

Procurement Strategy 2020-2023

Demonstrating our Impact

Introduction

This document supports the University of East Anglia's Vision 2030 and sets out the Procurement Strategy to meet the vision for the period 2020-2023.

University's Vision 2030

The University's Vision 2030 clearly sets out a commitment to delivering success. It seeks to deliver success for students, research, staff and overall demonstrate a global contribution and impact. Underpinning this vision is a need to continue to grow the campus and develop the infrastructure and partnerships, which will ensure our long-term success. Procurement has a major role in supporting the delivery of this vision by ensuring that not only are our resources spent effectively achieving best value for money but also ensuring we use those resources to enhance our reputation, build excellent strategic partnerships, which ultimately enhance the student experience and deliver world leading research.

Procurement Department's Vision

The Procurement Department is to become a sector-leading procurement function that supports the delivery of the University's vision 2030.

About Procurement

The Procurement Team supports individuals, Schools, Faculties and Departments by acting as professional service lead, offering advice and guidance on all aspects of good procurement practice within the operating parameters of the University Procurement Policy and Public Procurement Regulations.

We always strive to deliver best value for money and outstanding quality in the goods and services we buy and the suppliers we contract with. By working with purchasing consortia and our colleagues across Higher Education we ensure that we continue to develop our expertise to deliver best in class strategic procurement support.

Considerations

The Procurement Team must be responsive to a changing commercial environment and the changing demands of the University of East Anglia as it achieves its Vision 2030. Continual assessment of the internal and external environments to identify threats and opportunities to the Procurement Strategy must take into consideration:

- The University's strategic objectives; Vision 2030 and Project Align
- Brexit; in the first few years of this strategy.
- Newer legislation such as the Modern Slavery Act
- The resilience and flexibility of the marketplace
- The global challenges outlined in the UN Sustainable Development Goals

Stakeholders

There are many internal and external stakeholders that Procurement will include in achieving the strategic procurement aims for the University. They include but are not limited to:

- University Executive Board
- Budget Holders and Heads of Spending Unit
- University staff
- Suppliers
- Research Councils
- Purchasing Consortia
- Crown Commercial Service
- Higher Education Procurement Academy
- Government

Strategic Aims and Objectives

The following strategic aims will govern the development of the procurement function over the lifetime of this strategy. These aims have been chosen as they contribute significantly to the achievement of our Vision 2030.

For each of our Strategic Aims we have identified a number of key objectives which support the effective delivery of this strategy:

- A Deliver value for money
- B Continually improve the customer experience
- C Manage risk throughout procurement
- D Implement excellent category management
- E Skills and resources
- F Sustainable Procurement
- G Contract management and supplier development
- H Demonstrate an impact

A Deliver value for money

We believe that best value for money can be defined as 'the most advantageous combination of cost, quality and sustainability to meet customer requirement...quality means meeting a specification which is fit for purpose and sufficient to meet the customer's requirements' It is fundamental to excellent procurement.

Objectives

- A1 Ensure that all high value and strategic procurement projects involve timely consultation between departments and the procurement team.
- A2 Ensure standard contractual documents are developed and reviewed in collaboration with relevant stakeholders and ensure the appropriate review prior to authorisation.
- A3 Increase the use of frameworks for commonly purchased items to generate maximum value from the University's combined purchasing power.

B Continually improve the customer experience

Providing support for our internal customers is a key part of our role within Procurement. Ensuring we provide quality and relevant data to deliver value for money as well as ensuring we develop strong working relationships is critical to the success of this strategy.

Objectives

- B1 Utilise technology to provide quality management information to support departments to assess the efficiency and effectiveness of their procurement activity.
- B2 Provide clear guidance through a high-quality website and guidance materials to staff responsible for placing orders.
- B3 Review, revise and ensure improvements to the processes involved in purchase transactions whether by purchase orders or by purchase card.

C Manage risk throughout procurement

Risk management is the process of identifying, assessing and controlling a range of threats to the success of the University. Within Procurement we manage a range of risks, which allows the procurement of the goods and services required for the University to continue to flourish and achieve Vision 2030.

