

## Purchasing Policy (Final v3.1)

<b>Operational Owner:</b>	Colin Davies, Director of Procurement
<b>Executive Owner:</b>	Phil Grainge, Chief Financial Officer
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<b>Review date:</b>	1 <sup>st</sup> August 2020
<b>Related documents:</b>	Finance Regulations, Purchase Card Policy, Ethical Conduct Policy, Sustainable Procurement Policy, Value for Money Policy, Equality & Diversity Policy. Documentation supporting the Purchasing Policy can be found on the Procurement pages of <a href="https://surreynet.surrey.ac.uk/staff-services/procurement">https://surreynet.surrey.ac.uk/staff-services/procurement</a>

### Approval History

Version	Reviewed by	Approved by	Date
1.6	David Sharkey	Executive Board	27 March 2012
2.0	Robin Hunt	Executive Board	31 July 2013
3.0	Colin Davies	Phil Grainge	3 July 2018
3.1	Phil Grainge	Executive Board	24 July 2018 -

## **1 INTRODUCTION**

### **1.1 Purpose**

- 1.1.1 This document covers the policy, and high level parameters, for the purchase of all goods, services and works, with the objective of ensuring a cost effective and legally compliant approach to purchasing, that also meets the requirements of a devolved budgetary system enabling departmental choice, where that provides best value for money for the University.
- 1.1.2 In July 2017 the Executive Board and University Council confirmed the University's status as no longer being a public contracting authority and to undertake procurements outside of the EU procurement regulations (PCR 2015). Our non-contracting authority status will be reviewed annually for Council to confirm. If the University status changes, this Policy will then be amended to reflect the changes.

### **1.2 Scope**

- 1.2.1 The document relates to the management and control of all non-pay spend, in respect of the acquisition of goods, services and works in all Departments and applies irrespective of the source of funding for a purchase. The policy applies to all employees of the University and its subsidiary companies, including temporary staff, contractors and consultants, involved in the procurement process.
- 1.2.2 For consistency, the Procurement scope test will include any supplier selection process which would have been within the scope of the Public Contract Regulations (PCR) 2015, regardless of whether, at the time, the University is within said regulations.
- 1.2.3 For the avoidance of doubt, procurement Policy scope will include, but is not limited to:
- Estates and non-Estates capital and non-capital (FM/Engineering) works, goods and services.
  - Professional Services (HR, Legal, Finance, Insurance, Tax, Marketing, Fleet), IT, Travel, Utilities and Laboratories.
  - Outsourcing and Insourcing reviews and outsourcing procurement decisions.
  - Private or Public Funded Initiatives for specific University Capital Projects if within the scope of an OJEU eligible purchase (i.e. the transaction would have fallen under OJEU Procurement Regulations 2015).
  - Franchising and Concession Agreements involving partner selection if within the scope of an OJEU eligible purchase (i.e. the transaction would have fallen under OJEU Procurement Regulations 2015).

### **1.3 Definitions**

- 1.3.1 "Purchase" means entering into any binding agreement for the acquisition of works, goods and services on behalf of the University and its subsidiary companies. Such agreements include purchase orders effected through the Agresso purchasing system, purchase card, leases, concessions and any purchase related agreement where the University may be obliged to pay an external organisation.
- 1.3.2 The "purchases" within scope of this Policy, include any transactions that would fall, or have fallen, within the scope of the Public Contract Regulations (PCR) 2015, regardless of whether, at the time, the University is within said regulations.

