

# Procurement Strategy 2016 – 2018

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## 1.0 Background and Purpose

1.01 The University of Gloucestershire Strategic Plan 2012-2017 sets the University's mission, vision and values as:

1.02 **Mission:** The mission statement of the University of Gloucestershire is "*Founded on values, centred on students, focused on learning*".

1.03 **Vision:** The University's will:

*"Be distinctive as an inclusive, student-centred, academic community in which all students and staff are valued, in which all students and staff actively engage, and to which all students and staff are glad to belong.*

*Work in partnership with students to provide them with outstanding teaching, supervision and support. Teaching will be informed by scholarship and research into the subjects we teach, and innovation in learning and teaching.*

*Welcome students from all areas of the UK and overseas, building strong international partnerships and promoting globally responsible leadership. Serve the community through partnerships to pursue common goals in supporting progression and achievement. Promote business growth in the locality.*

*Strive to be a sustainable organisation which contributes to positive socio-economic and environmental futures".*

1.04 To support and achieve its mission the University requires the services of a large number of well managed external suppliers. The purchase to pay system shows that during the 2014/15 financial year the unaudited non-pay spend for goods, services and works, including capital projects, amounted to approximately £23.28m. Approximately 91% of spend was made with 20% of the 842 suppliers used. This illustrates a relatively high level of consolidation of requirement with fewer suppliers which contributes significantly to assuring that value for money is achieved through economies of scale. The remaining spend was made with 674 suppliers, 23% of whom were based within the GL postcode area. This indicates support for a moderate number of smaller local suppliers and the local economy.

1.05 The purpose of the University's procurement function is to ensure that the required goods, services and works arrive at the right place, time, quality and cost in order to support the delivery of the key organisational objective of enhancing and maximising student experience.

1.06 The University operates a devolved procurement structure where the Procurement and Contract Manager, located centrally within the Finance & planning department at Delta Place, provides guidance, support, and assistance to heads of schools, departments and those who are responsible for procuring the goods, services and works for their business areas and subsequently managing their respective contracts.

1.07 The Procurement and contract manager also has a role of advising the University's senior management on procurement related matters, developing strategy and providing a level of governance for the procurement function across the University.

1.08 The rules, regulations and procedure covering the University's procurement activities can be found in The Public Contracts Regulations 2015 and the University's Financial Regulations.

1.09 The Chartered Institute of Procurement and Supply (CIPS) Ethical and Sustainable Procurement Guide and Code of Conduct act as reference points and support to the University's Financial Regulations and Sustainable Procurement Policy in relation to ethical procurement practices and corporate social responsibility.

- 1.10 This document sets out the University's procurement strategy for the next three years which is developed along eight aspirational strategic aims; and is aligned to the University's mission, vision, values and objectives. The purpose is to set out a medium-term strategy for the delivery of procurement arrangements across the University and objectives for success.
- 1.11 Each strategic aim includes objectives and a statement of action.

## **2.00 Procurement Mission Statement, Values and Ethics**

- 2.01 **Mission:** The procurement function will procure the required goods, services and works in a professional, sustainable and ethical manner for delivery at the right place, time, quality and cost in order to support the key organisational objective of enhancing and maximising student experience.
- 2.02 **Values and Ethics:** The University follows the Chartered Institute of Procurement and Supply Code of Ethics in relation to its procurement activities. These values directly support those of the University and further details can be found in Appendix A.

## **3.00 Ownership and Approval of the Strategy**

- 3.01 This procurement strategy is owned and maintained by the Procurement and contract manager and is sponsored by the Director of Finance and planning. The Procurement and contract manager will report progress on implementation plans ported in the annual Procurement report to The University executive committee and the Finance and audit committee along with an overview of proposed plans for the following year.

## **4.00 Strategic Aims**

### **4.01 Improving Strategic Relationships**

The University is a relatively small but complex institution with responsibility for procurement activities devolved to faculties, schools and departments (business units). The Procurement and contract manager is a central position responsible for supporting purchasing activity in all areas. The devolved nature of the University means that building constructive relationships between business units is an important enabler of effective working.

#### Objectives

- (a) The Procurement and contract manager will act as a business partner to better understand faculty, school and business units requirements, promote the role of the intelligent customer and improve early engagement.
- (b) Enhance the reputation of the procurement function within the University by improving business unit relationships and levels of satisfaction, balanced with improving value for money.
- (c) Optimise and continuously support and improve supplier performance and relations.
- (d) Improve commercial and market intelligence to understand market capability and ensure suppliers are available to meet emerging needs.
- (e) Successfully manage commercial and supply risks to ensure sufficiently robust and flexible arrangements are in place to support business continuity.

