CONTRACTS & SUPPLIER RELATIONSHIP MANAGEMENT POLICY

University of Glasgow

WORLD CHANGING GLASGOW

Table of Contents

PR10-011-F
Release Date: January 2021
Next Review Date: February 2022
Controlled document unless printed or downloaded. This document is subject to document control procedure.
Author: Procurement Office   Approver: Head of Procurement

Procurement Office - Confidential

Page 2

1 Introduction

The Procurement Office is responsible for the procurement of all Goods, Services and Works required from external suppliers in compliance with Legislation, Regulations and the Procurement Policy using responsible / sustainable Procurement principles. Sustainable Procurement is a process whereby the University meets its needs for Goods, Services and Works in a way that achieves value for money (VFM) on a whole life cost basis, generating benefit not only to the University, but also with consideration to Social, Economic and Environmental factors.

On completion of Contractual signature between the University and the Supplier it is strongly recommended that tailored KPIs are set up to measure and monitor the Supplier's obligations for the Goods, Services or Works as stipulate in the Agreement. The Procurement Office and the Stakeholders have key roles and responsibilities which are set out below.

2 Procurement Office Roles and Responsibilities

As part of our role we will:

- Provide expert advice and guidance to all budget holders / stakeholders on all procurement matters.
- Ensure Contract & Supplier Relationship Management (C&SRM) is embedded in all tender requirements.
- Ensure Stakeholder Feedback is embedded in all tender requirements.
- Ensure that the standard C&SRM and Stakeholder Feedback templates are included in all Contractual Agreement where appropriate.
- Support all Stakeholders and Suppliers to develop tailored KPIs using the C&SRM templates.
- Support and provide guidance to Suppliers that are required to provide monthly KPIs.
- Annual refresh of the Marrakech toolkit.
- Annual refresh of the Department for Environment, Food and Rural Affairs (DEFRA) toolkit.
- Effective communication with all Suppliers identified as high risk through our sustainable Programme.
- Effective communication with EcoVadis, our Sustainability Partner.
- Support all Supplier questions in relation to our sustainable programme evaluated by EcoVadis.
- Effective management and communication of all Suppliers' EcoVadis sustainability rating with key stakeholders.
- Request improvement plans as required due to poor sustainability scores across any of the key pillars.
- Effective management and communication of all Suppliers listed on the Dun & Bradstreet portal.
- Support or facilitate monthly meetings with Suppliers and Stakeholders as required.
- Provide effective training and support to all Stakeholders on the C&SRM and Stakeholder Feedback template.
- Communicate to relevantStakeholders any C&SRM reports received directly from Suppliers.

3 Stakeholder Roles and Responsibilities

Stakeholders are responsible for:

- Creating and implementing tailored KPIs with Suppliers for key projects within their responsibility.
- Setting up meetings with Suppliers to jointly agree tailored KPIs from the vanilla C&SRM templates.
- Agree frequency of KPIs i.e. weekly, monthly, quarterly, annually.
- Request Suppliers to provide their KPI updates directly to them or designated person as per agreed frequency.

PR10-011-F
Release Date: January 2021
Next Review Date: February 2022
Controlled document unless printed or downloaded. This document is subject to document control procedure.
Author: Procurement Office   Approver: Head of Procurement
Procurement Office - Confidential
Page 3

- All KPI updates received should be copied onto the relevant Category Manager for reference.
- Review and validate Supplier KPI data received as per agreed frequency.
- Seek guidance from Procurement as required.
- Participate in all Procurement training provided.
- Escalate poor Supplier performance as required.

4 RACI

R - Responsible (performs the activity)
A - Accountable (ultimately accountable)
C - Consulted (needs to feedback and contribute)
I - Informed (needs to be informed of the decision)

Task	Stakeholder	Estates Project Managers	Procurement	Senior Management
Contract & Supplier Relationship Management:				
C&SRM Policy Refresh Annually	I	I	RA	I
C&SRM Toolkit	I	I	RA	I
Stakeholder Feedback Toolkit	I	I	RA	I
Guidance, Training and Support on C&SRM	I	I	RA	I
Contract Change Note	I	I	RA	I
Creation of Tailored KPIs Agreed with Supplier	RA	RA	CI	CI
Stakeholder Feedback Form Evaluation	RA	RA	CI	I
Supplier Action Plan	RA	RA	RC	I
Performance improvement	RA	RA	RC	CI
Reporting of Supplier Poor Performance	RA	RA	RC	CI
Meetings:				
Supplier Daily/Weekly/Monthly Meetings Facilitate, Agenda, Minutes	RA	RA	I	I
Supplier Quarterly/Annual Meetings Facilitate, Agenda, Minutes	AC	RAC	RAC	I
Sustainability:				
Marrakech Toolkit Refresh Annually	I	I	RA	I
DEFRA Toolkit Refresh Annually	I	I	RA	I
Supplier EcoVadis Scorecard Review Quarterly	I	I	RA	I
Supplier EcoVadis Scorecard Reports Monthly	I	I	RA	I
Request Supplier EcoVadis Rating Improvement Plans	I	I	RA	I
Effective Communication with Suppliers identified as 'High Risk'	I	I	RA	I
Effective Communication with EcoVadis	I	I	RA	I
Effective Management and Communication of all Suppliers with Stakeholders	CI	CI	RA	I
Financial Management (Dun & Bradstreet Rating):				
Effective Management and Communication of all Suppliers listed on DNB Reports (Mthly)	CI	CI	RA	I

5 Contracts & Supplier Relationship Management

As part of the supply-chain risk management, the University has implemented its Contracts & Supplier Relationship Management Programme. This enables effective monitoring and management of strategic suppliers and critical contracts through an organized process. The purpose of Contracts & Supplier Relationship Management (C&SRM) is to:

- provide a formalised system of monitoring supplier performance against the contract requirements, monitor compliance to agreement terms, contract KPIs and SLAs
- ensure there is clarity of the roles and responsibilities by all parties relating to C&SRM
- achieve value added benefits and potential additional savings due to proactive contract and supplier management including added value performance measures, demand, cost, supply chain, efficiencies and effectiveness management
- provide a platform for development of initiatives/innovation, learning and knowledge transfer

6 Overview

The University uses a dual approach towards categorisation of high-risk suppliers and strategic contracts:

1) **Supplier segmentation** - based on contract value and supply chain category risk profile

2) **Sustainability risk analysis** - The University of Glasgow has adopted the following Supply Chain Code of Conduct document in alignment with the sustainable procurement programme led by Advanced Procurement for Universities and Colleges (APUC). Procurement has used the sustainability risk prioritization tool (Marrakech) which assigns a score for each risk attached to a category of spend. The high-risk categories are then investigated using the DEFRA analysis tool. Thereafter Suppliers identified within these categories are measured and monitored through the EcoVadis Corporate Social Responsibility Monitoring Programme. Sustainability is a part of the University's Procurement Policy and incorporated into all procurement and supply chain activities including tendering and contract procedures. Further information on the EcoVadis Programme can be found on the website https://ecovadis.com/

PR10-011-F   Procurement Office - Confidential

Release Date: January 2021   Page 5

Next Review Date: February 2022

Controlled document unless printed or downloaded. This document is subject to document control procedure.