## 2 POLICY PRINCIPLES

- 2.1.1 Purchasing shall always be undertaken with the over-riding purchasing, commercial and organisational objectives of:
- Securing maximum Value for Money (VfM) whilst balancing risks.
  - Managing risk in both a compliant and effective manner, taking due consideration of the level of risk.
  - Generally adopting the Most Economically Advantageous Tendering (MEAT) approach that accounts for total lifecycle costing and value in supplier selection, rather than price in isolation.
  - Complying with all relevant legislation.
  - Ensuring transparency, fairness and non-discrimination in purchasing decisions. Ensuring sustainability and equality/diversity issues are considered in purchasing decisions
- 2.1.2 The University also requires that high level parameters, procedures and processes are in place to embed these principles: see Section 2.2.
- 2.1.3 The Purchasing Policy acknowledges that a combination of University level and devolved departmental purchasing is the most appropriate approach to achieve the purchasing and University objectives. Departments must use University level negotiated Preferred Suppliers or Purchasing Consortium endorsed contract agreements (where they exist and provide best value), to harness the purchasing power of the whole University and therefore obtain optimum value for money. The Preferred Supplier list is maintained on the Procurement portal. <https://surreynet.surrey.ac.uk/staff-services/procurement/find-supplier>.
- 2.1.4 Departments will involve Procurement at the earliest stage in the business process for any, above threshold (see Appendix 1) purchase to help ensure risk management, open market competition and VfM are optimised. This does not preclude departments from contacting Procurement if they need assistance below the threshold.
- 2.1.5 Procurement will be consulted and /or lead, where Contract value exceeds £100,000 (excluding VAT), as per Appendix 1 and 4.
- 2.1.6 Procurement will help determine the optimum procurement strategy with the relevant department.
- 2.1.7 Procurement will help determine whether Procurement will self-perform the sourcing process or whether a contractor or consultant is best placed to provide this service under Procurement guidance.
- 2.1.8 The Procurement Department undertakes a range of sourcing leadership and support roles depending upon the purchase complexity, value, risk level and type, available resource and client's procurement level of competence. Typically these roles are (see Appendix 4):
- Procurement Lead or Co Lead with primary responsibility for most sourcing and tendering activities.
  - Procurement Consultant, which may include specification setting guidance, procurement strategy and route to market, procurement resilience & risk considerations and may also include procurement documentation review and validation.
  - Procurement may provide ad hoc advice only and expect to be kept informed as per spend thresholds (see Appendix 1)

- 2.1.9 Departments will work with Finance and Procurement to measure and report on VfM and efficiencies achieved through effective procurement, to support annual VfM and Annual Efficiencies Returns reporting requirements. Effective reporting of cash and resource releasing procurement related initiatives, also support the University's annual budget planning activities.
- 2.1.10 Leasing may only be used as a method of purchasing following prior consultation with Procurement and Finance. Lease contracts generally run over a predefined number of years with a commitment to a third party – normally a Finance Company. Discontinuing an agreement is almost impossible without severe financial penalty, and matters such as title to the residual asset, asset obsolescence and the finance rate need to be carefully considered and compared to outright purchase.
- 2.1.11 Ethics, Sustainability and Social Value: All University employees involved in the purchasing process must abide by the University's Ethical Conduct Policy which includes guidance on the acceptance of gifts and hospitality and the avoidance of conflict of interest.
- 2.1.12 Ethical purchasing and other elements of sustainability are contained in the University's Sustainable Procurement Policy which should be referred to when considering the purchase of goods and services. As part of the Sustainable Procurement Policy, purchasers should also consider how services being procured might improve the economic, social and environmental well-being of the University's area of operations.

## **2.2 Parameters**

- 2.2.1 Competitive bidding and tender processes are performed as per Appendix 1 with Suppliers being appropriately selected and authorised for specific use.
- 2.2.2 Procurement would normally lead or co-ordinate the Tender commercial section evaluation.
- 2.2.3 New Suppliers are only added to Agresso after appropriate due diligence (Financial, Insurance, Health and Safety, IR35 and, for Estates, members of Safety Schemes in Procurement (SSIP)) and Procurement review. No expenditure should be committed without prior approval of the new supplier.
- 2.2.4 Supplier relationships and contracts are managed for financial and non-financial performance.
- 2.2.5 Formal authorised Contracts are in place as per Resilient Procurement Guidelines. (<https://surreynet.surrey.ac.uk/staff-services/procurement/recent-procurement-updates>)
- 2.2.6 In the majority of cases contracts should be no more than 4 years in duration, apart from exceptional circumstances.
- 2.2.7 Goods and services received are correctly recorded and are fit for purpose and take account of any specific needs of diverse groups at the University for whom they are intended.
- 2.2.8 Payments are only made for goods and services received, except where full or partial pre-payment has been agreed with Finance & Procurement.
- 2.2.9 Items purchased by the University for use by individuals are the property of the University and will remain so even after the departure of the individual for whom they were purchased.

