsible and sustainable procurement have been reviewed to ensure the current policies and guidance is appropriate and where this guidance can be improved it will be included as part of the updated policies and guidance that is currently being drafted.

Pillar 3 - Effective Leadership, Governance and Risk Management

- As part of the strategic review of the Procurement Service approval was given in July for the appointment of an Interim Procurement Director to lead the next phase of change for Procurement including a plan for a new Target Operating Model (TOM) for Procurement that includes a future permanent Director level position, to further enhance the importance given to Procurement across the University.
- Cardiff's procurement activities support the Welsh Government Legislation and policy and the relevant UK legislative requirements. In the summer of 2019 work commenced on a comprehensive review of the Procurement Policy and supporting procedures to ensure they not only address their legislative requirements but also reflect best practice. This review will also include a review of how procurement policies are communicated and monitored to ensure they can be easily understood and followed across the University.
- They have reviewed their governance approach towards procurement to take account of any internal and external audit recommendations and are in the process of implementing a revised approval process at the procurement planning stage and following the completion of the procurement process prior to contract award.
- Staff Development is a key element of Cardiff's annual Personal Development Review (PDR) process and despite Covid-19 the university continued to follow this process with most previous training needs being delivered and any training not carried out in 19/20 due to Covid-19 being carried forward into the latest PDR process carried out in the summer.

Pillar 4 - Engagement and Communication

- Cardiff have sought feedback on the Procurement Service and are now developing plans to address any areas of improvement needed including the development of a Procurement Communications Plan.

- Over the summer of 2020 plans were put in place to create a new Procurement Steering Group chaired by the Chief Finance Officer to oversee both the delivery of the Procurement Strategy and this group is now fully operational with key senior stakeholders from across the University.

Bangor University

The University benefits from several eProcurement tools managed and funded through the Welsh Government, and is reviewing how to make better the use of its electronic Purchase to Pay product, namely eTrading Wales. A new project to look at alternative solutions and ways of working commenced last November, and is an area where the University should benefit from increased process efficiency.

Sustainability

Electronics Watch

As a member of the North Western Universities Purchasing Consortium, Bangor University is now an affiliate member of Electronics Watch. Electronics Watch is an independent monitoring organisation set up with the purpose of protecting the rights of workers within supply chains, particularly those who supply electronics to public sector organisations. Membership of Electronics Watch assists in demonstrating to wider stakeholders that Bangor University takes the potential risks in its supply chain seriously and is committed to taking positive action.

Switch to Renewable Energy

In October 2019, the Executive Committee agreed to switch the University's electricity supply contract from 100% nuclear to 100% renewable sources (i.e. wind and solar) in order to support the Climate Emergency Declaration and to contribute to reducing the University's carbon footprint. The University purchases its energy collaboratively via The Energy Consortium.

Revised Sustainable Procurement Checklist

The Sustainable Procurement Checklist that should be completed before commencing any tender exercise has been re-designed to make the process simpler. The Sustainable Procurement Checklist aims to assist buyers to identify sustainability impacts linked to the goods, services or works being procured and to consider how any risks or opportunities can be addressed as part of the tender

process. The assessment assists the University to demonstrate compliance with Principle 3 of the Wales Procurement Policy Statement and to act in support of the requirements of the Wellbeing of Future Generations Act 2015.

Staff who trialled the new checklist reported that the questions posed did make them more aware of the sustainability issues surrounding their particular procurement e.g. energy use and end-of-life considerations.

Sustainable Procurement Review

In January 2020, the University took advantage of free consultancy from Wrap Cymru (funded through the Welsh Government) to review the University's current procurement practices with regard to sustainability and to identify opportunities for re-use and recycling strategies.

The support provided advice and guidance on the identification of key products that could be substituted/enhanced by recycled and re-use items. Guidance on procurement wording for several key purchasing categories was also provided along with indicators of how procured items would support Future Generation objectives whilst also satisfying other procurement targets such as cost, value and impact.

Progress in response to the work plan highlighted in last year's report has been affected as priority has been given to day-to-day operational activities:

- The new Procurement Strategy will be drafted once the University's new Strategic Plan has been finalised.
- Monthly reporting on local performance indicators is ready to be shared with the Deans/Directors of Professional Services, although some minor changes may be required post re-structuring.
- The Procurement Procedures document has been amended to include process improvements and recommendations arising from Internal Audits and is due to be considered by the Executive and Finance and Resources Committee this year.
- Contract Management guidance is available in draft format and the aim is to finalise this document by the end of the calendar year. A training programme will be developed to accompany the guidance.
- The Sustainable Procurement Checklist has been revised.
- There has been no further progress made on the Welsh Government's Code of Practice on Ethical Employment in Supply Chains. Training on the code will be provided as part of the Contract Management process.

- It has not been possible to undertake a Procurement Maturity Assessment due to Covid-19 restrictions. This will be considered again during the next financial year but will be subject to the availability of funds and the feasibility of conducting an off-site assessment.