## Statement of Action

The Procurement and contract manager will support business units to:

- (a) Ensure their purchasing needs are being effectively met. He/she will work with business units to help them understand their future requirements, priorities and issues, recognising that supported business units can better specify their requirements and can work with us to achieve better value for money. The Procurement and contract manager will provide first points of contact for support and advice.
- (b) Ensure decisions relating to major procurement projects are informed by commercial expertise and to understand and influence new requirements (demand management).
- (c) Provide feedback on available procurement support and use the results to improve the performance of the function. This will be achieved through a 'Survey Monkey' satisfaction survey every January.
- (d) Conduct supplier positioning (value and risk) to identify our key suppliers. Strong, positive relationships with those key suppliers will then be developed through the implementation of Supplier Relationship Management (SRM) programme.
- (e) Work with suppliers in an SRM programmes to:
  - (i) gain a shared understanding of how they can deliver increasing value to the University and how we can develop mutual cost reduction approaches (understanding cost drivers);
  - (ii) understand and manage strategic supply risks including market dominance and conflicts of interest;
  - (iii) manage the risk of key suppliers becoming insolvent due to challenging economic circumstances and ensure we have robust contingency arrangements;
  - (iv) engage about future requirements and help them prepare for contracting opportunities;
  - (v) maintain up to date commercial intelligence to ensure that the University understands risk, market and technological developments;
  - (vi) seek continuous improvements in value for money through joint improvement plans.
  - (vii) Ensure that all suppliers have periodic supplier reviews in accordance with the provisions of the Contract management framework..

## Linkages

University strategic plan 2012-2017	Goal 4 – Partnerships Goal 5 – A successful organisation
Finance & planning business plan 2015-2016	Activity 1 – Ensure financial stability Activity 3 – Value for money

### **4.02 Enhancing Procurement, Contract Management and Commercial Skills**

Most business units have identified staff members who act as buyers. The procurement and contract management skill and ability of the buyers and contract managers is varied and uncertain. The buyers conduct below threshold  
d limit procurement exercises with reference to the online procurement guidelines, seeking advice from the Procurement and contract manager where necessary.

It is proposed that all staff involved in commercial activity, whether they occupy specialist or non-specialist posts will undertake appropriate training and continuous development and will be supported by a repository of user guidance and training materials. This will ensure the University is able to 'grow its own' commercial expertise. The 'Diamond Report' confirms using appropriate procurement skills and expertise within universities can lead to significant savings.

### Objectives

- (a) Ensure sufficiently skilled, trained and capable resources are available within business units to meet the forecast procurement and contract management needs of the University.
- (b) Establish a flexible procurement and contract management skilled workforce, with a strong cross-team working culture, that is utilised effectively to best support agreed University priorities.
- (c) Discover and release individual potential of business unit buyers and contract managers.
- (d) Ensure business unit staff with responsibility for procurement are appropriately supported (with reference to the financial/strategic impact of their purchases) in their work through easy to access information, briefing and support networks.
- (e) Increase professionalism and provide appropriate training so that managers of key contracts and supplier relationships are equipped to deliver their roles and duties.

### Statement of Action

The Procurement and contract manager will work with business units to:

- (a) Formally identify key buyers and contract managers within business units.
- (b) Assess the skills of key buyers and contract managers by using a developed procurement/contract management skill assessment tool and then conduct a gap analysis to identify areas of knowledge, skill and capability in need of development.
- (c) Develop and implement a training and development programme that works in conjunction with the staff SRD scheme to ensure that key buyers and contract managers have the opportunities to acquire an appropriate level of skill, capability and knowledge to perform their roles.
- (d) Form separate buyers and contract managers champion groups to facilitate the dissemination of good practice and knowledge amongst buyers and contract managers.
- (e) Further develop the online procurement guidelines to support buyers.
- (f) Publish a contract management framework that supports contract managers to manage their contracts in a consistent way. Ensure that the framework is implemented rolled out in a supported fashion through a workshop.

### Linkages

University strategic plan 2012-2017

Goal 4 – Partnerships  
Goal 5 – A successful organisation

Finance & planning business plan 2015-2016

Activity 1 – Ensure financial stability  
Activity 3 – Value for money

### 4.03 Delivering Advanced Procurement Solutions

Category management is a best practice process for establishing and delivering a sourcing, contracting and supplier management strategy within a category of spend. It is designed to take a holistic approach to buying (assessing the external market, internal environment and organisational needs) so that key areas of organisational spend are reviewed and managed in a standardised way. The process aims to ensure that savings and value improvements realised as part of the sourcing and contracting process are sustained in the long term through the management of suppliers using the contract management framework.

