

The
University
Of
Sheffield.

University of Sheffield Procurement Strategy.

2021-2026

Introduction

The University of Sheffield aims to become one of the most sustainable education and research-intensive universities in the country. We are working to align our research, innovation, entrepreneurship and education to provide sustainable value for money across all our activities. This is because it aligns with the University's core values and commitments to students, staff, partners and other external stakeholders and meets our statutory obligations.

Procurement activity across the University will be used as a driver to evidence that sustainable value for money is being achieved.

This document sets out the University's medium-term procurement strategy for the next four years and provides an overview of the strategic direction of procurement arrangements across our University and demonstrates how activity will support and enable achievement of objectives in the Vision Statement upto 2026. It is a strategy for the whole organisation and is aligned to the University's Vision Statement, the Sustainability, Financial Operating, Value for Money Strategies and the Technology Enabled Strategic Framework in order to visibly confirm our "One University" approach to procurement delivery.

This strategy is designed to be a high-level document which is underpinned with a balanced scorecard action plan. The action plan can be found at **appendix 1**.

Sponsored by the Chief Financial Officer, the Head of Procurement will monitor and measure performance against procurement strategy actions with a view to achieving improvements against past performance. Performance will be reported to the Audit and Finance Committees to provide assurance that procurement across the organisation is delivering optimum value for money and that benefits realisation from procurement activity is being delivered.

Appendix 2 gives a high level overview of current performance against planned performance during this strategy period and also proposed additional performance metrics and planned performance.

Our Procurement Story

Procurement Maturity across the whole University is broadly tactical¹ and is in the lower middle quartile for procurement performance in comparison to other institutions of a similar size. This means that procurement is not being utilised as effectively or efficiently as it could be across our University. This strategy is designed to improve procurement structure, capacity, capability, processes, procedures and ultimately performance by identifying and attaining the best standards that are appropriate for our University. A step change in performance is outlined throughout the action plan with a view to changing our Procurement Maturity from tactical to planned and eventually superior. Performance will be externally validated by Southern Universities Management Services in Spring 2023 and Spring 2026.

The benefits of achieving planned procurement maturity across our University are many fold. It provides evidence that value for money is being achieved for our students, staff and external partners. It also demonstrates that procurement is being used to create economic, environmental and social benefits for our communities and ensures that budget maximisation and efficiency is being achieved and captured across our University. The more effective and efficient use of our resources will allow for enhanced delivery of quality research and quality education.

¹ As assessed externally by Southern Universities Management Services in February 2021

Our Procurement Vision

Our vision is for procurement activity to support, enable and empower our University in delivering life-enhancing research, innovation and education. We believe this can be achieved by fostering an inclusive, collaborative approach to procurement delivery across the whole University and provide solution focused, innovative outcomes that deliver and evidence sustainable value for money.

Our Values

All Procurement activity will uphold and support the values of our University. The action plan identifies how this will be achieved.



Our priorities

Our priorities during this strategy period are as follows

- To develop and implement strategic procurement leadership across all procurement activity in faculties and professional services.
 - To build capability and capacity in procurement resources and skills across faculties and professional service departments.
 - To improve collaboration and working with our internal and external stakeholders to achieve sustainable value for money.
 - To ensure that all staff recognise their individual and collective responsibilities to deliver value from money for our University and its stakeholders.
- To embed the need for economy, effectiveness and efficiency across procurement operational activities within faculties and professional services departments.
 - To achieve sustainable outcomes from procurement activity that provide enhanced benefits with the least detrimental impact.
 - To embed equality, diversity and inclusion in all procurement policies, processes, procedures, practices and guidance documents.

Our University's Vision Statement

To support the delivery of our University Vision statement procurement category management and purchase to pay expertise will be embedded into all faculties and professional services in order to ensure that activity across our University reflects its values, mission and objectives. We aim to achieve this by co-creation with faculties and professional services departments of Procurement as a Service (PaaS) model of delivery, this approach will ensure we are partnering to achieve successful outcomes and work with key stakeholders to deliver those outcomes. The diagram at **Appendix 3** outlines a visual representation of the delivery model. This strategy outlines the pillars and priorities where implementation of a PaaS model can impact and support the delivery of those

priorities. The PaaS will allow for more effective delivery of category management within our University. Category management is a commercial approach, which takes a longer term strategic view of our University's non pay requirements. The approach involves proactively reviewing and analysing expenditure in relation to material groups associated with different departments & business areas, working closely with the market to understand what is new and where value can be achieved and long term strategic planning for the effective supply of goods and services.



Our research

Procurement activity will be conducted in a manner that provides innovative solutions for our researchers. The primary focus will be on the delivery of required outcomes whilst maintaining compliance with legislation and our internal governance arrangements. Processes will be streamlined and internal and external stakeholders, grant funding partners and potential suppliers will be supported to ensure that robust risk managed approaches to outcomes are achieved.