Work Plan for 2020/21

The future work plan for 2020/21 will concentrate on the following areas

1. A new Procurement Strategy to be drafted. The strategy will be informed by the Finance Strategy and the new Strategic Plan.
2. Finalise Contract Management guidance and develop training programme.
3. Make progress against the Welsh Government's Code of Practice on Ethical Employment in Supply Chains, particularly in relation to Living Wage commitments.
4. Develop an affordable electronic Purchase to Pay strategy.
5. Re-consider a Procurement Maturity Assessment.
6. Explore opportunities for implementing a contract management module into Agresso to aid in identifying on and off contract spend, which could assist in the identification of future efficiency opportunities.

In addition to fulfilling the tasks within the annual procurement work plan, the Procurement Team will continue to search for process and cashable efficiencies, whilst providing guidance, assistance and constructive advice to Colleges and Professional Services Departments.

Cardiff Metropolitan University

Procurement within the University structure: 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.

Procurement people and staff development - The Procurement unit comprises of four people: 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 2019/2020, training included ethical supply chains; modern slavery; equality & diversity; sustainability and environmental; social benefit / TOMS; and expenditure data enhancement.

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

The University has been live with the Basware e-marketplace since 2011. Whilst the e-marketplace is viewed as being a key component in the University's purchase to pay process, the short-term cyclical nature of the Welsh Government contract award and funding support for Basware undermines any longer-term strategic development. When time permits, the University intends to review its e-marketplace provision and to probably appoint a provider directly to enable confidence in longer-term development plans.

All purchase orders that are not transmitted via the e-marketplace are transmitted via an hourly, fully-automated email based distribution functionality. This same functionality is used to distribute payment remittance advices.

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 utilises the Atamis expenditure analysis tool, both directly and through its membership of HEPCW. Although some concerns remain about the integrity of aspects of the Atamis data, the solution can provide expenditure reports and infographics that supplement and enhance the information obtained from the University's UBW Finance and Procurement system.

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

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.

Practices and procedures - During the last 12 months, the University has appointed a single Travel Management Company ('TMC') to manage all aspects of its business travel. This includes fully-integrated booking and approval workflows operating within the appointed TMC's' booking engine.

In conjunction with this appointment of the TMC, the University has undertaken the in-house development and launch of an online pre-travel portal that enables appropriate travel and destination risk assessment together with travel budget and purpose pre-approval.

The risk assessment aspects of the pre-travel portal is provided via an integration with the Drum Cussac travel risk portal. The use of the traveller-location services functionality within the Drum Cussac portal is also integrated with all travel itineraries approved through then TMC booking engine.

All Cardiff Met staff on duty travel can access all aspects of this booking and risk management functionality via apps on their mobile devices.

This arrangement provides an online, fully integrated travel risk, booking, approval and incident alert and location tracking service, the extent of which is understood to be currently unique in the UK HE sector.

It is intended to have this same level of booking and traveller assurance functionality available for all students travelling overseas from academic year 21/22.

The University's procurement procedures have also been updated to ensure consistency with Cardiff Met's Welsh language compliance notice.

Procurement policies - The University has had an Ethical Supply Chains policy in place since 2011. This was reviewed and updated in 2020 to ensure it continues to reflect good practice in this activity. All other University procurement policies are periodically reviewed to ensure they continue to reflect good practice and are consistent with the Welsh Government procurement policy statement and the Ethical Employment Code of Practice.

Statutory requirements - 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 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 and is currently involved in the development of an in-house data secure repository to enable the University to meet good practice objectives in Right to Work checks for sole traders and similar suppliers.

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.

Collaborative procurement contracting - 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 National Procurement Service Wales, Crown Commercial Services and Eastern Shires Purchasing Organisation.

The University currently procures its energy through TEC, which includes its electricity contract (renewed in 2020) which provides 100% of the University's electricity supply from renewable sources and is contracted under a flex tariff arrangement.

As noted in the e-systems section, 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').

Collaboration in non-contracting procurement activity – 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. It is intended that this work will lead shortly to the appointment of Net Positive Futures as the supplier's sustainability engagement for the Welsh HE sector.

University of South Wales (USW)

The 2019/20 financial year has proven to be challenging for Procurement with Covid-19. There has been a great deal of additional work undertaken in the area of sourcing Personal Protective Equipment (PPE) and supporting the University in all manner of other sourcing activities surrounding the pandemic and ensuring the University is safe for its staff and students.

The University has embraced collaborative procurement by utilising frameworks offered such as HE Frameworks, National Procurement Service, Crown Commercial Services and G-Cloud underpinning their support of the Wales Procurement Policy Statement (2015), Principle 7 of the WPPS 2015 which states “areas of common expenditure should be addressed collectively using standardised approaches and specifications”. Collaborative Procurement (both internally and externally) underpins the approach of the University of South Wales’ procurement team, as they develop their business partnering model.

They have embraced the philosophy that efficiencies can be achieved through a collaborative approach for the procurement of common and repetitive commodities; indeed, the percentage of impactable spend channelled through collaborative procurement was 31.33%. The percentage of impactable spend with SMEs was 61.5% (Welsh Government target 33.3% by 2022). Further work is planned to continue improving their procurement delivery and focusing on the digital service for e-marketplace, e-contracts and e-tendering together with developing a greater strategic procurement approach for the University, initially centred around ITS and Estates – the two largest spend areas. Work continues on the evolving Finance System to support and develop its functionality and increased use of their e-Marketplace and an e-contracts database repository. 23.5% of Purchase Orders placed are via the e-Marketplace.