However, the University's requirements are relatively small and a business case to implement a full scale category management approach does not exist. Nevertheless, an opportunity exists for the University to benefit from some aspects of this approach by categorising and consolidating its requirements relating to key areas of spend and sourcing them from established contract frameworks and other collaborative arrangements that have been established through a full category management approach.

The Procurement and contract manager is responsible for progressing category management initiatives within the University.

#### Objectives

- (a) Maximise the value for money obtained in each spend category (in terms of price, quality, risk management and delivery outcome).
- (b) Ensure procurement savings and other benefits are sustainable in the future (move away from reliance on adversarial and arms-length sourcing strategies).
- (c) Build innovation into our procurement approach to ensure suppliers help us benefit from the best sourcing/contracting strategies, new techniques and technological advances.
- (d) Develop organisational knowledge and expertise to ensure that 'make or buy' decisions are informed by commercial factors.

#### Statement of Action

The University will:

- (a) Identify the University's main categories of spend and a 'champion' for each category.
- (b) Organise, train, develop and support category champions to specialise in their specific categories of goods, works or services and develop expertise in those categories.
- (c) Use market/supplier insight, knowledge and technical expertise to inform category strategies that deliver best value solutions.
- (d) Through specific purchasing consortia and other working groups, work collaboratively with business units experienced in particular categories to better understand requirements, to analyse spend in order to identify category priorities, to develop appropriate and achievable category plans and to promote those plans.
- (e) Review how existing sourcing and contracting strategies and arrangements have been performing prior to reviewing and developing category strategies and arrangements. We will actively encourage new entrant local SME and micro suppliers where there is potential to secure better value for money.

- (f) Improve our understanding of how contracted goods, works and services are used within the University, and using this knowledge we will seek to influence demand in terms of both volume and quality of specifications, so that we receive goods and services that are fit for purpose and not over-specified.
- (g) Ensure our contractual arrangements in each category provide goods, works and services at best value using timely and dependable processes, to meet required quality standards. This will include further development of the online procurement guidelines.
- (h) Promote and build innovation into our category strategies to support supplier growth, improve our procurement procedures and supply chain innovation to ensure suppliers help us gain advantage from new techniques and technological advances. Innovation will be used to find better ways of working and to deliver sustainable value.
- (i) Form a category champions group to share procurement best practice and work to embed best practice across all categories and commercial activity.

### Linkages

University strategic plan 2012-2017	Goal 4 – Partnerships Goal 5 – A successful organisation
Finance & planning business plan 2015-2016	Activity 1 – Ensure financial stability Activity 3 – Value for money

## **4.04 Ensuring Sustainable Procurement**

The University's Sustainable Procurement Strategy was approved by the University Executive Council in 2008. The strategy has been embedded into procurement processes over the years and this has recently been recognised during an external procurement maturity assessment where the University's approach has been assessed as both planned and exceptional.

The People & Planet University Green League evaluates procurement related sustainability and ethical performance in ten of its criteria. The procurement function scored full marks in seven out of ten of the criteria and supported the University to achieve 6th place in the 2015 national league table. Areas identified for development included supply chain monitoring and procurement of energy and uniforms – these are covered by actions within this strategy.

With sustainability embedded on a 'business and usual' basis within the overall procurement process it is now time to combine the subject within the main procurement strategy, rather than have it remote and separate. The developing category management style approach presents an opportunity to identify the individual more detailed and relevant sustainability requirements particular and bespoke to each category of procurement. This provide the University with greater assurance of its corporate social responsibility performance.

### Objectives

- (a) Enable buyers and contract managers to develop and apply their skills, experience and knowledge to support progress towards sustainable procurement objectives.
- (b) Ensure that the sustainability considerations (environmental, social, economic) built into our procurement processes and methodologies continue to be implemented consistently.
- (c) Develop bespoke sustainability considerations and requirements for individual procurement categories.

- (d) Ensure contractual requirements continue to embed sustainable procurement objectives and maximise their contribution to the objectives in the forthcoming updated University sustainability strategy.
- (e) Develop supplier awareness of sustainable procurement objectives, encourage them to continuously increase their contribution to these objectives and report progress.