Author: Procurement Office   Approver: Head of Procurement

7   Contracts & Supplier Relationship Management Process

The chart below provides an overview of Contracts & Supplier Relationship Management Process followed by the University of Glasgow

```
                    ┌──────────────────────────┐
                    │   Supplier Segmentation  │
                    │       Methodology        │
                    └──────────────────────────┘
                      ╱                      ╲
        ┌──────────────────────┐   ┌──────────────────────┐
        │ Suppliers identified,│   │ Suppliers identified │
        │ based on contract    │   │ for EcoVadis         │
        │ value and risk       │   │ Sustainability Rating│
        └──────────────────────┘   └──────────────────────┘
                 │                             │
    ┌────────────────┐  ┌──────────────┐  ┌──────────────────────┐
    │  Stakeholder   │  │ Supplier KPIs│  │ EcoVadis Rating and  │
    │   Feedback     │  │              │  │ improvement actions  │
    └────────────────┘  └──────────────┘  └──────────────────────┘
                               │
              ┌────────────────────────────────┐
              │ Collate feedback into          │
              │ relationship management report │
              └────────────────────────────────┘
                               │
              ┌────────────────────────────────┐
              │    Supplier Review Meeting     │
              └────────────────────────────────┘
                               
              ┌────────────────────────────────┐
              │        Actions agreed          │
              └────────────────────────────────┘
                               
              ┌────────────────────────────────┐
              │  Contract Change Notice (if    │
              │         applicable)            │
              └────────────────────────────────┘
                               │
              ┌────────────────────────────────┐
              │ Feed into Supplier Leader Board│
              └────────────────────────────────┘
```

Procurement Office - Confidential

8   Supplier Segmentation Methodology

8.1   Based on Contract Value and Risk

Procurement uses the Kraljic Matrix methodology to assess suppliers based on cost impact and risk. Using the current Contracts Register as a basis for analysing spend activity, suppliers are assigned a low, medium or high rating based on both cost impact and risk. Feedback from stakeholders is obtained at this stage to validate the impact analysis considering the business area. From this review, suppliers can be classified as:
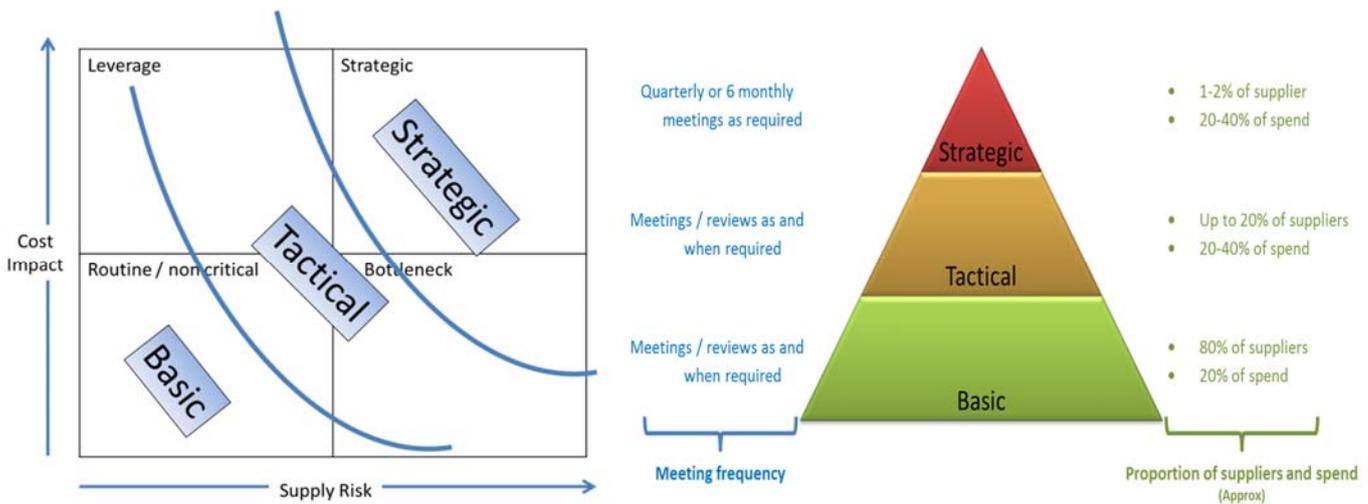
To ensure live mornitioing, the data from the University's Contract Register is used as a basis for classification. On the Contract Register, suppliers are rated in terms of cost impact and supply risk, e.g.
This combined score then maps to strategic, tactical and basic

cost impact	supply risk	Combined score	Segmentation
L	L	L-L	basic
L	M	L-M	basic
L	H	L-H	tactical
M	L	M-L	basic
M	M	M-M	tactical
M	H	M-H	strategic
H	L	H-L	tactical
H	M	H-M	strategic
H	H	H-H	strategic

8.2 Based on Sustainability Risk Assessment

This assessment is carried out and managed in three steps as outlined below:

Step 1 – Marrakech

The University's spend categories and sub-categories are assigned an initial sustainability score using a pre-prioritisation matrix against key sustainability criteria like Environmental, Social, Bribery and Modern Slavery risks.

	1=Low, 2=Medium, 3=High									Key: >15 = Highy Relevant/risk, >11 = Medium Relevance/risk, >9 = Low		
		Relevance /Risk									**Pre-Prioritisation**	
Com Code	**Commodity Code Description**	**Equality**	**Environmental / Sustainable**	**WEEE/ disposal**	**Social issues**	**Reputation**	**Health & Safety**	**Bribery Act Risk**	**Modern Slavery**	**Risk Score (Max = 21)**	**Priority 1 (>15)** **Priority 2 (>11)** **Priority 3 (<10)**	
H12	Other and General Cleaning and Janitorial									0	0	0	1
J	Utilities										4	1	1
J1	Electricity Supply and Services	1	3	1	1	3	3	3	1	16	1	0	0
J2	Gas Supply and Services	1	3	1	1	3	3	3	1	16	1	0	0
J3	Oil Supply and Services	1	3	1	2	1	2	2	2	14	0	1	0
J4	Solid Fuel, supplies and services	1	3	1	1	2	3	3	2	16	1	0	0
J5	Water and Sewerage Services	1	3	1	1	3	3	3	1	16	1	0	0
J6	Other/General Utilities	1	3	1	1	1	1	1	1	10	0	0	1
K	Computer Supplies & Services										10	4	2
K1	Printer Purchase and Maintenance	2	3	3	3	3	3	1	3	21	1	0	0
K2	Printer Consumables, Toners, Ink, Ribbons etc	1	3	3	3	3	3	1	2	19	1	0	0
K3	Magnetic Media and Storage, Optical Media and Storage (Discs, CD Roms, Data Cartridges)	1	3	2	2	1	1	1	2	13	0	1	0

Controlled document unless printed or downloaded. This document is subject to document control procedure.
Author: Procurement Office   Approver: Head of Procurement

Step 2 - DEFRA

Pre-prioritisation generates risk ratings for different categories and in the order of highest risks, sub-categories are further analysed using the DEFRA (Department for Environment, Food and Rural Affairs) toolkit. This produces detailed graphs showing sustainability risk exposure in combination with economic spend.

PR10-011-F
Release Date: January 2021
Next Review Date: February 2022

Procurement Office - Confidential

Page 9

Controlled document unless printed or downloaded. This document is subject to document control procedure.
Author: Procurement Office   Approver: Head of Procurement
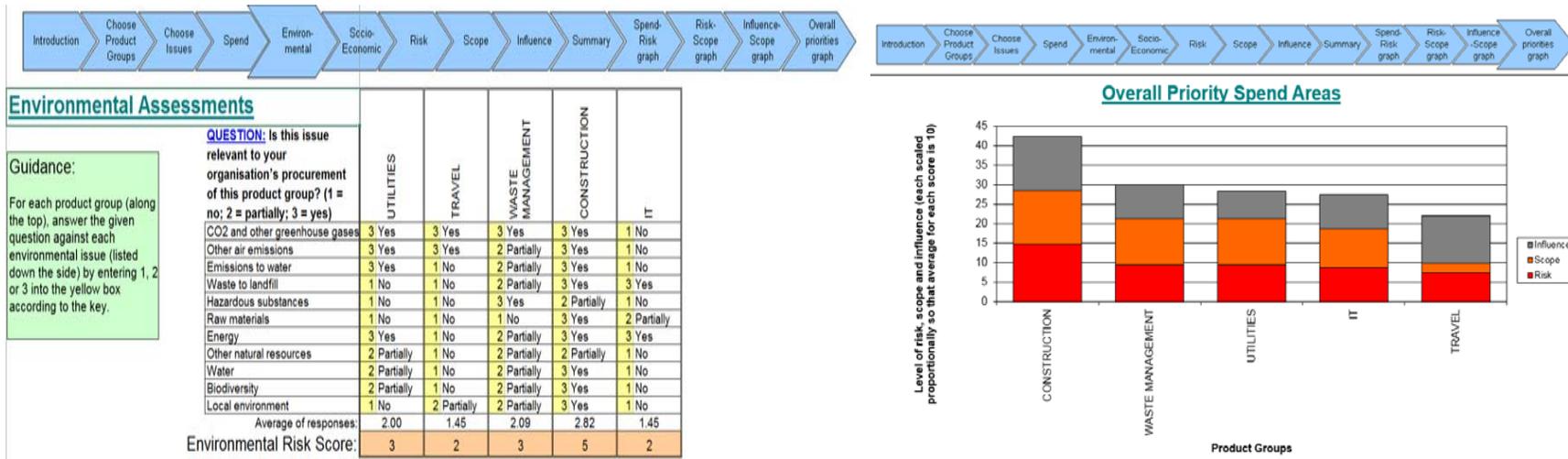
Step 3 – EcoVadis Sustainability Rating