Principle 1 of the Wales Procurement Policy Statement (2015) states “Procurement should be recognised and managed as a strategic corporate function that organises and understands expenditure; influencing early planning and service design and involved in decision making to support delivery of overarching objectives”. The University Executive appointed a Procurement Director in March 2020, to support and take forward the Procurement team with the remit to meet the growing challenges that face the University and HE Sector.

The Procurement Director is focussing on the principles of Category Management and has introduced a strategic sourcing toolkit, allowing USW to manage and exploit business conditions, supplier consolidation, supply economics – leverage volume and leverage internal resources – people, knowledge, expertise to:

- Minimise supply chain risk

- Deliver cost savings and value
- Improved quality and service
- Achieved sustained leverage benefits
- Drive innovation.

Developing deeper relationships with suppliers, so USW are 'in it together'. In Summer 2020, the University, in conjunction with a Legal firm, revised the following Procurement documents to ensure they reflect USW's commitment to the Bribery laws, Anti-Slavery, and the Equality Act 2010:

- Purchase Order Terms & Conditions
- Tender Terms and Conditions
- Commercial Business Contracts for Consultancy and Services.

HEPCW and Net Positives Futures - HEPCW has proposed a collaborative approach to Ethical and Sustainable Supply Chain activity and has made a recommendation for the adoption of a sustainable development information portal – Net Positives, by all the Welsh universities;

- The database/portal enables the collation of information on the structures and practices within the direct and indirect supply chains of the HEPCW member institutions;
- The scope of collated information would include human rights, including modern slavery, ethical employment, working practices and equality, together with environmental and health and safety practices. To date, there are 692 of USW's suppliers registered on the portal, with 588 of these having sustainable action plans for review and appraisal;
- The availability of this information would allow HEPCW and its members to make better informed contracting and supplier management decisions; improve supply chain reliability and risk awareness; and enable a much enhanced situation and progress information for both statutory and policy statements and reports;
- Net Positive Futures was recognised as a mature platform with considerable existing data relating to UK HE collaborative suppliers. It is based on suppliers being encouraged to upload information and to develop sustainability action plans, which are also hosted on the portal. It is widely used within the HE sector in the UK.

Cost avoidance measures:

- A significant risk to the University arose when a key supplier of academic textbooks went out of business. Access to over 6,000 e-book titles (£600,000) was at risk of being lost unless alternative procurement was achieved. The assets were migrated to a single provider to achieve continuity of access and avoiding the cost duplicate purchase and the administrative overhead of sourcing the titles from a range of suppliers.

Framework Agreements and collective negotiation.

- USW continues to utilise the SUPC agreement for the supply of book and e-books. In 2019/20 they spent £317,937 with the suppliers on this agreement and estimated the value of discount achieved at £86,068.
- USW has negotiated a contract extension for its reading list management system. As a recognised member of the Wales Higher Education Libraries Forum (WHELP), the supplier has applied a discount in line with competitor products.
- Wales Higher Education Libraries Forum (WHELP) shared procurement of a library management system continues to deliver efficiency savings, particularly in terms of sharing expertise across institutions in managing the system.
- In common with other HEIs in Wales, USW is a frequent adopter of agreements for the provision of academic content, negotiated by Jisc on behalf of the sector. Such agreements increasingly have sought additional value by driving down the cost both of subscription fees and 'academic processing charges' (fees charged by publishers to make material open access).

USW continues to utilise, where possible, Jisc Collections for a range of online content, including discovery services and full text collections. In 2019/20 they spent £646,848 with the suppliers on this agreement and estimated the value of discount achieved at £11,110. The University currently has access to 13 free agreements (journals, multimedia learning resources and online magazines) with a total list price of £159,480.41.

The impact of the procurement function on the value for students

Digital Disadvantage Challenge - The move to online/blended learning precipitated by Covid-19 highlighted the inequality surrounding student access to digital resources (notably poor internet connectivity and ability to purchase devices). Completing the final part of an academic year with remote learning was successful, but starting a new academic year was likely to add further anxieties for students who experience 'digital poverty' in any of its forms. During the nationwide lock down, USW supported its current students by providing them with around 200 devices to support them in their studies. This was accomplished through a combination of laptop loans (and the repurposing of decommissioned iMacs).

To supplement this, a number of students also received Wi-Fi dongles to overcome connectivity issues. Nevertheless, as they moved towards a new academic year, with a constantly evolving situation, they needed to address this ongoing challenge and put in place practical steps to support their students. A cross functional group from IT, Procurement, Student Services and Marketing and Student Services was therefore created in Summer 2020 to create a solution to this challenge. Addressing the issue of disparity surrounding digital access was complex, mainly due to establishing the scale in terms size (i.e. how many students would this impact) and how best to establish a robust process which didn't create huge overhead, which was fair and limited any liability issues. In tackling the challenge, desktop research was undertaken, as well as collaborating with other Welsh universities and the University Alliance. From their analysis, it became clear that there was not a single solution, but a combination of solutions. One such solution was that the USW Procurement and IT teams work collaboratively to broker a better price and payment plan for students to purchase a personal device from a reputable supplier. Using an existing framework supplier, students were given access to an online store from which they could purchase a personal device at a reduced price. By combining procurement expertise with technical specialism from IT, the best solution was found for those students who would need this scheme.