### Statement of Action

- (a) Deliver training, support and guidance to equip business unit buyers and contract managers with the right skills, knowledge and tools to achieve the sustainable procurement objectives of particular procurement categories relevant to their work areas. In particular:
  - Raising their awareness of sustainable procurement issues and influence the development of specifications and procurement options as early as possible to ensure they contribute to sustainable objectives.
  - Ensuring that buyers are able to identify those preferred suppliers who have the best sustainability credentials, and where practical only enter into agreements that offer environmentally preferable products.
- (b) Promote and further develop sustainability into our procurement practices (category management, contract and supplier relationship management, tendering) by establishing, developing and implementing sustainability requirements and considerations for individual procurement categories in consultation with stakeholders across the University.
- (c) Work with suppliers under SRM programmes to ensure that sustainable procurement considerations and requirements for specific categories become 'business as usual' and are embedded into commercial activities directly and down the supply chain.
- (d) Work with suppliers to address sustainability by building relevant key performance indicators and contract terms into contract. Once key contracts are awarded ensure that sustainability is a standing agenda item in all supplier contract management reviews.
- (e) Undertake a HEFCE Flexible framework sustainability assessment and reach level three on by December 2017 and establish stretch targets beyond that date.

### Linkages

University strategic plan 2012-2017	Goal 4 – Partnerships Goal 5 – A successful organisation
Finance & planning business plan 2015-2016	Activity 1 – Ensure financial stability Activity 3 – Value for money

## **4.05 Driving Collaboration**

The 'Diamond Report' calls for the higher education sector to increase collaborative purchasing efforts to realise long-term savings. The report suggests that institutions should aim to direct 30% of non-pay spend through collaborative procurement arrangements as a long-term stretch target.

The University currently spends approximately 34% of its non-pay spend by collaborating through organisations such as the Southern Universities Purchasing Consortium (SUPC), Crescent Purchasing Consortium (CPC), The Energy Consortium (TEC), Universities Mutual Alliance Ltd (UMAL) and a number of Crown Commercial Service contract frameworks.

In addition to the financial benefits of collaboration participating organisations also benefit through more robust evaluation of supplier's corporate social responsibility credentials. This is due to the evaluation process only being performed once, to a greater degree and costs be shared between procuring organisations.

### Objectives

- (a) Foster and develop further strategic alliances with similar institutions within the higher education sector and relevant consortia to identify opportunities for collaborative procurement and share best practice.
- (b) Maximise opportunities to direct spend through collaborative working and established contract framework arrangements, where this provides demonstrable value to the University.

### Statement of Action

- (a) Review how we procure goods and services against approaches taken by other institutions to ensure we select the best value option. In particular, identify further opportunities to collaborate with other bodies in the higher education sector, relevant consortia and government organisations to maximise market leverage and gain better value for money through cross-sector category strategies for common goods and services.
- (b) Further promote transition of University spend for common goods and services to existing collaborative deals where these provide best value for money, and contribute to the management and development of those deals.
- (c) Focus our expertise on procurement that contributes most to the University's objectives, capital projects and categories that are unique to the University, focusing transition to collaborative deals on commoditised spend areas.
- (d) Support representation on national and regional committees and working parties where the benefit to the University of fostering effective strategic alliances with other institutions is worthwhile.
- (e) At working level promote the sharing of experience between buyers of successful and less successful initiatives through a buyers champions group to ensure lessons are learnt for future initiatives.
- (f) Continue to support and work with sector and procurement specific national organisations to develop procurement practices. In particular:
  - BUFDG PPG, the Chartered Institute of Procurement and Supply (CIPS) and the Southern Universities Procurement Consortium (SUPC) to develop and promote best purchasing practices across the higher education sector.
  - Provide procurement data to HEFCE in support of its joint initiatives.

### Linkages

University strategic plan 2012-2017

Goal 4 – Partnerships  
Goal 5 – A successful organisation

Finance & planning business plan 2015-2016

Activity 1 – Ensure financial stability  
Activity 3 – Value for money

## 4.06 Improving Procurement Process & Systems

During 2014/15 the University processed approximately £23.28m of non-pay and capital spend through its purchase to pay system. During the course of doing so 9,957 purchase orders were raised and 10,457 invoices received.

During the same period the University initiated 53 formal tendering/quote processes with a total value over the life of the intended contracts of £16.84m.

With this number of transactions it is important that the tendering/quote and purchase to pay process is correctly structured, manages risks proportionately, and is lean and efficient. The processes need to be supported by reliable and suitably configured ICT systems that support the needs of the business. In turn, the system needs to be operated and maintained by a group of suitably trained managers, users and technical support staff.

### Objectives

- (a) Implement leaner and more proportionate procurement practices and processes, minimising the complexity, cost and time to complete whilst ensuring adequate financial controls are in place.
- (b) Maximise use of appropriate e-procurement solutions such as e-tendering, electronic invoicing and purchasing through on line e-catalogues.
- (c) Ensure that managers, users and technical staff have an appropriate level of skill and capacity to operate and support the systems.
- (d) Ensure tendering and contracting templates are comprehensive and simple to use, in support of business unit led procurement activity.
- (e) Ensure purchasing regulations are maintained and communicated (in compliance to the University's Financial Regulations).
- (f) Provide easily accessible high quality spend data as required.