The suppliers with contracts corresponding to the above high-risk categories from DEFRA model are evaluated for sustainability performance using the EcoVadis Corporate Social Responsibility Monitoring Programme. This is provided externally and independently by EcoVadis. The suppliers undergo a detailed assessment in environment, labour and human rights, ethics and sustainable procurement areas of their own supply chains. The results are published on the EcoVadis online portal, allowing clients such as the University to view, analyse and where required work on improvement areas jointly with the suppliers.

PR10-011-F   Procurement Office - Confidential

Release Date: January 2021   Page 10

Next Review Date: February 2022

Controlled document unless printed or downloaded. This document is subject to document control procedure.

Author: Procurement Office   Approver: Head of Procurement
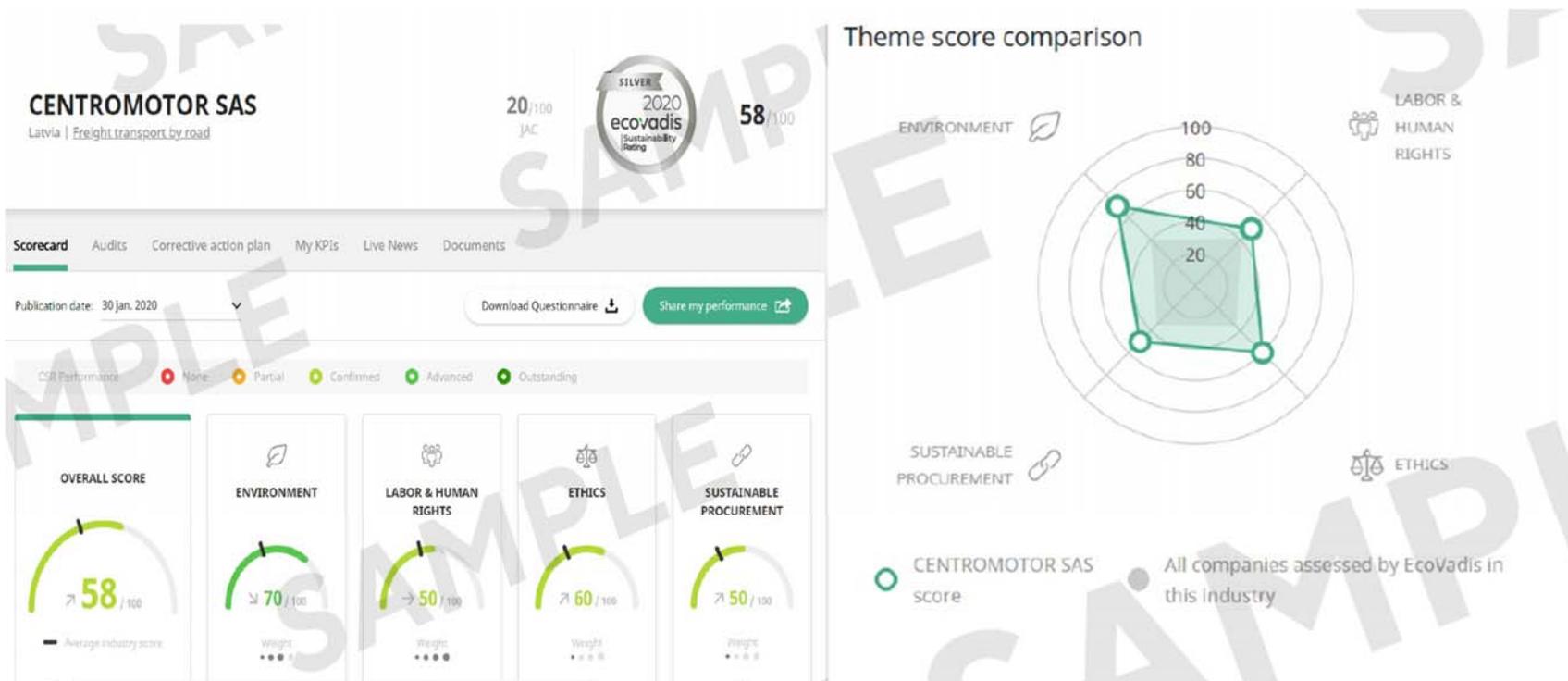
Strengths and Improvement Areas

🍃 Environment ⓘ   Weight ●●●○ ⌃

Strengths (20)   Improvement Areas (3)   360° Watch Findings (1)

👥 Labor & Human Rights ⓘ   Weight ●●●● ⌃

Strengths (18)   **Improvement Areas (8)**   360° Watch Findings (4)

⚖️ Ethics ⓘ   Weight ●○○○ ⌃

Strengths (8)   Improvement Areas (1)   360° Watch Findings (0)

⚖️ Ethics ⓘ   Weight ●○○○ ⌃

Strengths (8)   Improvement Areas (1)   360° Watch Findings (0)

PR10-011-F   Procurement Office - Confidential

Release Date: January 2021   Page 11

Next Review Date: February 2022

Controlled document unless printed or downloaded. This document is subject to document control procedure.

Author: Procurement Office   Approver: Head of Procurement

9 Managing strategic, tactical and basic supplier groups

C&SRM requirements form an important part of the procurement process, included in early stages such as tender strategy, supply market assessment and tender criteria setting. C&SRM templates and process are included in the tendering documentation and inside contractual agreements to ensure that suppliers are contracted to follow the process. It may be appropriate to include a copy of the KPI metrics, Stakeholder Feedback form and the Contract Change Note in the tender.

9.1 Basic C&SRM

Activity	What it entails	Why do it
Communicate contract implementation to internal Stakeholders	▪ Publication of agreement internally	▪ Ensure awareness of and efficient operation of agreement
Ensure compliance to contractual requirements	▪ Intervention if supplier is not meeting contractual requirements	▪ Quality Assurance – suppliers selected by UoG should deliver as per their agreement
Administration	▪ Update Contracts Register and ensure supplier is flagged correctly within Agresso ▪ Ensure suppliers have current and sufficient insurance ▪ Monitor D&B reports and highlight adverse trends/incidents	▪ Quality Assurance – suppliers should have the H&S accreditation, insurance cover and financial strength that we require ▪ Governance – key information should be kept up to date to facilitate smooth operation of the framework ▪ Warn stakeholders of potential problems to give opportunity for them to take mitigating actions
Efficiency and Effectiveness	▪ Monitoring spend through monthly reports and capture efficiency through the monthly benefits reporting	▪ Meet UoG efficiency targets
Sustainability	▪ Include and Identify risk rating through Marrakech pre-prioritisation scoring	▪ Understanding and awareness of sustainability risks in relation to the contract