Digital Shift - Library Services

In 2019/20 there was a rapid acceleration of the trend towards providing learning resources in a digital format. Although the price of academic e-books is often greater than print (particularly in the core textbook market), the shift offers opportunities for efficiency in the traditional overheads of maintaining print collections and the physical spaces that house them. There are also clear benefits for student experience in terms of accessibility; the potential to integrate digital content more deeply into learning systems, and developing graduate digital skills.

Swansea University

Swansea's Procurement Transformation programme launched a new Procurement Strategy for the University, which focuses on improving and measuring progression in 9 main areas; Governance; Reporting & KPIs; Sustainability; Collaboration; Category Management; Supplier Strategy; Organisational; Resource and ICT. The transformation programme provided investment with additional resources being brought in. Staff development is being supported within the Procurement team by the offering and support of CIPS and MCIPS qualifications being worked towards enhancing existing knowledge base and improving retention.

Use of E-Systems & Software Tools, Swansea University continues to use eTendering software. The University has also rolled out an eMarketplace solution with ongoing uptake of integrating more suppliers to this ordering platform. Their practices and procedures are continually reviewed to adopt legislative changes and professional best practice. Spend Analysis is fully supported by a Data Co-ordinator role within the Procurement team to drive category strategies, identify risk / opportunities etc.

The creation of Spend reports, YOY analysis and specific spend dashboards are amongst some of the implementations put in place. Procurement Policies and procedures are continually reviewed to adopt legislative changes and professional best practice. Compliance with policy is reviewed and reported to a Procurement Board at the University. Statutory Requirements, 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 HEPA Board.

The impact of the procurement function on the value for students

The new Digital Learning Platform tendered in March has a positive impact on students. As the student population is increasingly becoming more diverse, looking to balance their learning with day-to-day pressures of being a 21st century student. They expect flexibility and agility in the way they access learning materials, engage and collaborate with peers and staff. Students (and staff) were vocal in student forums; such as Unitu, module feedback and customer satisfaction questionnaires to say that the previous Digital Learning Platform was not an intuitive system, mobile responsive, scalable, resilient or contained the tools and features they would expect and have experienced in other systems. Accessibility and inclusivity are at the forefront of the new platform, improving these areas impacts positively on all students. Undertaking this project showed that the University had listened to the community and acted upon their requests, leading to improved student satisfaction, improved progression, attainment and graduate outcomes.

Also, a contract modification to upgrade the digital solution for the College of Human and Health Sciences from a static LearningSpace Enterprise system (which included Video Recording, Debriefing, Peer Review, Performance Assessment and Simulation Centre Management) to the mobile LearningSpace Ultraportable system, which allows the capture of mobile scenarios run within ad-hoc locations (corridors, ambulances or within public settings). Also, this static to mobile modification has also been expanded to include the 2021 MPharmacy degree: re. a £5million boost from the Welsh Government almost doubling pharmacy training places in Wales, the College of Human and Health Sciences is investing in a new October 2021 MPharm degree. The expansion of the upgraded mobile LearningSpace provision to include the MPharm, involves fitting out the new Pharmacy Skills suite with capability to record visual and audio at six stations, to be used for formative and summative OSCE's (objective structured clinical examination), consultations and live demonstrations.

The expansion would also enable the system to:

- Record practice OSCE's and consultation sessions throughout the term so that the activity can be played back and discussed by academics, the student involved and with agreement, other students.
- Students will have the ability to access their own recordings to refresh themselves with regard to the structure of the activity or their previous performance.
- LearningSpace also has online marking systems and detailed analysis which will replace paper based marking
- Consultations can be performed in the consulting rooms with only the student and the "patient" present in the room, with the recording being used for analysis - this scenario is a closer simulation to real life consultations.

University of Wales Trinity Saint David (UWTSD)

The procurement department continue to provide professional support to departments in all procurement related matters, and give specific guidance in product and service areas and promote the collaborative procurement across the HE sector and the wider public sector locally. In doing this it enables them to deliver best value for money and better services. The Procurement department take a lead role in the procurement process.

Their value of spend does not require to many e systems and tools although they have introduced DocuSign in the last 6 months which is proving to be very successful especially when home working in speeding up the process of signing off tender awards and contracts, The Financial Regulations are followed, and they comply and promote compliance with procurement regulations. They embed environmental, social and ethical considerations into their procurement in line with Welsh government requirements and as part of their commitment to Responsible Procurement.

Aberystwyth University

The University has continued its engagement of SUPC Procurement Shared Services (PSS) consultancy.

Work by PSS on a Procurement Change and Transformation model is now at implementation stage. This plan will address and contribute to developments in best practice areas including:

- The role of procurement
- People and development

- Enhanced use of ABW data and related statistics generated
- Collaborative procurement contracting
- Processes and procedures
- New technology solutions & new ways of working.