### Statement of Action

The University will:

- (a) Maintain purchasing processes that are effective, easily accessible, which promote best value and manage compliance to Financial Regulations. We will seek to expand 'light touch tendering', with improvements based on business unit feedback.
- (b) Assess acquisition costs (through category and supplier relationship management programmes) for our main spend areas, and steps taken to streamline and take cost and time out of the processes. This may include introducing efficient electronic solutions which eliminate waste, improve reporting and enhance compliance.
- (c) Develop and maintain an effective e-tendering solution (In-Tend) to maximise tendering efficiency, for both the University and suppliers, and our ability to produce and analyse tendering management information. We will seek to expand use of In-Tend across business units where it is cost effective. We will use other e-purchasing tools such as e-auctions where this delivers best value.
- (d) Maximise use of e-catalogues across the University to ensure easy access to preferred supplier agreements, and use this technology to display options to purchasers to help them make informed decisions about best value.

- (e) Adopt legal best practice from across the HE sector to ensure tendering and contracting templates are legally and commercially robust, and include simple guidance for business units.
- (f) Develop and implement a system that will measure, monitor and report functional key performance indicators relating to contracts using automated systems to improve efficiency and effectiveness. We will benchmark against other higher education and public sector organisations.
- (g) Develop a more productive working relationship between ICT technical support teams and managers and users of systems in order to log, prioritise and resolve system related development and maintenance issues.
- (h) Support business unit users through further development of the Agresso user champions group and online forum in order to facilitate the resolution of simple end user queries and dissemination of knowledge and best practice.
- (i) Review procurement authorisation levels across the University and ensure that the requisition authorisation route map is relevant and proportional to the requirement.

#### Linkages

University strategic plan 2012-2017

Goal 4 – Partnerships

Goal 5 – A successful organisation

Finance & planning business plan 2015-2016

Activity 1 – Ensure financial stability

Activity 3 – Value for money

#### **4.07 Leveraging Added Value For Students Through Procurement**

When reviewing, managing and renewing contracts with our larger suppliers opportunities should exist in the form of educational experiences for our students. This could be in the form of work experience, internships, presentations by suppliers etc.

#### Objective

To provide opportunities for our students from our larger suppliers.

#### Statement of Action

- (a) Update the procurement and contract management guidelines to ensure that consideration is given to leveraging opportunities for students through the procurement process.
- (b) Ensure that this update is communicated to business unit buyers through the various user group and champions meetings and forum.
- (c) Identify key existing suppliers and task contract managers to engage with them regarding the initiative.
- (d) Liaise with the Degree Plus programme to ensure that any forthcoming opportunities are utilised.

#### **4.08 Advancing Equality and Diversity**

As standard procurement practice the University requires that our staff ensure that:

- Equality and diversity are reflected in all our procurement procedures both generally and particularly in areas of procurement which impact most on the University.
- That our contractors deliver the right goods, works or services for all our university community.
- That they continually encourage and challenge contractors and suppliers to promote equality of opportunity beyond the scope of the contract, and their minimum legal requirements.

The advancement of equality and diversity in procurement will help to:

- Improve the quality, responsiveness and appropriateness of our services to our staff and students.
- Ensure that public money is not spent on practices which lead to unlawful within the supply chain.
- Create a diverse and integrated workforce.
- Deliver more responsive and flexible services in combating social exclusion and building stronger and cohesive communities.

Encourage other organisations to advance and practice the University's policies on equality and diversity.

#### Objective

To ensure that all of our suppliers:

- (a) Share our commitment to advancement of equality and diversity, across all the protected characteristics of the Equality Act 2010.
- (b) Comply with all relevant legislative provisions.
- (c) Keep up to date with the current developments and changes in legislation.
- (d) Be an effective representative of the University by respecting the rights of any individual.

#### Statement of Action

- (a) Ensure that suitable and proportional equality and diversity requirements form a key part of the selection of suppliers to provide goods, works and services for the University.
- (b) Manage key contracts in a robust fashion that ensures that suppliers initial commitment to equality and diversity is maintained throughout the life of the contract and improved upon where appropriate.

### **6.00 Monitoring the Progress of Actions**

- 6.01 The table in Appendix B illustrates the target deadlines and allocates the responsibility for all of the actions associated with the eight strategic aims of this strategy.