9.2 Tactical C&SRM

Activity	What it entails	Why do it
Post tender, communicate contract agreement to internal Stakeholders	▪ Publication of agreement internally ▪ Publication of supplier user guides	▪ Ensure awareness of and efficient operation of agreement
Ensure compliance to contractual requirements	▪ Intervention if supplier is not meeting contractual requirements	▪ Quality Assurance – suppliers selected by UoG should deliver as per their agreement

PR10-011-F
Release Date: January 2021
Next Review Date: February 2022

Procurement Office - Confidential

Page 12

Controlled document unless printed or downloaded. This document is subject to document control procedure.
Author: Procurement Office   Approver: Head of Procurement

Activity	What it entails	Why do it
Administration	• Update Contracts Register and ensure supplier is flagged correctly within Agresso • Ensure suppliers have current and sufficient insurance • Monitor D&B reports and highlight adverse trends/incidents	• Quality Assurance – suppliers should have the H&S accreditation, insurance cover and financial strength that we require • Governance – key information should be kept up to date to facilitate smooth operation of the framework • Warn stakeholders of potential problems to give opportunity for them to take mitigating actions
Efficiency and Effectiveness	• Monitoring spend through monthly reports and capture efficiency through the monthly benefits reporting	• Meet UoG's savings targets
Supplier Performance Management	• Completion of feedback forms for leader board - quarterly • Collection of KPIs from supplier and/or stakeholders - monthly • Agree supplier improvement plan if supplier is in red zone • Listing on supplier leader board • Review meetings to be held as required	• Assess performance of suppliers to ensure they are delivering required service • Encourage suppliers to improve performance • Inform category strategies, especially regarding options for extension of contracts and rationalisation of supply base • Identify poorly performing suppliers and take appropriate corrective action • Share information with stakeholders
Demand Forecasting	• Application of forecasting & planning data (where available) • Engagement with stakeholders on future demand profiles • Awareness of the impact of UoG's strategies and business trends on demand	• De-risking supply by ensuring supply base has the capacity to meet UoG's requirements • Opportunity to improve commercials • Opportunity to rationalise supply base
Advice to stakeholders on framework operation and mini competitions	• Respond to ad hoc requests for support • Proactive intervention when framework not operating in line with legislation/ UoG procedures • Support up skilling of stakeholders in commercial application of the framework	• Ensure compliance with framework terms • Achieve best value from use of frameworks
Review of Procurement Outcome	• Assessment of whether the framework and suppliers selected are delivering all the outcomes expected • Capture of opportunities to improve the procurement process next time around via the lessons learned mechanism • Identify opportunities for immediate modification of frameworks	• Continuous improvement in design of procurements • Highlights opportunities to improve framework, either immediately or in next procurement
Sustainability	• Include and Identify risk rating through Marrakech pre-prioritisation scoring • Conduct detail analysis using DEFRA methodology	• Deeper understanding of sustainability risks in relation to the contract • Feeds into the category strategies to identify mitigation plans

PR10-011-F   Procurement Office - Confidential

Release Date: January 2021   Page 13

Next Review Date: February 2022

Controlled document unless printed or downloaded. This document is subject to document control procedure.

Author: Procurement Office   Approver: Head of Procurement

9.3   Strategic C&SRM

Activities marked * relate to value delivery.

Activities marked ^ relate to risk management.

Activities shaded # relate to both.

This list is indicative only. The benefits expected from a strategic C&SRM activity should be defined along with expected outputs and targets.

Activity	What it entails	Why do it
Market benchmarking *	▪ Comparison of framework pricing to market rates / indexations	▪ Benchmarking clause in framework agreement ▪ Ensure still getting best market rate
Facilitate innovation *	▪ Work with supplier to review and implement innovative opportunities ▪ Engage with stakeholders to support evaluation and adoption of innovation ▪ Cost benefit analysis of innovation opportunities	▪ Bring benefit from successful innovation to UoG quickly ▪ Feed ideas to stakeholders to inform their decisions/ strategies
Drive continuous improvement *	▪ Identification of opportunities for improvement and/or setting of improvement targets for supplier ▪ Action plans	▪ Increase the value delivered by the supplier ▪ Align the cost and service level delivered to UoG's requirements over the lifetime of an agreement
Develop supplier *	▪ Proactive engagement with a supplier to improve/add specific aspects of service provision	▪ Fill a gap in existing supply base ▪ Increase competition in supply base ▪ Reduce dependence on a single supplier
Advice on Framework T&Cs to stakeholders ^	▪ Preparing detailed guidance on the framework agreement ▪ Proactive and reactive support of stakeholders to ensure they understand the framework T&Cs	▪ Support users of complex contracts ▪ Mitigate risk of detrimental application of framework T&Cs ▪ Reduce risk of contractual dispute
Supplier Audits ^	▪ Audits of supplier activity at their premises/sites ▪ Feedback of audit results to supplier and agreement of improvement targets/plan	▪ Drive improved framework compliance ▪ Identify improvement opportunities in the way supplier carries out activities ▪ Quality Assurance
Dispute resolution ^	▪ Intervention in disputes between framework suppliers or between supplier and UoG stakeholder ▪ Informal arbitration to broker a resolution	▪ Resolve issues to prevent any increase in detrimental impact ▪ Use client influence in supply chain to prevent detrimental exploitation of 2nd tier suppliers
Supplier risk management ^	▪ Identification of specific risks associated with a supplier ▪ Tracking of risk and impact indicators ▪ Collaborative assessment of risk level and potential mitigation activities	▪ Business continuity ▪ Remove, reduce and mitigate risks to UoG ▪ Communicate risk to UoG stakeholders to inform their strategies and decisions

PR10-011-F   Procurement Office - Confidential

Release Date: January 2021   Page 14

Next Review Date: February 2022

Controlled document unless printed or downloaded. This document is subject to document control procedure.

Author: Procurement Office   Approver: Head of Procurement

Activity	What it entails	Why do it
Realignment of contract in line with business change #	▪ Negotiating and implementing amendments to service levels/costs in line with UoG changes	▪ Maintain best value ▪ Ensure frameworks continue to meet business needs
Training of stakeholders #	▪ Develop training material and identify stakeholders ▪ Roll out training ▪ Maintain training	▪ Ensure compliance with framework terms ▪ Achieve best value from use of frameworks ▪ Reduce risk from improper application of frameworks
Market intelligence #	▪ Research into market structure and trends ▪ Assessment of supplier's market position and strategy	▪ Advice to stakeholders to support de-risking (commercial and operational) ▪ Inform procurement strategies ▪ Keep close to market to anticipate any issues
Build relationships with suppliers #	▪ Regular meetings with a focussed agenda ▪ Action plans	▪ Deliver additional value ▪ Explore opportunities to deliver additional value ▪ Secure 'preferred customer' status with supplier
Cross functional strategic supplier reviews #	▪ Quarterly meetings with senior supplier reps and stakeholders ▪ Focussed agenda covering opportunities for change and securing rebate commitment	▪ Align senior stakeholders ▪ Reinforce relationships and commitment to deliver rebate ▪ Deliver additional value
Sustainability #	▪ Include and Identify risk rating through Marrakech pre-prioritisation scoring ▪ Conduct detail analysis using DEFRA methodology ▪ Suppliers would undergo full EcoVadis Sustainability Assessment	▪ Deeper understanding of sustainability risks in relation to the contract ▪ Feeds into the category strategies to identify mitigation plans ▪ End to end risk management of sustainability risks ▪ Working closely with suppliers on improvement actions identified by the EcoVadis Corporate Social Sustainability Monitoring Programme

PR10-011-F

Procurement Office - Confidential

Release Date: January 2021

Page 15

Next Review Date: February 2022

Controlled document unless printed or downloaded. This document is subject to document control procedure.

Author: Procurement Office   Approver: Head of Procurement

9.4 C&SRM Documentation

The checklist below is used as guidance for documentation required for the C&SRM process.