The combined work of the procurement team and consultants has culminated in the production of a new 5 year procurement strategy (2020-25) while also identifying the following benefits for Aberystwyth University:

- Potential cash releasing savings of circa £1.9m over 5 years through the introduction of a new operating model for procurement reflecting the opportunity to deliver cashable annual savings of £430-780k (pre-Covid spend levels) through selected procurement category initiatives.
- A corresponding financial plan which identifies anticipated costs and net contribution to the institution, expressed in NPV terms using a 5% discount factor.
- Savings to be delivered by cross functional category sourcing teams modelling new ways of working and resourced from across the University.
- New governance and reporting mechanisms required to support the development of future operating model, implementation of new university-wide sourcing arrangements and demonstration of benefits.
- A programme management approach to manage changes required to sustain benefits and deliver a portfolio of category initiatives (projects).

Notwithstanding their NPS efficiencies reported (expressed against £205k of captured data supplied by the NPS) a further point of note is the University's support for, and usage of, Welsh suppliers generally which in the reporting year amounted to some £29m (source: HEPCW 2019/20 Members Benefit Statement). This represents 62% of all reported spend through the Atamis spend analysis software tool and thus represents robust evidence of an ongoing commitment to support and engage the local supply base within Wales to deliver both small scale activities and larger capital projects.

Wrexham Glyndŵr University

The Procurement function at the University sits within the Finance Department and the Procurement Advisor reports directly to the Executive Director of Finance. The Procurement Advisor is actively 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 and once identified a Procurement Networking Group will be formed in order to share best practice and to ensure there is a forum for clear communication to be provided on procurement matters. Additionally, the Procurement Advisor is in the process of developing a Procurement Training programme in conjunction with the Welsh Government and HEPA and a number of e-learning procurement courses are being reviewed with aim of launching a new targeted 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 also a member of the Welsh Government E-Procurement Project Group. The University already uses a number of procurement system and software tools that are available via the Welsh Government, such as the following:

- Atamis Spend Analysis software
- Sell2Wales website for e-tendering and publishing tender notification opportunities
- Dunn & Bradstreet – Financial Check software to assess supplier financial standing
- Welsh Purchasing Card and Precision Pay in conjunction with Barclaycard.

The Procurement Advisor has just completed a process of undertaking a market analysis of e-procurement tools available in order to develop a business case for investment in e-sourcing and contract management tools, which if approved will be implemented during 2021. The University has already implemented a Purchase to Pay (P2P) software as part of their Blue cube Financial Ledger system with Symmetry. A high level review of the current Financial Regulations in relation to the Procurement has been undertaken with the aim of developing a more robust and comprehensive set of Contract Procedure Rules (CPRs). The CPRs have been 90% developed and they will be sent out for consultation and implementation during 20/21 Financial Year, which will include a number of staff training workshops. The University provides regular spend data upload to the Atamis Spend Analysis web tool as part of the Welsh Government funded solution. The supplier and spend data provided is then enriched against further third party data e.g. Companies House in order to provide further analysis of SME spend, local spend and risk dependencies. The University also on an annual basis provides spend data upload to the North West Universities Purchasing Consortium (NWUPC) which is then analysed as part of the HE Hunter spend solution. The data returned provides clarity on for example: total impact able spend, total spend against collaborative framework agreements and also efficiency benefits delivered.

All procurement documentation and procedures have been updated in order to be compliant with statutory requirements including Public Contracts Regulation 2015, GDPR, Welsh Language Standards, the Well-Being of Future Generations (Wales) Act and the recent Brexit Trade deal implications. The University continues to take a proactive role in Collaborative procurement contracting

through membership of the NWUPC and HEPCW. The University also continues to collaborate with the National Procurement Service as well as with other consortia arrangement such as the CCS and ESPO. The Procurement Advisor has established a collaborative arrangement with Wrexham County Borough Council in order to joint work together on a number of initiatives. This includes sharing of procurement documentation, sharing contract register details, working towards delivery of social value in order to benefit the local area. The University is an active member the North Wales Procurement Forum, which is a bi-monthly cross sector procurement forum which is facilitated by Welsh Government Procurement Policy officers. The forum provides a networking opportunity to collaborate with procurement personnel from outside the HE sector and also to provide feedback to the Welsh Government on various procurement policy initiatives.

The procurement function has been actively involved in a number of projects across the University that will in turn deliver value to the students. These include the following projects:

- Phase 2 B Corridor & Associated Works (HEFCW Grant) – This was a £400k refurbishment of various lecture rooms in order to provide students with the best learning experience.
- Supply and delivery of the Moodle Virtual Learning Environment – This was to ensure the move towards further online blended learning for students.
- HEIW Grant – Health Simulation Equipment – The purchase of state of the art simulation equipment will result in the Health course students having access to leading edge virtual training software.
- Veterinary Nursing Course Accreditation - Works & Equipment - The refurbishment of the Northop site building has allowed the Veterinary nursing course to obtain full accreditation which has provided the students with modern and high quality facilities.
- ICT Desktops for IT Lab Upgrades – A number of ICT equipment was upgraded throughout the Computing Laboratory which has ensured student learning experience has been enhanced with access to latest technology.