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## **Appendix A – Code of Ethics**

### **Chartered Institute of Procurement and Supply – Corporate Code of Ethics**

Organisations adopting the Code will need to commit to the following:

#### **Understanding and commitment**

- ensure consistent understanding of business ethics across the organisation at all levels
- continually enhance knowledge of all relevant laws and regulations in the countries in which the organisation operates, either directly or indirectly
- commit to eradicating unethical business practices including bribery, fraud, corruption and human rights abuses, such as modern slavery and child labour

#### **Ethical practice**

- conduct all business relationships with respect, honesty and integrity, and avoid causing harm to others as a result of business decisions
- treat all stakeholders fairly and impartially, without discrimination or favour
- actively support and promote corporate social responsibility (CSR)
- avoid any business practices which might bring the procurement profession into disrepute.

#### **Professionalism**

- use procurement strategies to drive unethical practices from the supply chain
- ensure procurement decisions minimise any negative impact on human rights and the environment whilst endeavouring to maximise value and service levels
- put ethical policies and procedures in place, regularly monitored and updated, and ensure compliance
- mandate the education and training of all staff involved in sourcing, supplier selection and supplier management to professional standards
- practice due diligence in all business undertakings.

#### **Accountability**

- accept accountability and take ownership of business ethics
- foster a culture of leadership by example
- take steps to prevent, report and remedy unethical practices
- provide a safe environment for the reporting of unethical practices.



## Appendix B – Strategic Aim Actions

No.	Action	Timeframe	Owner	Update / Comment
<p><b>Improving Strategic Relationships</b></p> <p>The Procurement and contract manager will:</p>				
1	Ensure that the procurement needs of business units are being effectively met by working with them to help understand their future requirements, priorities and issues, and recognising that supported business units can better specify their requirements and can work with suppliers to achieve better value for money. The Procurement and contract manager will provide first points of contact for support and advice.	Start immediately and run throughout life of strategy	Robin Hare	
2	Ensure decisions relating to major procurement projects are informed by commercial expertise and to understand and influence new requirements (demand management).	Start immediately and run throughout life of strategy	Robin Hare	
3	Provide feedback on available procurement support and use the results to improve the performance of the function. This will be achieved through a 'Survey Monkey' satisfaction survey every January.	1 <sup>st</sup> survey to be conducted during January 2016	Suz Swan	
4	Conduct supplier positioning (value and risk) to identify our key suppliers. Strong, positive relationships with those key suppliers will then be developed through the implementation of Supplier Relationship Management (SRM) programme.	To be completed by 30/06/2016	Robin Hare	To be conducted during the early stage of the Contract Management Framework implementation.

No.	Action	Timeframe	Owner	Update / Comment
5	<p>Work with suppliers in an SRM programmes to:</p> <ul style="list-style-type: none"> <li>(i) gain a shared understanding of how they can deliver increasing value to the University and how we can develop mutual cost reduction approaches (understanding cost drivers);</li> <li>(ii) understand and manage strategic supply risks including market dominance and conflicts of interest;</li> <li>(iii) manage the risk of key suppliers becoming insolvent due to challenging economic circumstances and ensure we have robust contingency arrangements;</li> <li>(iv) engage about future requirements and help them prepare for contracting opportunities;</li> <li>(v) maintain up to date commercial intelligence to ensure that the University understands risk, market and technological developments;</li> <li>(vi) seek continuous improvements in value for money through joint improvement plans.</li> <li>(vii) Ensure that all suppliers have periodic supplier reviews in accordance with the provisions of the Contract management framework.</li> </ul>	31/12/2016 and to continue throughout life of the strategy	Robin Hare	Linked closely with the implementation of the Contract Management Framework. Many managers of key contracts already engage in some of these activities. This action combined with implementation of the contract management framework will formalize and standardize the process.
<p><b>Enhancing Procurement, Contract Management and Commercial Skills</b></p> <p>The Procurement and contract manager will work with business units to:</p>				

No.	Action	Timeframe	Owner	Update / Comment
6	Formally identify key buyers and contract managers within business units.	To be completed by 30/04/2016	Robin Hare	
7	Assess the skills of key buyers and contract managers by using a developed procurement/contract management skill assessment tool and then conduct a gap analysis to identify areas of knowledge, skill and capability in need of development.	To be completed by 30/06/2016	Robin Hare	
8	Develop and implement a training and development programme that works in conjunction with the staff SRD scheme to ensure that key buyers and contract managers have the opportunities to acquire an appropriate level of skill, capability and knowledge to perform their roles.	To be completed by 30/09/2016	Robin Hare	
9	Form separate buyers and contract managers champion groups to facilitate the dissemination of good practice and knowledge amongst buyers and contract managers.	To be completed by 31/12/2016	Robin Hare	
10	Further develop the online procurement guidelines to support buyers.	Start immediately and run throughout life of strategy	Robin Hare	
11	Publish a contract management framework that supports contract managers to manage their contracts in a consistent way. Ensure that the framework is implemented rolled out in a supported fashion through a workshop.	To be completed by 31/03/2016	Robin Hare	Subject to sign off by UEC.