Document	Basic Level C&SRM	Tactical Level C&SRM	Strategic Level C&SRM
On-going Supplier Management			
Colleague Briefing Note	✘	If needed	If needed
Stakeholder Feedback Form	✘	✔	✔
Stakeholder Feedback Form – evaluation	✘	✔	✔
KPI Template	basic	✔	✔
Supplier Development Plan	If needed	If needed	✔
Supplier Meeting Standard Agenda	If needed	✔	✔
Supplier Meeting Standard Minutes	If needed	✔	✔
Supplier Action Plan	If needed	If needed	If needed
Contract Change Note	If needed	✔	✔
Contract Administration			
Category Management Strategy Template	✘	✔	✔
Savings Tracker	✔	✔	✔

9.5 EcoVadis Corporate Social Responsibility Monitoring Programme documentation

Document	Basic Level C&SRM	Tactical Level C&SRM	Strategic Level C&SRM
Marrakech pre-prioritisation	✔	✔	✔
DEFRA Analysis	If needed	✔	✔
EcoVadis Invitation Letter to supplier on behalf of the University of Glasgow	If needed	If needed	✔
Supplier's acknowledgement via email	If needed	If needed	✔
EcoVadis Rating report upon completion of assessment	If needed	If needed	✔

PR10-011-F   Procurement Office - Confidential
Release Date: January 2021   Page 16
Next Review Date: February 2022
Controlled document unless printed or downloaded. This document is subject to document control procedure.
Author: Procurement Office   Approver: Head of Procurement

Supplier Improvement Action Plan by Category Manager. Included as part of C&SRM measurements where applicable.	If needed	✓	✓

9.6 C&SRM Cycle Timeline for activities

Depending on criticality, complexity of the strategic C&SRM plan, a quarterly, bi-annual, annual relationship management cycle is planned by Procurement. An example of a 6 weekly cycle is shown below:

PR10-011-F   Procurement Office - Confidential

Release Date: January 2021   Page 17

Next Review Date: February 2022

Controlled document unless printed or downloaded. This document is subject to document control procedure.

Author: Procurement Office   Approver: Head of Procurement
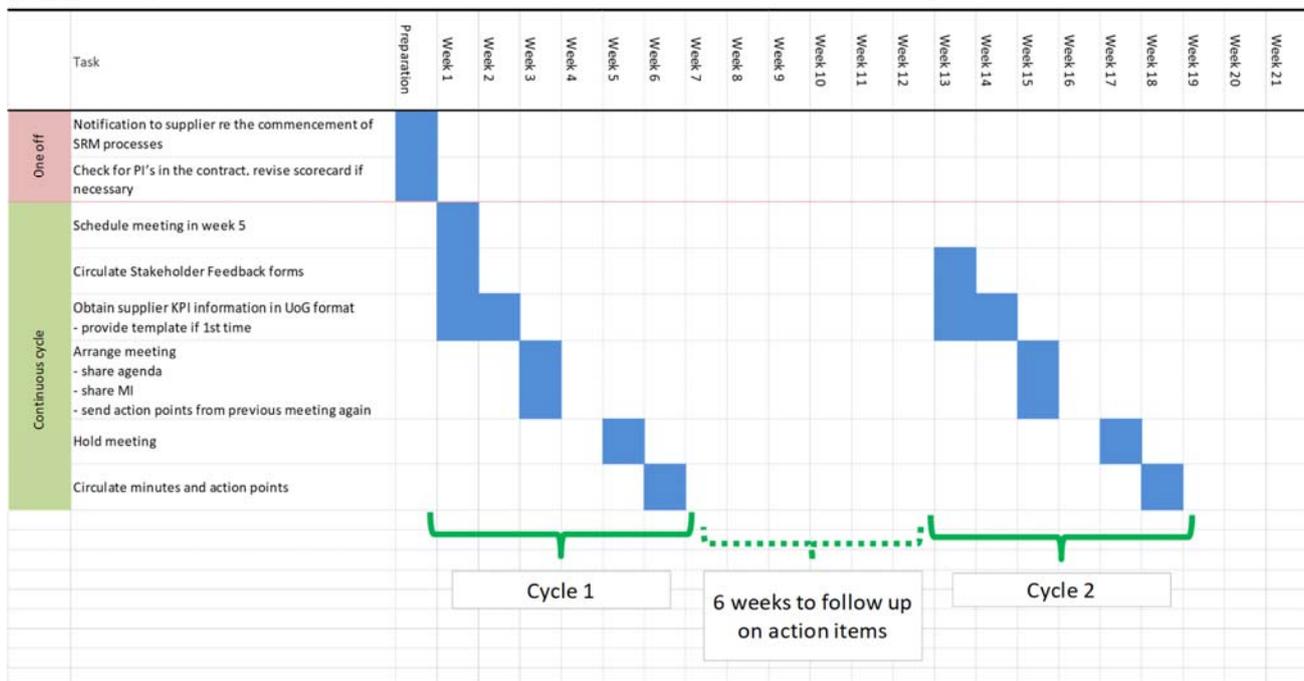
10 Stakeholder feedback

The key stakeholders involved in the process are as follows:

- **Contract users** – uses the Goods, Services or Works available on the contract. This includes call-off users such as Purchasing Officers who may be involved in handling queries and complaints
- **Procurement team** - Category Managers, Head of Procurement
- **Finance** – deals with invoices, credit notes, etc

10.1 The Stakeholder Feedback Form

The survey format is shown below. Questions are based on balanced scorecard criteria of Cost, Delivery, Quality and Service.

Scoring Guidance:

- Excellent (5)
- Good (4)
- Acceptable (3)
- Poor (2)
- Very poor (unacceptable) (1)
- Question not applicable to the service provided OR not enough evidence to answer (n/a)

		Stakeholder Feedback Form		Supplier: xxxx	
Question	Options			Your answer	Comments as applicable
On-time - does the supplier deliver goods or services to lead times that are suitable for your operational needs?	• Excellent (5) • Good (4) • Average (3) • Poor (2) • Unacceptable (1) • Question not applicable to the service provided OR not enough evidence to answer (n/a)			5	
Performance - are the goods or services offered as defined within the framework specification?	• Excellent (5) • Good (4) • Average (3) • Poor (2) • Unacceptable (1) • Question not applicable to the service provided OR not enough evidence to answer (n/a)			4	
Health & Safety	• Excellent (5) • Good (4) • Average (3) • Poor (2) • Unacceptable (1) • Question not applicable to the service provided OR not enough evidence to answer (n/a)			3	
Improvement and innovation - does the supplier offer innovations or improvements to existing products / services to better suit the requirements of users?	• Excellent (5) • Good (4) • Average (3) • Poor (2) • Unacceptable (1) • Question not applicable to the service provided OR not enough evidence to answer (n/a)			n/a	
Communication - how does the supplier manage communication and respond to enquiries (including complaints)?	• Excellent (5) • Good (4) • Average (3) • Poor (2) • Unacceptable (1) • Question not applicable to the service provided OR not enough evidence to answer (n/a)			1	
Do you enjoy working with this supplier?	Yes (5) No (0)			5	
Please feel free to input any additional comments that you may wish to make	Please note in the comments section			-	
Please indicate which of the following roles best describes your position in relation to this contract	End user Purchasing staff Technical staff Financial staff Other			Purchasing staff	
	Suppliers total score			18	
	Maximum score available			30	
	Maximum score available (excluding n/a)			25	
	Percentage score			72%	

PR10-011-F   Procurement Office - Confidential
Release Date: January 2021   Page 18
Next Review Date: February 2022
Controlled document unless printed or downloaded. This document is subject to document control procedure.
Author: Procurement Office   Approver: Head of Procurement

10.2 The Stakeholder Feedback Form evaluation template

The evaluation template to collate these responses and track them over time is shown below. Note the summary section at the bottom of the page.