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 Welsh Government'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 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. Work has been impeded somewhat this year due to the pandemic and Brexit.

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 HEIs 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 for the 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. The University can evidence having achieved all of the commitment requirements. The University encourages all firms bidding for Cardiff Metropolitan tenders to sign up to support the Code.

The University is an accredited Living Wage Employer. During the period of this report, the University reached agreement with the contractors who provide regular and recurring services on their campus (property cleaning, security, grounds maintenance and car park management) to pay all their employees working on their campuses the Real Living Wage. This arrangement became effective on 1 April 2020.

As noted earlier in this report, HEPCW has implemented an 'enhanced collaboration' programme. A key development in this programme has been the creation of a project group responsible for the design, development and delivery of a collaborative and shared activity approach to meeting obligations under the Code and the Modern Slavery Act, particularly where such an approach can enhance progress and reduce effort and duplication. The University's Deputy Head of Procurement represents the University on this project group.

University of South Wales (USW)

The University of South Wales has addressed and updated more recently some of the key activity areas documented below with a few examples of Policies and Procedures in place below:

Public Interest Disclosure (Whistleblowing) Procedure which is visible externally and internally and so is the Modern Slavery and Human Trafficking statement.

The USW Group have an Equality and Diversity Policy Statement that sets out the University's commitments. USW have again been recognised for their strong commitment to equality by achieving the Athena SWAN Bronze award for commitment to gender equality and as a top Trans Employer by Stonewall.

University of South Wales Strategic Equality Plan Annual Reports, Strategic Equality Plan Equality and Diversity Policy Statement In Summer 2020, and in conjunction with a Legal firm, USW has revised the following documents to ensure they reflect their commitment to the Bribery laws, Anti-Slavery, and the Equality Act 2010:

- Purchase Order Terms & Conditions
- Tender Terms and Conditions
- Commercial Business Contracts for Consultancy and Services USW is an Accredited Living Wage Employer and therefore pays directly employed staff the Living Wage and additionally expects Contractors / Suppliers who provide a service to the University to undertake the same.

The University is currently conducting a Facilities Management tender and paying the Real Living Wage is one of the Conditions of that tender. HEPCW & Net Positives Future - HEPCW has proposed a collaborative approach to Ethical and Sustainable Supply Chain activity and has made a recommendation for the adoption of a sustainable development information portal – Net Positives. The database or portal enables the collation of information on the structures and practices within the direct and indirect supply chains of the HEPCW member institutions.

The scope of collated information would include human rights, including modern slavery, ethical employment, working practices and equality, together with environmental and health and safety practices. To date, there are 692 of USW's suppliers registered on the portal, with 588 of these having sustainable action plans for review and appraisal. The availability of this information will allow HEPCW and its members to make better informed contracting and supplier management decisions; improve supply chain reliability and risk awareness; and enable a much enhanced situation and progress information for both statutory and policy statements and reports.

Net Positive Futures was recognised as a mature platform with considerable existing data relating to UK HE collaborative suppliers. It is based on suppliers being encouraged to upload information and to develop sustainability action plans that are also hosted on the portal. It is widely used within the HE sector in the UK. In order to assist with and expedite a prompt agreement to adopt the Net Positives Futures portal, it has been agreed that HEPCW will fund the initial 2 year contract in full during 2021.

Cardiff University

Cardiff has continued to embed the twelve commitments contained within the Welsh Ethical Employment in Supply Chains Code of Practice with their Modern Slavery Statement reflecting the progress in this area. They recognise that the Code of Practice impacts areas wider than Procurement including Governance Human Resources and Estates and that a joint approach to work on the Code is underway although this has been impacted by changing priorities resulting from Covid-19 that has impacted these teams significantly.

Cardiff University have signed-up to the Code of Practice and this represents a pledge to meet the requirements of the Code's commitments and while Covid-19 has impacted progress they remain committed to the Code and from a Procurement perspective this includes ensuring their tender documents and ongoing contract management reflect the commitments in the Code.

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 their purchasing policy and arrangements according to the ISO20400 Sustainable Procurement Standard. As well as the internal efforts to ensure their procurement is positive, the University is working collaboratively with the Higher Education Procurement Council Wales (HEPCW) and within the HE Purchasing Consortia.

Aberystwyth University

In late 2019, the University secured the services of an undergraduate third year Business and Management student on a short-term placement via the EU funded 'GO Wales' programme who undertook basic data interrogation work access on the Welsh Government database. They now also have basic data confirming the modern slavery statement credentials of all their suppliers via the external software database, which they can extrapolate in any given reporting period, whilst also providing valuable insight into Modern Slavery legislation for a final year student to enhance their learning and provide valuable work experience.

A 'snapshot' assessment was made during 2019/20 of their top 50 overseas suppliers in terms of financial risk, also providing a data source to establish whether an overseas entity has links to the Modern Slavery Act considerations. This work to date

constitutes circa 50% of the work profile associated with this task, with the remainder noted below as 2021/21 goals. Some G20 countries have recently passed legislation intended to reduce the impact of modern slavery on supply chains; their work here also aims to capture this, enhancing their supply market understanding.