2.2.10 Goods and services are purchased only with correct authorisation as per Appendix 2 and Appendix 3 and that no financial commitments are made to suppliers before Financial and / or Procurement approval is provided, which is normally via an approved Purchase Order via the Agresso system. This is the No PO No Pay Policy referenced in the University Financial Regulations section 23.2 (<https://surreynet.surrey.ac.uk/staff-services/finance/financial-regulations-finance-policies-terms-and-glossary>)

## 2.3 Contracting and Conditions of Contract

2.3.1 Where possible and where a University level negotiated contract does not already exist, the University of Surrey Standard Terms and Conditions of Contract (T&Cs) should be used when entering into contracts for the supply of goods or services. For more complex, higher risk or higher value requirements, as defined in the Resilient Procurement Guidelines <https://surreynet.surrey.ac.uk/staff-services/procurement/policy-and-guidance-information>, including Estates, bespoke or industry standard adapted T&Cs may be required and the Procurement or Legal Department should be contacted for guidance.

### 2.3.2 Guidance on Forms of Contract to be used by Value Threshold

£ Maximum Contract Value (if applicable) **	Estates Works Default Contract Type ***	University Default Contract Type (* <i>formal contracts normally required where high risk identified</i> )
< £10,000	University Purchase Order	University Purchase Order
< £10,000 < £100,000	***	University Purchase Order
< £100,000 > £200,000	***	University Contract
<£200,000 < £1 million	***	University Contract
> £1 million	***	University Contract

- \* The “Resilient Procurement Guidelines” should be referred to in determining when a formal signed contract is required (Appendix 6).
- \*\* £ value’s show exclude VAT and relate to the Contract Initial Period value and not the annual value alone.
- \*\*\*Estates Works related contracts: Several standard, adapted and bespoke Forms of Contract are approved for use in Estates covering Maintenance Services, Minor Works, Major Works and Consulting/Professional Services.
- Please refer to Procurement and/or Estates Directors/Deputy Directors (or their nominated person) on the most appropriate form to use.
- Please note that all Construction related procurements must have authorised contracts in place prior to commencement of works.

2.3.4 A University Purchase Order which incorporates the standard T&C's, on many occasions will be sufficient. There will be purchases however where a formal signed contract is required to further protect the University's interests. Formal signed contracts / agreements are typically required when:

- Contract lifetime Value is > £100,000
- High Supply Chain / Operational related risks
- High Regulatory / Compliance / Intellectual Property related risks
- General Data Protection (GDPR) related risks apply
- High Reputational related risks including Modern Slavery.

2.3.5 Please refer to Appendix 2 and section 13 in the University Scheme of Delegation and Key Decision Making Authorities for latest approval authorities for authorising contracts.

2.3.6 Suppliers may still seek to impose their own Conditions of Contract. These can be one-sided, in particular those governing rental or lease contracts. Purchasers should review carefully a supplier's proposed conditions, especially those related to managing the identified risks and, in the case of substantial discrepancy with the University T & C's, or if in doubt about the implications of a supplier's conditions, should consult the Legal or Procurement Department, before agreeing to them in a formal binding contract.

2.3.7 The rules and guidance around GDPR purchasing and contracting can be found in the GDPR Section of the Policy and guidance page – <https://surreynet.surrey.ac.uk/staff-services/procurement/policy-and-guidance-information>)

## 2.4 **Electronic Tendering**

Electronic tendering is the norm for all tenders over the values listed in Appendix 1 (£100k). All electronic tenders that meet this threshold value, must be set up to require a formal system driven opening ceremony, which excludes any late tenders and prevents premature opening of tenders. As the electronic tendering system provides an independent audit trail which cannot be amended or deleted, electronic tenders may only be opened by the assigned Procurement officer or an officially delegated representative from the client department.

## 2.5 **Tender Specification Documentation**

All documentation required to clearly describe and contract for the required services, works or goods must be developed prior to tendering. This may include: Scope of Works, Technical and Functional Specifications describing materials, services, drawings, workmanship and performance standards (construction and life cycle maintenance), Non Functional specifications etc.

## 2.6 **Insurances**

2.6.1 For any supplier awarded a contract by the University the following are the default levels of insurance:

<b>Public Liability</b>	<b>£10 million</b>
<b>Employer Liability</b>	<b>£10 million</b>
<b>Professional Indemnity</b>	<b>£5 million</b>

2.6.2 Existing buildings shall be insured by the University against loss of damage by fire etc. The contractor shall be responsible for insuring new buildings until practical completion.