Section	Question	C1 Answer	C1 Comments	C2 Answer	C2 Comments	C3 Answer	C3 Comments	C4 Answer	C4 Comments	C5 Answer	C5 Comments	C6 Answer	C6 Comments
	Supplier Feedback Form	**Colleague 1**		**Colleague 2**		**Colleague 3**		**Colleague 4**		**Colleague 5**		**Colleague 6**	
Delivery	On-time - does the supplier deliver goods or services to lead times that are suitable for your operational needs?	10		14		12		14		20		20	
Quality	Performance - are the goods or services offered as defined within the framework specification?	6		6		6		6		6		6	
Quality	Health & Safety	10		14		14		20		20		20	
Service	Improvement and innovation - does the supplier offer innovations or improvements to existing products / services to better suit the requirements of users?	14		20		14		14		10		14	
Service	Communication - how does the supplier manage communication and respond to enquiries (including complaints)?	0		14		20		20		20		20	
Misc	Do you enjoy working with this supplier?	10		10		14		14		14		14	
Misc	Please feel free to input any additional comments that you may wish to make												
Misc	Please indicate which of the following roles best describes your position in relation to this contract												
	Suppliers total score	50		78		80		88		90		94	
	Maximum score available	110		110		110		110		110		110	
	Maximum score available (excluding n/a)	110		110		110		110		110		110	
	Percentage score	**45%**		**71%**		**73%**		**80%**		**82%**		**85%**	

Overall Average	73%						
Cost	70%	70%	Invoice accuracy - this is asked of finance only				
Delivery	75%	50%	70%	60%	70%	100%	100%
Quality	56%	40%	50%	50%	65%	65%	65%
Service	75%	35%	85%	85%	85%	75%	85%

```
20 = 100%
14 = 70%
10 = 50%
6  = 30%
0  = 0%
```

PR10-011-F   Procurement Office - Confidential
Release Date: January 2021   Page 19
Next Review Date: February 2022

Controlled document unless printed or downloaded. This document is subject to document control procedure.
Author: Procurement Office   Approver: Head of Procurement

This will auto populate the following graphs for more detailed analysis (example filtered on quality)

PR10-011-F
Release Date: January 2021
Next Review Date: February 2022
Procurement Office - Confidential
Page 20
Controlled document unless printed or downloaded. This document is subject to document control procedure.
Author: Procurement Office   Approver: Head of Procurement
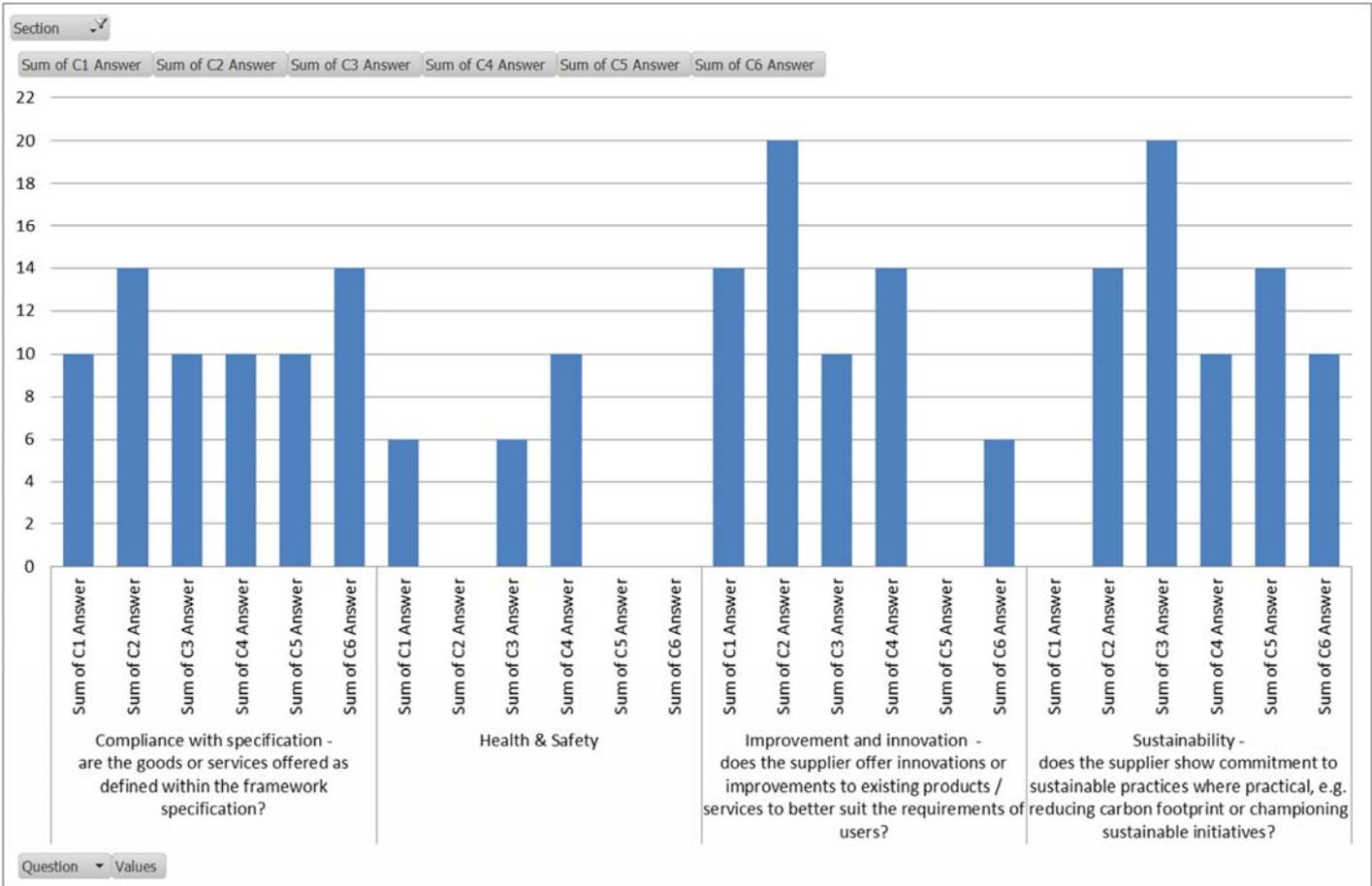
11 Supplier KPIs