No.	Action	Timeframe	Owner	Update / Comment
<b>Delivering Advanced Procurement Solutions</b>				
The University will:				
12	Identify the University's main categories of spend and a 'champion' for each category.	To be completed by 30/04/2016	Robin Hare	
13	Organise, train, develop and support category champions to specialise in their specific categories of goods, works or services and develop expertise in those categories.	Starting 01/05/2016 and continuing throughout the life of the strategy	Robin Hare	
14	Use market/supplier insight, knowledge and technical expertise to inform category strategies that deliver best value solutions.	Starting 30/04/2016 and continuing throughout the life of the strategy	Robin Hare	
15	Through specific purchasing consortia and other working groups, work collaboratively with business units experienced in particular categories to better understand requirements, to analyse spend in order to identify category priorities, to develop appropriate and achievable category plans and to promote those plans.	Starting 30/04/2016 and continuing throughout the life of the strategy	Robin Hare	
16	Review how existing sourcing and contracting strategies and arrangements have been performing prior to reviewing	To be completed by	Robin Hare	

No.	Action	Timeframe	Owner	Update / Comment
	and developing category strategies and arrangements. We will actively encourage new entrant local SME and micro suppliers where there is potential to secure better value for money.	31/12/2017		
17	Improve our understanding of how contracted goods, works and services are used within the University, and using this knowledge we will seek to influence demand in terms of both volume and quality of specifications, so that we receive goods and services that are fit for purpose and not over-specified.	Starting 01/05/2016 and continuing throughout the life of the strategy	Robin Hare	
18	Ensure our contractual arrangements in each category provide goods, works and services at best value using timely and dependable processes, to meet required quality standards. This will include further development of the online procurement guidelines.	To be completed by 31/12/2017	Robin Hare	
19	Promote and build innovation into our category strategies to support supplier growth, improve our procurement procedures and supply chain innovation to ensure suppliers help us gain advantage from new techniques and technological advances. Innovation will be used to find better ways of working and to deliver sustainable value.	To be completed by 31/12/17	Robin Hare	
20	Form a category champions group to share procurement best practice and work to embed best practice across all categories and commercial activity.	To be completed by 30/06/2016	Robin Hare	

No.	Action	Timeframe	Owner	Update / Comment
<b>Ensuring Sustainable Procurement</b>				
21	<p>Deliver training, support and guidance to equip business unit buyers and contract managers with the right skills, knowledge and tools to achieve the sustainable procurement objectives of particular procurement categories relevant to their work areas. In particular:</p> <ul style="list-style-type: none"> <li>• Raising their awareness of sustainable procurement issues and influence the development of specifications and procurement options as early as possible to ensure they contribute to sustainable objectives.</li> <li>• Ensuring that buyers are able to identify those preferred suppliers who have the best sustainability credentials, and where practical only enter into agreements that offer environmentally preferable products.</li> </ul>	To be completed by 31/12/2016	Robin Hare	
22	Promote and further develop sustainability into our procurement practices (category management, contract and supplier relationship management, tendering) by establishing, developing and implementing sustainability requirements and considerations for individual procurement categories in consultation with stakeholders across the University.	To be completed by 31/12/2016	Robin Hare	
23	Work with suppliers under SRM programmes to ensure that sustainable procurement considerations and requirements for specific categories become 'business as usual' and are embedded into commercial activities directly and down the supply chain.	Started by 31/12/2016	Robin Hare	

No.	Action	Timeframe	Owner	Update / Comment
24	Work with suppliers to address sustainability by building relevant key performance indicators and contract terms into contract. Once key contracts are awarded ensure that sustainability is a standing agenda item in all supplier contract management reviews.	Started by 31/12/2016	Robin Hare	
25	Undertake a HEFCE Flexible framework sustainability assessment and reach level three on by December 2017 and establish stretch targets beyond that date.	To be completed by 31/12/2017	Robin Hare	
<b>Driving Collaboration</b>				
26	Review how we procure goods and services against approaches taken by other institutions to ensure we select the best value option. In particular, identify further opportunities to collaborate with other bodies in the higher education sector, relevant consortia and government organisations to maximise market leverage and gain better value for money through cross-sector category strategies for common goods and services.	To be completed by 31/12/2016	Robin Hare	
27	Further promote transition of University spend for common goods and services to existing collaborative deals where these provide best value for money, and contribute to the management and development of those deals.	Start immediately and run throughout life of strategy	Robin Hare	
28	Focus our expertise on procurement that contributes most to the University's objectives, capital projects and	Start 01/05/2016	Robin Hare	