2.6.3 Please refer to the latest Supplier Indemnity and Insurance Guidance issued by the University Insurance Team (<https://surreynet.surrey.ac.uk/staff-services/insurance/liability-insurance>)

### **3 GOVERNANCE**

#### **3.1 Responsibility**

##### **3.1.1 Council**

Council reserves to itself its powers under the University Statutes in respect of the purchase or lease of land and buildings. In accordance with an agreed Scheme of Delegation, it delegates its other powers relating to purchasing to the Executive Board whose members may delegate to their purchasing authority in accordance with 3.1.6.

##### **3.1.2 Audit Committee**

In accordance with its Terms of Reference, the Audit Committee has responsibility for ensuring that appropriate arrangements are in place to promote economy, efficiency and effectiveness (value for money).

##### **3.1.3 Chief Financial Officer**

The Chief Financial Officer is responsible for the formal review of Purchasing Policy. The policy is kept under constant review by the Director of Procurement and alterations as necessary are recommended to the Chief Financial Officer. Any questions concerning this policy should, in the first instance, be referred to the Director of Procurement.

##### **3.1.4 Director of Procurement**

The Director of Procurement is responsible for:

- Provision of University level negotiated contracts and Preferred Supplier arrangements for the purchase of goods and services by all departments, where aggregation of budget spend yields demonstrable VfM benefit and / or such a contract reduces significant contractual risk to the University.
- Working with Legal to ensure that all material contracts entered into by the University maintain and protect the best interests of the University.
- Working with Legal to provide up to date guidance on legislation applicable to University procurements.
- Management of the Procurement Department to provide delivery of a professional purchasing service to departments.
- Providing professional leadership (including co-ordination of training) for staff involved in purchasing and contract management activities throughout the University.

### 3.1.5 Procurement Department

The Procurement Department is responsible for:

- Provision and publication (distribution and sharing) of preferred supplier contracts, contract information, terms and conditions, and pricing via the Procurement Website.
- Provision of a professional purchasing advisory and facilitation service to include sourcing advice or support on specifications, tendering, tender evaluations, contract negotiation, contracting and contract management,
- Proactively Identifying VfM opportunities in purchasing areas and implementing plans to deliver the benefits identified.
- Utilise a Category Planning and Category Management approach to spend management.
- Liaison and active involvement with consortia (regional and national), Government and public sector buying agencies.
- Responsible for determining the procurement route, tender commercial evaluations and supporting commercial negotiations for all procurements over £100k contract values listed in Appendix 1. Please see Appendix 4 reference a guideline RACI covering Procurement responsibilities.
- Supporting Departments with resolution of service and contractual performance issues where formal contracts are in place.
- Ensuring that Departmental users are supported through the electronic tendering process where appropriate.

### 3.1.6 Executive Board Members, Budget Holders and Other Staff

Executive Board members have ultimate responsibility and accountability for ensuring that the Purchasing Policy and Procedures are applied to all purchases of goods and services within their Faculties/Departments.

Executive Board members may delegate their purchasing authority under the Scheme of Delegation. Faculty/Departmental staff to whom such authority is delegated must apply the Purchasing Policy and Procedures to all purchases of goods and services within their defined authority and must not act outside that authority. Failure to apply the Purchasing Policy and Procedures to all individual purchases of goods and services may be treated as a disciplinary offence. Authorisation limits are shown in Appendix 2 and 3.

A written record of all contracts and agreements entered into must be retained within the department for audit purposes and in case of future contractual challenge for at least the duration of the contract/agreement.

### 3.1.7 Implementation/Communication Plan

This policy will be communicated via the Procurement Website, Leadership Alerts, e-mail and directly to the parties identified below:



Responsible	Accountable	Consulted	Informed
Procurement Department	Director of Procurement	E&FM for any impact on construction and Estates procurement	All Staff via Policies website
Procurement Department	Director of Procurement	Finance for any impact on finance systems and consistency with Finance Regulations	Staff directly involved in purchasing via Agresso Requisitions email list
Procurement Department	Director of Procurement	Operations Leadership Group	
Procurement Department	Director of Procurement	Legal Department	