Sector training guidance on modern slavery and related considerations have been made available to all University employees. Training in Ethical Employment and Recruitment Practices has been undertaken by staff involved in the recruitment process. Staff with significant responsibilities for procurement have been required to complete Modern Slavery for Procurement training.

University of Wales Trinity Saint David (UWTSD)

The University recognises that the Code of Practice impacts areas wider than Procurement including Governance Human Resources and Estates and that a co-ordinated approach to work on the Code is underway.

They have been working with other universities within the Consortia to deliver the twelve commitments within the Code. They are working with their suppliers to sign up to the Code of Practice to help ensure that ethical employment practices are carried out throughout the supply chain. They are an accredited Living Wage employer, and have worked with suppliers in the tendering process to do the same.

Wrexham Glyndŵr University

The 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. The majority of the commitments on the Ethical Employment in Supply Chains Code of Practice Action plan have been implemented or are in the progress of being implemented so far. 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. ATAMIS 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. A draft ethical employment policy has been developed, which is

going through the internal approval process. A Modern Slavery Supplier survey has been developed in conjunction with the Higher Education Purchasing Consortium Wales (HEPCW) which has been sent out to their high risk and key suppliers.

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

6.1 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

The University engages with a wide spectrum of its suppliers to provide support to the University's community related activities including:

- The grounds maintenance contractor providing plants, planting materials to support relevant initiatives and continues to support the community garden on Llandaff campus.
- A number of suppliers contribute gifts and prizes in support of the University's 'Go Green' campaigns.
- The University makes donations of surplus computing equipment, furniture and the like to local schools and charities.
- There are circa 25 supplier-sponsored student academic prizes and awards.
- Staff members of a number of the University's maintenance and campus-based service contractors support University Community day and 'Repair Café' events.

University of South Wales (USW)

In the past twelve months, the focus for USW colleagues and suppliers alike, has been to manage the impact of the pandemic, whilst supporting their local communities and economy wherever possible.

Atalian Servest

USW's cleaning supplier, Atalian Servest, is one such example. Their company is built on the knowledge, experience and passion of its people. They recognise that their most valuable asset is their diverse workforce and they therefore are committed to providing equal opportunities at all stages of employment. This commitment starts with responsible recruitment, by investing in

ethical and professional recruitment practices, Atalian Servest believe employee retention figures will remain high by promoting worker satisfaction and engagement which, in turn, aids operational efficiencies.

The local community should always have fair access to work on offer, which is why they are proud to work in partnership with the Job Centre, giving the local community the opportunity to get back into employment. All new vacancies are uploaded to a portal, and through Job Centre Plus, these are automatically shared within local job centres and on social media ensuring all vacancies are accessible and open to the local community. One of the key benefits from this focus on local recruitment is ensuring employee retention remains consistently high. Local workers are more likely to have access to family and friends, which not only prevents staff shortages but in the long term, it also reduces worker turnover. Over the last two years of the USW Group contract, Atalian Servest has seen a consistently low level of employee turnover with an average of a 3.3% monthly turnover of cleaning operatives. Throughout the Covid-19 pandemic, Atalian Servest have had to ensure their operations, including recruitment, has stayed agile and flexible. When building a Covid-19 response team to cover the additional sanitisation requirements, the contract manager used her local networks to employ four operatives who had been redundant from their previous employer during these difficult times. Furthermore, they also employ between four and five students within the Treforest Campus every year. Employment within the university in which they study in is a huge benefit for the students, as it not only provides them with an income but the management team are understanding of university commitments with hours being completely flexible. Atalian Servest also ensures they work with international students to ensure they can work within their visa guidelines. As part of their commitment to supporting the communities in which they operate, Atalian Servest also seek to support local business and sub-contractors. They specifically engaged with a local window cleaner to carry out work with the University, and as testament to his work, they now use the same contractor at various contracts across South Wales. In addition to this, Bio Hygiene based in Cardiff has become an Atalian Servest certified supplier of hygiene products nationally. Their Learning and Development department, Opportunity, continue to support all colleagues throughout their employment by providing unparalleled development opportunities to upskill and take on more senior positions. By encouraging their colleagues to become multi-skilled, it not only mitigates problems arising from skill gaps in employee absences but keeps motivation and productivity high. Always looking at further ways they can support the local community, Atalian Servest recently became a Kickstart approved employer.

The Government scheme provides funding to create new job placements for 16-24-year olds on Universal Credit who are at risk of long-term unemployment. In addition to the Kickstart initiative, the Welsh Government will be commencing a procurement exercise for the delivery of the Jobs Growth Wales+ Youth Programme Agreement to provide support to young people not in education, employment or training. Atalian Servest's Learning and Development department are currently working on the bid to be accepted onto the programme, which will allow them to provide 16-18-year-olds with skills, qualifications, work experience and subsidised work to enable progress to learning at a higher level. Sharing food supplies with those who most needed it, and avoiding food waste From May to July 2020, USW delivered a large amount of confectionary, soft drinks and snacks to three places:

- Treforest Food Bank based in St Matthews Church, Rhydyfelin.
- Ravens House Trust based in Newport.
- Hafod Care Home Cwmbbran - The majority went to the first two, the care home received a small amount. All stock would have otherwise been wasted.