No.	Action	Timeframe	Owner	Update / Comment
	categories that are unique to the University, focusing transition to collaborative deals on commoditised spend areas.	and run through life of strategy.		
29	Support representation on national and regional committees and working parties where the benefit to the University of fostering effective strategic alliances with other institutions is worthwhile.	Start 01/05/2016 and run through life of strategy.	Robin Hare	
30	At working level promote the sharing of experience between buyers of successful and less successful initiatives through a buyers champions group to ensure lessons are learnt for future initiatives.	Start 01/07/2016 and run through life of strategy.	Robin Hare	
31	<p>Continue to support and work with sector and procurement specific national organisations to develop procurement practices. In particular:</p> <ul style="list-style-type: none"> <li>• BUFDG PPG, the Chartered Institute of Procurement and Supply (CIPS) and the Southern Universities Procurement Consortium (SUPC) to develop and promote best purchasing practices across the higher education sector.</li> <li>• Provide procurement data to HEFCE in support of its joint initiatives.</li> </ul>	Start immediately and run throughout life of strategy	Robin Hare	

No.	Action	Timeframe	Owner	Update / Comment
<p><b>Improving Procurement Process &amp; Systems</b></p> <p>The University will:</p>				
32	Maintain purchasing processes that are effective, easily accessible, which promote best value and manage compliance to Financial Regulations. We will seek to expand 'light touch tendering', with improvements based on business unit feedback.	Start immediately and run throughout life of strategy.	Robin Hare	
33	Assess acquisition costs (through category and supplier relationship management programmes) for our main spend areas, and steps taken to streamline and take cost and time out of the processes. This may include introducing efficient electronic solutions which eliminate waste, improve reporting and enhance compliance.	Start 01/07/2016 and run through life of strategy.	Robin Hare	
34	Develop and maintain an effective e-tendering solution (In-Tend) to maximise tendering efficiency, for both the University and suppliers, and our ability to produce and analyse tendering management information. We will seek to expand use of In-Tend across business units where it is cost effective. We will use other e-purchasing tools such as e-auctions where this delivers best value.	Implementation by 31/03/2016	Robin Hare	
35	Maximise use of e-catalogues across the University to ensure easy access to preferred supplier agreements, and use this technology to display options to purchasers to help them make informed decisions about best value.	Start 01/02/2016 and continue through the life of the strategy.	Robin Hare	

No.	Action	Timeframe	Owner	Update / Comment
36	Adopt legal best practice from across the HE sector to ensure tendering and contracting templates are legally and commercially robust, and include simple guidance for business units.	Start immediately and run throughout life of strategy.	Robin Hare	
37	Develop and implement a system that will measure, monitor and report functional key performance indicators relating to contracts using automated systems to improve efficiency and effectiveness. We will benchmark against other higher education and public sector organisations.	To be completed by 31/12/2017	Robin Hare	Linked with the implementation of the Contract Management Framework.
38	Develop a more productive working relationship between ICT technical support teams and managers and users of systems in order to log, prioritise and resolve system related development and maintenance issues.	Start immediately and run throughout life of strategy.	Robin Hare	
39	Support business unit users through further development of the Agresso user champions group and online forum in order to facilitate the resolution of simple end user queries and dissemination of knowledge and best practice.	Start immediately and run throughout life of strategy.	Robin Hare	
40	Review procurement authorisation levels across the University and ensure that the requisition authorisation route map is relevant and proportional to the requirement.	To be completed by 31/07/2016.	Robin Hare	

No.	Action	Timeframe	Owner	Update / Comment
<b>Leveraging Added Value For Students Through Procurement</b>				
41	Update the procurement and contract management guidelines to ensure that consideration is given to leveraging opportunities for students through the procurement process.	To be completed by 31/03/2016	Robin Hare	
42	Ensure that this update is communicated to business unit buyers through the various user group and champions meetings and forum.	To be completed by 31/03/2016	Robin Hare	
43	Identify key existing suppliers and task contract managers to engage with them regarding the initiative.	To be completed by 31/07/2016		
44	Liaise with the Degree Plus programme to ensure that any forthcoming opportunities are utilised.	Start immediately and run throughout life of strategy	Robin Hare	
<b>Promoting Equality and Diversity</b>				
45	Ensure that suitable and proportional equality and diversity requirements form a key part of the selection of suppliers to provide goods, works and services for the University.	Start immediately and run throughout life of strategy		

No.	Action	Timeframe	Owner	Update / Comment
46	Manage key contracts in a robust fashion that ensures that suppliers initial commitment to equality and diversity is maintained throughout the life of the contract and improved upon where appropriate.	Start 01/06/2016 and continue through the life of the strategy		