### 3.2 Exemptions

- 3.2.1 Many purchases can be complex and different in some way and there will be valid exceptions to this policy, particularly with regard to tendering thresholds and Procurement Teams role. The following are the required approval routes for permitted exceptions to the tendering and quotation thresholds detailed in Appendix 1:
- 3.2.2 Between £10,000 and £100,000 – Justifications for seeking fewer than 2-3 competitive quotes must be clearly stated in the internal text field of the electronic purchase requisition. Approval will be in accordance with the workflow in the electronic purchasing system. Without appropriate documentation, Purchase Requisitions may not be approved.
- 3.2.3 Between £100,000 and £200,000 – Justifications for seeking fewer than 3 competitive bids, or to avoid use of the University’s electronic tendering portal, must be agreed with the Procurement Department and recorded in the relevant procurement file. A revised formal “Tender Waiver Form” and associated process will be implemented in 2018/19.
- 3.2.4 Above £200,000 – Justifications for seeking fewer than 5 competitive bids, or to avoid use of the University’s electronic tendering portal, must be agreed with the Procurement Director (or Deputy Head of Procurement in their absence) and recorded in the relevant procurement file. A revised formal “Single Supplier Waiver Form” and associated process will be implemented in 2018/19.
- 3.2.5 Deviation from this policy in relation to a significant\* procurement and/or partner selection must be approved by the University’s Executive Board, taking advice from the Director of Procurement and other stakeholders as required. All other exceptions to this policy must be approved in writing by the Director of Procurement.  
*(\*significant may be defined in both monetary and non-monetary terms on the advice of the Director of Procurement and the CFO.)*
- 3.2.6 Very occasionally it may be necessary to follow the EU Procurement rules where specific EU Research funding projects may specify following PCR2015 as a condition of the grant award. The University may also, through procurement collaboration with other Universities, voluntarily apply the EU rules.

### **3.4 Review and Change Requests**

3.4.1 The planned review date of this policy is 1<sup>st</sup> August 2020.

3.4.2 However, interim updates may be required as a result of:

- Organisational change
- Process or technology transformation
- Emerging and/or identified risks to the University and its staff

3.4.3 Where this is necessary the following approval governance will apply:

- Administrative change (e.g. personnel changes in key ownership roles): approval by Operational and Executive Owners are appropriate.
- Allowances and key guideline information (e.g. addition, removal or material maintenance to allowances): approval by Executive Owner and the Executive Board as appropriate.

3.4.4 Suggestions for additional or maintenance to existing allowances will be considered where strong business rationale and benefit is demonstrated and should be referred to the Operational Owner for consideration in the first instance.

### **3.5 Legislative context**

3.5.1 All employees involved in purchasing on behalf of the University must comply with the requirements of all relevant and applicable legislation. This includes, but is not limited to, general duties imposed on the University as a public authority.

**Sale of Goods Act 1979 as amended by the Sale and Supply of Goods Act 1994**

<https://www.legislation.gov.uk/ukpga/1979/54>

**Modern Slavery Act**

<http://www.legislation.gov.uk/ukpga/2015/30/contents>

**General Data Protection Regulation 2016**

<https://www.eugdpr.org/>

**Data Protection Act 2018**

<http://www.legislation.gov.uk/ukpga/2018/12/contents/enacted>

**Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE)**

<http://www.legislation.gov.uk/uksi/2006/246/contents/made>

**Waste Electrical and Electronic Equipment (WEEE) Regulations 2006**

<http://www.bis.gov.uk/weee>

**Bribery Act 2010**

<http://www.legislation.gov.uk/ukpga/2010/23/contents>

**The Public Services (Social Value) Act 2012**

<http://www.legislation.gov.uk/ukpga/2012/3/notes/division/1>

### **Equality Act 2010\_**

<http://www.legislation.gov.uk/ukpga/2010/15/notes/contents>

### **Criminal Finance Act 2017**

<https://www.legislation.gov.uk/ukpga/2017/22/contents/enacted>

### **FOI Act 2000**

<https://www.legislation.gov.uk/ukpga/2000/36/contents>

## **3.6 Stakeholder Statements**

### **3.6.1 Stakeholders General**

In addition to Procurement staff, several stakeholders have been consulted on this revised Purchasing Policy. This includes management in Estates, IT, Finance, Legal, Internal Audit. Specifically, the Policy has been reviewed by the COO, CFO, CIO, HR VP, Head of Legal, Head of Internal Audit and Head of Estates.

