1. Purpose

a. The purpose of this strategy is to articulate how the procurement function will proactively help the University to maximise value, minimise risk and support the University Strategy 2014 – 2020 together with its subsidiary strategies on teaching and research and its Key and Enabling Objectives, particularly those objectives aimed at improving infrastructure, student facilities and operational effectiveness.

b. In the context of this strategy, “value” means the optimal blend of whole-life cost, quality and delivery/service for each procurement project. In the context of this strategy, “risk” includes legal, audit, contractual/supplier, reputational and fraud risk.

c. This strategy also incorporates the Finance objectives for 2015/16 set by the Director of Finance, specifically:

- To identify opportunities for improved efficiency and effectiveness, especially in relation to procurement;
- To improve the efficiency and effectiveness of finance and procurement transactional services.

2. Aims and Principles

a. The aim of the Procurement Office and wider procurement function is to provide a superior procurement service, as defined in paragraph 3c, below.

b. The Procurement Office and wider procurement function will follow principles of best practice procurement including: proactive management of categories of spend; competition; best value over the life of the procurement (whole-life costing); collaboration (where it makes sense), sustainability and best use of procurement systems.
3. **Objectives and Timescales**

a. This Procurement Strategy will be implemented via a number of objectives which align to, and will be measured by, procurement maturity assessments (PMAs, as detailed in paragraph 3c below):

   - Governance – Align Procurement Strategy with the University Strategy, communicate and embed within the University;
   - Reporting and Measurement – Develop and implement a full set of performance measures and indicators of performance;
   - Procurement Practitioners – Ensure all practitioners achieve the appropriate competency level;
   - Organisational – Ensure procurement resources are organised and deployed to focus on value-adding activities;
   - Sustainability – Develop and embed in the procurement cycle sustainability policies and practices;
   - Collaboration – Increase collaborative procurement activities;
   - E-Procurement – Develop and implement an E-Procurement strategy including full automation of Purchase to Pay (P2P) and tendering processes;
   - Suppliers – Develop and implement a supplier management strategy.
   - Category Management – Implement a category management approach to procurement that delivers realisable savings;

b. Action plans for each objective for the period up to 31st July 2016, August 2016 to July 2018 and August 2018 to July 2020 will be inserted as Appendices to this strategy.

c. Progress towards these objectives will be measured by biennial PMAs conducted by the Southern Universities Management Service (SUMS) on behalf of the HE sector. The aim will be to achieve an assessment of “Superior” (the highest assessment) for all objectives by 2020.