Suppliers are required to complete agreed set of metrics using management information on a monthly basis. This information generates a dashboard for performance levels achieved (example below).
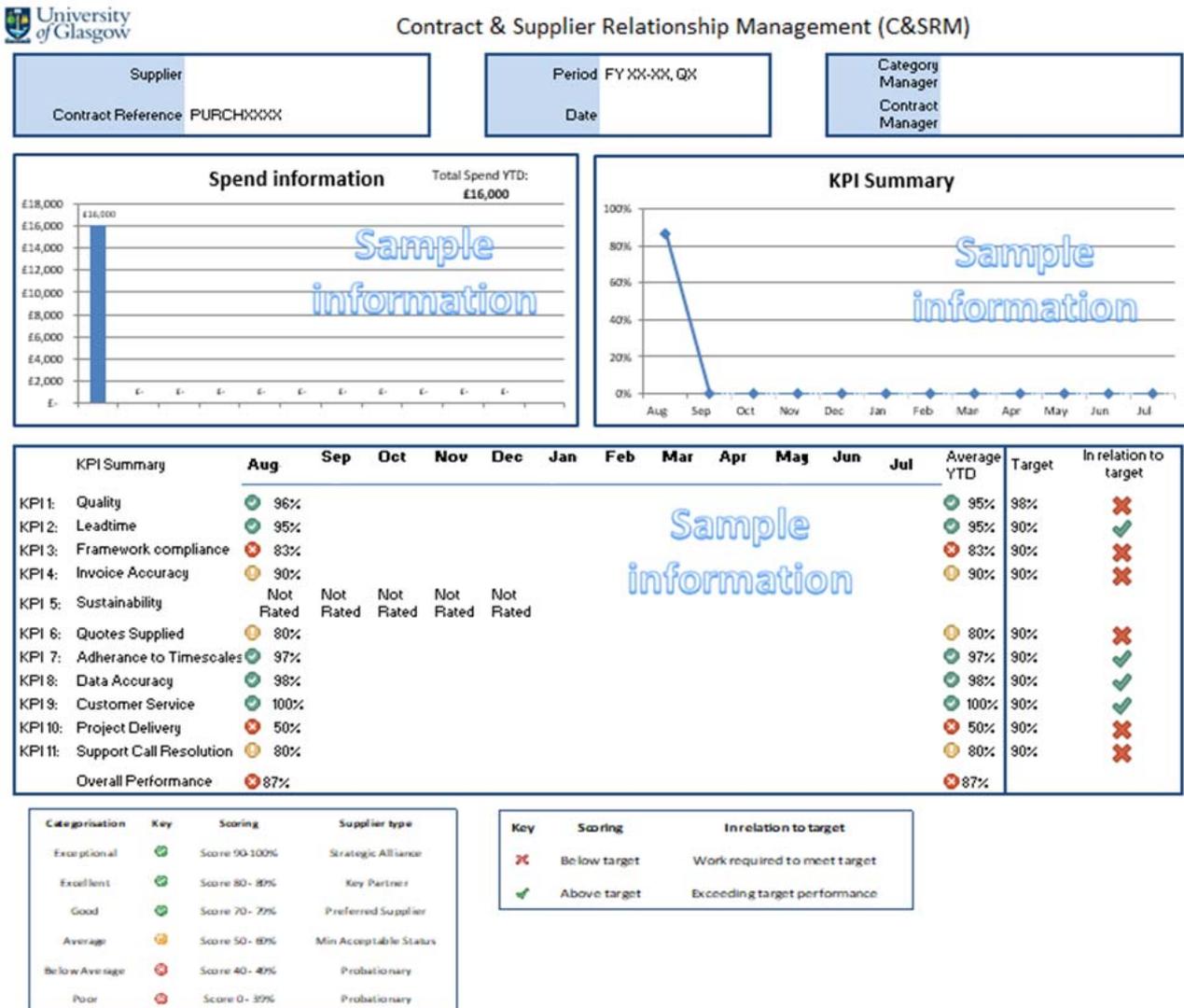
RAG status is created in the following basis
- ≥70% Green
- 50-69% Amber
- ≤50% Red

PR10-011-F
Release Date: January 2021
Next Review Date: February 2022
Procurement Office - Confidential
Page 21
Controlled document unless printed or downloaded. This document is subject to document control procedure.
Author: Procurement Office   Approver: Head of Procurement

This includes sustainability measurements such as EcoVadis rating, Community Benefits, BREEAM, EPC Rating and Carbon Footprint.

Example of Sustainability Measurements

Procurement supports the negotiation on agreed KPI metrics with the Supplier. The Supplier submits their KPIs on a monthly, Quarterly, 6 monthly basis (whichever is appropriate), this information ultimately feeds into the front dashboard (shown above). Procurement supports the validation of the Suppliers' spend and performance with stakeholders. In particular this is a joint working relationship between Procurement and Estates & Building Contract Manager.

		Contract & Supplier Relationship Management (C&SRM)		Delivery													

Supplier	0		Aim of this KPI: To measure the % of goods and services delivered on time. The UoG Category Manger will validate the number and highlight any anomalies back to the supplier should there be any concerns.
Contract Reference	PURCHXXXX		
Period	FY XX-XX, QX		

Spend		Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	
No. of Deliveries Planned														
No. of on time Deliveries														
% on time in full		0%												
% Target		98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	

Month	Comments
Aug	
Sep	
Oct	
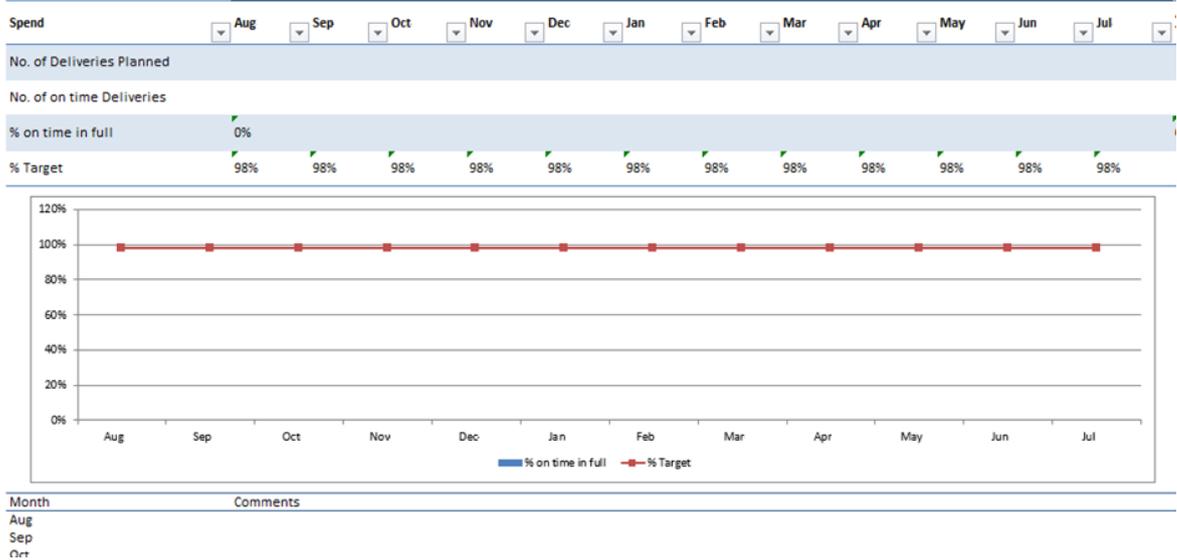
12 C&SRM Mature Model

After initial C&SRM cycles, for example 12 months of measuring basic KPI metrics a review will be undertaken by Procurement with a view to include additional categories such as Customer Service, value added benefits and end user experience. The University's internal stakeholders will score these categories. The weightings given to KPI performance will be re-aligned to include stakeholder scores. A C&SRM front page will be used to pull together the Stakeholder Feedback and Supplier KPI information into one place.

PR10-011-F
Release Date: January 2021
Next Review Date: February 2022

Procurement Office - Confidential

Page 23

Controlled document unless printed or downloaded. This document is subject to document control procedure.
Author: Procurement Office   Approver: Head of Procurement

University of Glasgow

Supplier Relationship Management

Supplier	Supplier XY Z	Contract Reference	PURCHXXXX,	Date	
		Period		Category Manager	xxx

	Customer feedback score		KPI score	
Summary of Scores	❌	41%	✅	80%
Weighting		50%		50%
Overall Score	⚠️		61%	

Categorisation	Key	Scoring	Supplier type
Exceptional	✅	Score 90-100%	Strategic Alliance
Excellent	✅	Score 80 - 89%	Key Partner
Good	✅	Score 70 - 79%	Preferred Supplier
Average	⚠️	Score 50 - 69%	Min Acceptable Status
Below Average	❌	Score 40 - 49%	Probationary
Poor	❌	Score 0 - 39%	Probationary

PR10-011-F
Release Date: January 2021
Next Review Date: February 2022

Procurement Office - Confidential

Page 24

Controlled document unless printed or downloaded. This document is subject to document control procedure.
Author: Procurement Office   Approver: Head of Procurement

13 Supplier Leader board

A supplier leader board captures C&SRM performance metrics from various suppliers into one document which allows performance comparison and benchmarking, i.e. one supplier's performance in relation to other suppliers in the program. The leader board also shows changes from the most recent review. RAG status is per the KPI sheet and is designed to highlight improving / worsening performance. The leader board can be filtered on college to show suppliers performance for that business area

University of Glasgow	Supplier Performance Board							
Supplier Name	University Department	Rank	Customer feedback score		KPI score		Current Combined Score	Change	Previous Combined Score
Supplier c	College of Arts	2	❌	41%	✅	80%	61%	▲	40%
Supplier a	College of Medical, Veterinary & Life Sciences	1	✅	80%	⚠️	50%	65%	▲	57%
Supplier e	Estates and Buildings	3	✅	90%	❌	25%	58%	▬	60%
Supplier b	University Services	4	⚠️	50%	⚠️	60%	55%	▼	60%
Supplier d	College of Arts	5	✅	75%	❌	0%	38%	–	n/a

Key

Percentage Score		Change	
✅	>70% Green	▲	Improved score by 3 or more %
⚠️	50-69% Amber	▬	minimal change
❌	<50% Red	▼	Reduced score by 3 or more %

PR10-011-F

Procurement Office - Confidential

Release Date: January 2021

Page 25

Next Review Date: February 2022

Controlled document unless printed or downloaded. This document is subject to document control procedure.