### **3.6.2 Equality**

The University is strongly committed to equality of opportunity and the promotion of diversity for the benefit of all members of the University community. The University's approach is to promote equality across the full range of its activities, in employment, teaching and learning and as a partner working with and within local, national and international communities. Equality analysis is a process which examines how the impact of the policy has been considered on the diverse characteristics and needs of everyone it affects.

### **3.6.3 Health & Safety:** For further information please see the University Health & Safety policy <https://www.surrey.ac.uk/about/our-policies>

## Appendices

### Appendix 1 - Quotation and Tendering Threshold Values

<u>Estimated Order or Initial Contract Lifetime Value excluding VAT</u>	<u>Competitive Procedure</u>
Under £10,000	At the discretion of Faculty/Department.
£10,000 to £100,000*	A minimum of 2-3 competitive written quotes is required.
£100,000 to £200,000	A minimum of 3* bidders to be invited to tender.
Above £200,000	A minimum of 5* bidders to be invited to tender.
* £25,000 for RCUK-funded purchases	3 bidders subject to there being sufficient bidders who are pre-qualified

## Appendix 2 - Contract Approval Levels

<https://surreynet.surrey.ac.uk/staff-services/secretariat-and-legal/corporate-governance>

Contract Approval Levels relate to the total £ value (committed or estimated spend), excluding VAT, during the Initial Contract Period (before any planned or unplanned contract extensions) of the Contract and not the annual spend.

Where a formal Contract extension is required, the Contract Variation value is subject to the same Contract Approval Levels and a duly authorised Purchase Order. For the avoidance of doubt, all Contract Extensions (beyond the Initial Contract Period), where the value is over £100k, must be reviewed by Procurement to ensure VfM and contractual compliance.

Please refer to section 13 in the University Scheme of Delegation and Key Decision Making Authorities for latest approval authorities

<https://surreynet.surrey.ac.uk/staff-services/secretariat-and-legal/corporate-governance>.

In summary:

<b>Up to £100k:</b>	Budget Holder
<b>£100k - £500k</b>	Estates and IT: Estates Director or CIO
<b>£100k - £500k</b>	Other: Executive Board Member
<b>£500k - £2m</b>	Chief Financial Officer
<b>£2m - £5m:</b>	Chief Operating Officer
<b>£5m - £10m:</b>	Vice Chancellor

### **Appendix 3 – PO Approval Levels**

<https://surreynet.surrey.ac.uk/staff-services/finance/finance-resources>

**Appendix 4 – Guideline RACI covering Procurement Team roles and responsibilities**

<https://surreynet.surrey.ac.uk/staff-services/procurement/policy-and-guidance-information>

**Appendix 5 – Examples of “Procurement Routes” requiring approval by Procurement Team and Budget Holder / Project Manager for £100,000 Contract lifetime value procurements.**

<https://surreynet.surrey.ac.uk/staff-services/procurement/policy-and-guidance-information>

Major (not exhaustive) Procurement Steps and Routes:

1. Open Tender: Opportunity is openly advertised to all potential suppliers.
2. Closed Tender: Opportunity is advertised to an agreed list of potential suppliers
3. Pre-Qualification of potential suppliers before Tendering.
4. Formal Market Testing (sometimes known as Soft Market Testing SMT) before finalising Procurement Route.
5. Requests for Proposals: Typically used after some form of SMT where there may be several unknown / unspecified solutions.
6. Direct Negotiation with no tendering: Typically used where single supplier only exists, or where Business urgency dictates that, even though procurement related VfM may be compromised, expediency is more important. Strong business case, via the Tender Waiver process, required to use this route.
7. Direct Negotiation with no tendering: as per 6. When a limited number of suppliers only exist and negotiation process can exert competitive pressure to drive VfM.
8. Negotiation post Tendering: Normally used where the tender exercise has resulted in one or two preferred bidders to negotiate with.
9. University Preferred Supplier lists where demonstrated that approved suppliers can meet requirements.
10. University approved Frameworks (e.g. University Consortia; Crown Commercial Services etc.) and how the Framework is used (e.g. mini competition; direct award etc.)



**Appendix 6 – Resilient Procurement Guidelines (available in September 2018)**

(<https://surreynet.surrey.ac.uk/staff-services/procurement/policy-and-guidance-information>),)

**Appendix 7 - A revised formal “Tender Waiver Form” and associated process will be implemented in 2018/19.**