Objectives

- C1 Risk assess suppliers and ensure ongoing monitoring of these risk and that mitigation plans are put in place
- C2 To report risk, where appropriate, and seek to prevent fraud and any other misuse of University resources
- C3 Ensure that internal customers comply with the University Procurement Policy and any other related policies and legislation, which assist us deliver this strategy

D Implement excellent category management

Category management is a strategic approach that organises procurement resources to allow focus on specific areas of spends. This enables category managers to focus their time and conduct in-depth market analysis to fully leverage their procurement decisions on behalf of the University.

Objectives

- D1 Implement a programme of category management development across all university expenditure.
- D2 Standardise our approach to category management and develop a network of departmental category managers, experienced in specific commodities and services who will assist developing category procurement plans.
- D3 Review and improve the use of current technology such as the e-tendering system and spend data tool to support procurement and in particular category management.

E Skills and Resources

Ensuring the University has the correct skills and resources in place to meet its Procurement needs is crucial to successfully implementing the Procurement Strategy. The procurement team will work to ensure they have the skills and competencies in addition to our internal customers.

Objectives

- E1 Continue to increase the level of professional competencies within the Procurement Team, utilising the HEPA Procurement Competency Framework and feeding the outputs into appraisals and training plans.
- E2 Implement a programme of skills development for internal stakeholders to ensure they understand the procurement process and have the skills and knowledge to utilise it effectively.
- E3 Undertake an annual resource review of the Procurement Department to determine the right resource requirement to deliver vision 2030 and Project Align.

F Sustainable Procurement

Sustainable Procurement is the consideration of the environmental, social and economic impacts of the product or service over its whole life cycle. We are committed to the consideration of sustainability

in all purchasing decisions, as part of this commitment we will demonstrate our response to the Modern Slavery Act and the Social Value Act.

Objectives

- F1 Achieve Level 4 of the Flexible Framework and ensure our sustainable procurement activity is aligned with ISO20400
- F2 Align our sustainable procurement commitments with Sustainable Ways, our commitment to CSR and the strategic objectives of the region
- F3 Build the skills and confidence of internal customers to ensure they can support us in our commitment to sustainable procurement

G Contract Management and Supplier Development

Contract management is a continuous procurement process that ensures suppliers adhere to their agreed contractual obligations along with negotiating any future changes that need to take place. As part of this we need to also develop our supplier base as part of a long-term partnership approach.

Objectives

- G1 Ensure we have robust contract management systems in place, and we are working with suppliers to ensure they deliver on contractual obligations.
- G2 Support our suppliers to develop sustainability action plans and utilise the data these plans provide within category strategy development and contract management.
- G3 Specifically support the development of local SMEs within our supply base to increase SME and local spend.

H Demonstrating our impact

It is important that the Procurement Department communicates how it contributes to the strategic objectives of the University and delivers success. A successful procurement department fundamentally supports students, research, staff and ultimately global success. This strategy marks a clear commitment to communicate, celebrate and demonstrate our impact.

Objectives

- H1 Procurement Maturity Assessments conducted by the Southern Universities Purchasing Consortia. We aim to achieve 'Planned' in all categories by August 2020.
- H2 Gather regular feedback from stakeholders, including suppliers and internal customers to ensure we continue to improve our performance
- H3 Produce an Annual Impact Report, which demonstrates our contribution to efficiency targets, the Sustainable Development Goals, Vision 2030 and our progress on managing Modern Slavery and contributing to Social Value.

Governance, Implementation and Reporting

The Head of Procurement is responsible to the Director of Finance for the implementation of the Procurement Strategy. The activities of the Procurement Team will be reported to the Finance Committee. A summary of those activities will be reported to the SMT on an annual basis at the discretion of the Director of Finance. Sustainability activity will also be reported to the Sustainability Board via the Sustainable Procurement Working Group.

This strategy will be reviewed on an annual basis and will be accompanied by an action plan to ensure its effective delivery.