Procurement Buzz

As a procurement team, USW have recently introduced a new quarterly supplier newsletter, 'Procurement Buzz'. This newsletter shares success stories and updates with their suppliers, ensuring they have a solid understanding of USW, their 2030 strategy and their role in supporting us to make a difference to the world and provide the best learning experience for their students. They have issued two editions to date, which featured content on their equality and diversity strategy, their carbon strategy and their graduate springboard 2030 programme, with the call to action for suppliers to offer work experience, graduate schemes, training, seminars and lectures on their field of expertise as part of their commercial relationship with USW. This newsletter has been well received by both stakeholders, who have requested to be part of it, and suppliers who have appreciated the insight.

A recent tender for a new energy broker service has secured a number of community benefits and value adds for the USW Group; work placements, a graduate scheme and seminars and training support have been agreed, benefitting both students and USW staff alike with knowledge development. These are now being presented to the USW Careers team for assessment and viability.

As part of the USW Procurement Strategy and associated new ways of working for the team, in FY20/21, they will be introducing improved internal reporting on the community benefits secured from the USW supply chain and which ones are utilised by students and staff. They will also continue to communicate to suppliers on this topic via their supplier relationship management programme.

Swansea University

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.

Cardiff University

The biggest Social Value success of FY2019/20 has been delivery of community benefits through the University's major capital project constructing a new Innovation Campus. The project has delivered over £9m in social and local economic value including:

- Securing 28 work placements.
- Creating 59 apprenticeships, 57 new recruits and 3 undergraduate years in Industry.
- Providing over 1,500 weeks' training on-site
- The workforce gaining 23 qualifications.
- Employing 64% of the workforce locally.
- Sourcing 74% of goods and services from local suppliers. In addition, the procurement for Cardiff Business School Estates development focused on the sustainable and environmental aspects of their buildings and estate projects, including circular economy staff office refurbishments, teaching space reconfiguration and sustainable refurbishments.

Projects completed before Covid-19 include the circular economy reconfiguration of the Dean's office and Board Room into a sustainable Executive Education learning space; the new Dean's office space and the upgrading of staff offices utilising recycled flooring and upcycled office furniture. Their circular economy projects have been developed in consultation with others in the Welsh Public Sector (such as Public Health Wales) and completed in partnership with local social enterprises, for example Merthyr Tydfil Institute for the Blind, who provided refurbished sofas.

Wrexham Glyndŵr University

The University has reported the following:

- The Henblas House Refurbishment and the relocation of Techniquest from the Plas Coch Campus to Wrexham Town Centre was a £1,790,000 project and was publically advertised on the Sell2Wales portal. Spatial Office Environment Ltd was awarded the contract and agreed to deliver various social value delivery outcomes.

As part of the project, the following social value delivery outcomes were achieved:

- £1,500 cash sponsorship for Techniquest was secured
- An opportunity was provided for up to 10 students from the University's Built Environment course to get "hands on" experience of a live construction project.
- £672,000 of the total construction contract value (45%) was invested back into the North Wales economy through various supply chain partners
- 83% of waste material was diverted from landfill
- 69 tonnes of materials was re-used off site
- 4.37 tonnes of waste was recycled

The Tender for the HEFCW £750K grant funded project in respect to the Refurbishment of the "B" Corridor, Reception Area and Graduate Enterprise suite has been successfully awarded to Pave Aways Ltd from Oswestry. As part of the project, the following social value delivery outcomes (provisional figures) were achieved:

- 8 Wrexham based FTE employees of Pave Aways Ltd received full time work totalling an aggregation of 52 weeks
- 89% of all sub-contractor work packages was spent with local supply chain partners within 25 miles of the project, representing £191,000 in value.
- Work based experience has been provided to three persons on site for six weeks.
- Two "Meet the Buyer" events were held and two new local sub- contractors were appointed to Pave Aways Ltd approved supply chain namely Recover Upholstery and Celt Installations.

The Procurement Advisor has also been proactive in reviewing the Wales TOMS Social Value methodology that was recently launched in November 2020. The Wales TOMS have been aligned to the 7 Well-Being of Future Generations (Wales) Act goals. The University recently adopted the use of the new TOMS in their recent tender submission bid to the HEIW tender for the delivery of future Health related training courses across North Wales. Further procurement projects will be identified whereby the use of the Wales TOMS methodology can be piloted.

Bangor University

Community Benefits clauses were included in the contract for the refurbishment of the Deiniol Building. However, at present, it is only possible to report on the delivered supply chain benefits, as it has not been possible to include data on apprenticeships or other community benefits due to work on site being put on hold during the pandemic. To date, the main contractor, MPH Construction, has sub-contracted work to a value of £208k to contractors within a 50-mile radius of Bangor, thereby helping to support the economy of North Wales. This represents 75% of total sub-contracted spend.