Author: Procurement Office   Approver: Head of Procurement

14 Supplier Meetings

As part of the C&SRM programme, Procurement, internal stakeholders and the supplier can jointly agree a frequency of performance review meetings required for the particular contractual relationship. As a guidance, the following points should be covered in the C&SRM meetings.

14.1 Standard Agenda

University of Glasgow	Supplier: [ ] Supplier Relationship Management Meeting	
Contract reference		Date of expiry (detail extensions available)
Contract name		Date of Meeting
Present	University of Glasgow: • • Supplier: • •	

1. Review of Minutes from previous meeting(s)
2. Review balanced score card and trends
2.1 Also any specific feedback received from users of goods / service
2.2 Contract performance against target / SLA / KPIs
3. General review of:
3.1 Opportunities
3.2 Development Areas
3.3 Key Achievements
3.4 Sustainability
3.5 Review of risks and Issues (incl. H&S)
3.6 Lessons learned
3.7 Benefits / efficiency Realisation (E.g. Community Benefits, sustainability)
3.8 Innovation
4. Feedback from supplier
4.1 Feedback from supplier re Contract management process
4.2 Supplier Business Review, with updates on new products / product developments, customer-affecting issues
5. Note action points (on the to do list e.g.)
6. AOB

PR10-011-F   Procurement Office - Confidential

Release Date: January 2021   Page 26

Next Review Date: February 2022

Controlled document unless printed or downloaded. This document is subject to document control procedure.

Author: Procurement Office   Approver: Head of Procurement

15 Contract Change and Exit Management

15.1 Contract Change

Through the course of the C&SRM programme, actions may be identified that require changes to the contractual arrangement; this can be executed through Contract Change Note. It is included as a schedule in all standard University Agreements of Purchase **(Appendix 1).**

15.2 Exit Management

The decision to exit a contract could be based on a variety of reasons such as:

Breach of Contract (performance failure)
Change to strategy impacting business requirements (new solution, contract no longer required)
Natural expiry of contract
Supplier liquidation
Termination for convenience

The exit management process will be led by Procurement in discussion with end users and the supplier involved. The phases in this process can be outlined as:
Analysing exit decision
Analysis of impact to process, people, costs
Assessment of actions required by either party
Exit Report and sign off

The procurement team will have responsibility for ensuring that both parties are working towards the planned exit of the contract and the procurement process for securing subsequent supply arrangements if required.

The Exit Strategy involves a full review of the supplier's performance, including capturing of lessons learned. The final review and lessons learned should be clearly documented and communicated to appropriate stakeholders, as it may inform any subsequent procurement or tendering for similar commodities in the future. **(Appendix 2)**

PR10-011-F   Procurement Office - Confidential
Release Date: January 2021   Page 27
Next Review Date: February 2022
Controlled document unless printed or downloaded. This document is subject to document control procedure.
Author: Procurement Office   Approver: Head of Procurement

16 Wider Considerations of C&SRM Programme

16.1.1 Contract Implementation

Contract Implementation consists of three distinct phases:
1. Migration – facilitating the movement of the organisation to a new contract post 'go-live'.
2. Mobilisation – the process of moving from contract award and migration to 'go-live' i.e. the point when a user can actually buy from the contract.
3. Communication – ensuring all stakeholders are aware of the contract and what it involves.

Actions that should be considered to migrate to and mobilise a contract at this stage include:

16.1.2 Internal Stakeholder guidance

A contract user guide relevant to the relationship may be required to communicate and publicise the contract to inform end-users of its content, which can contain key information about the use of the contract including:
- contract objectives,
- details of the Goods, Services or Works available,
- prices,
- Supplier contact details,
- ordering and invoice process,
- returns/complaints/escalation process,
- Contracts & Supplier Relationship Management process.

16.1.3 Supplier / Buyer Events

Depending on the size, value and risk level involved with the contract, a useful way to raise awareness of the contract amongst end users is to organise a Supplier / Buyer 'launch' event to give stakeholders the opportunity to meet the supplier and present details of the contract and what it affords. This is also an opportunity to distribute information packs/buyers guides. Where a large number of users are affected, it may be useful to publish a news item via communication channels.

PR10-011-F   Procurement Office - Confidential

Release Date: January 2021   Page 28

Next Review Date: February 2022

Controlled document unless printed or downloaded. This document is subject to document control procedure.

Author: Procurement Office   Approver: Head of Procurement

17 Appendix 1 Contract Change Note

University of Glasgow	Supplier: [xxxx] Contract Change Note
Supplier Name:	
Contract Reference:	
Contract Description:	
Form of Contract:	
Originator (i.e. the University or Contractor):	
Title of change:	
Date change first proposed:	

The Contractor and the University entered into a Contract for the provision of the above mentioned goods / service dated [xxxx] and now wish to amend that Contract;

Reason for proposed Change:

Full details of proposed change:

Details of likely impact (if any) of proposed change on other aspects of the Contract:

Effect of not implementing the change:

Timetable of the proposed change:

IT IS AGREED that with effect from [date] the Contract shall be amended as set out below:
- [Details of the amendments to the Contract to be inserted here – to include the explicit changes required to the text in order to effect the change, i.e. Clause/Schedule/paragraph number, required deletions and insertions etc]
- Except as herein amended, all other terms and conditions of the Contract inclusive of any previous CCNs shall remain in full force and effect.

Signed for and on behalf of the Supplier		Signed for and on behalf of University of Glasgow	
Signature:		Signature:	
Name:		Name:	
Title:		Title:	
Date:		Date:	

PR10-011-F   Procurement Office - Confidential
Release Date: January 2021   Page 29
Next Review Date: February 2022
Controlled document unless printed or downloaded. This document is subject to document control procedure.
Author: Procurement Office   Approver: Head of Procurement

18 Appendix 2 Exit Management Plan

University of Glasgow	Supplier: [xxxx] Exit Management Plan
Supplier Name:	
Contract Reference:	
Contract Description:	
Form of Contract:	
Originator (i.e. the University or Contractor):	
Title of change:	
Date change first proposed:	

The Contractor and the University entered into a Contract for the provision of the above-mentioned goods / service dated [xxxx] and now wish to exit that Contract;

Reason for proposed Exit:

Full details of proposed Exit:

Details of likely impact:

1. Impact to People

2. Impact to Process

3. Impact to Cost

4. Business Continuity

Timetable of the proposed change:

IT IS AGREED that with effect from [date] the Contract shall be amended as set out below:
- [Details of the to include the explicit actions required in order to effect the exit
- All other terms and conditions of the Agreement inclusive of any previous CCNs shall apply as agreed previously.

Signed for and on behalf of the Supplier		Signed for and on behalf of University of Glasgow	
Signature:		Signature:	
Name:		Name:	
Title:		Title:	
Date:		Date:	

PR10-011-F

Release Date: January 2021

Next Review Date: February 2022

Procurement Office - Confidential

Page 30

Controlled document unless printed or downloaded. This document is subject to document control procedure.

Author: Procurement Office   Approver: Head of Procurement