Increased focus will be placed on procurement pre-tender engagement with stakeholders and suppliers, that will allow our University to ensure solution outcomes are achievable and where it is lacking we build market capacity to deliver bespoke solutions.

We will support our researchers with evidence that procurement has been used in an accountable manner for all public investment made in research and comply with all procurement requirements of the Research Excellence Framework and grant funding bodies.

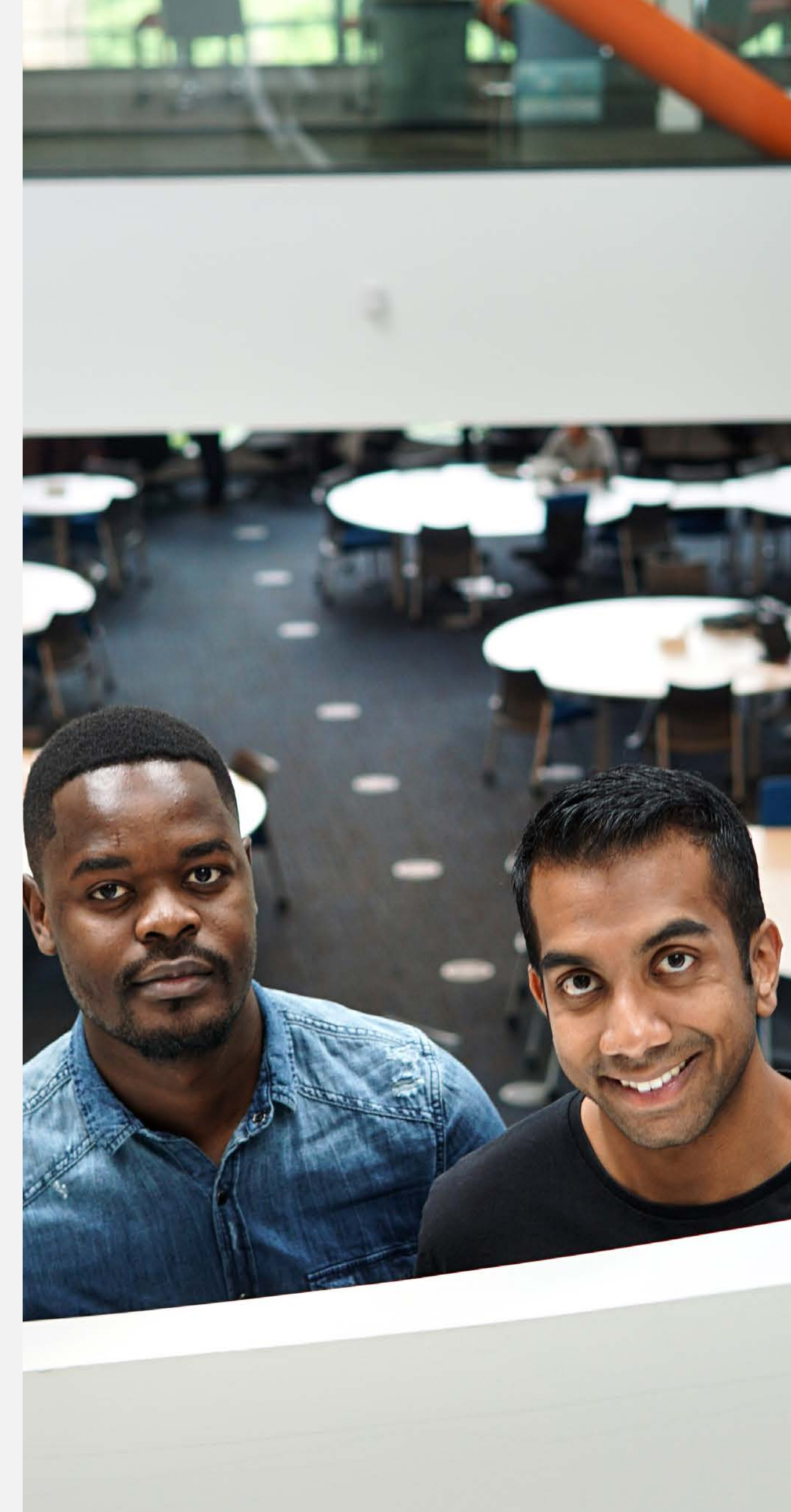
Support will be provided to University spin out companies to enable them to understand, navigate and apply for University contracting opportunities. Training, development and guidance will be provided but with the clear understanding that any bids received will be evaluated in a fair and transparent manner and not confer any advantage. This will support our University in delivering elements of the Knowledge Exchange Framework particularly around developing skills, enterprise and entrepreneurship.

Our students

Procurement is an important part of demonstrating value for money to our students and a key driver in delivering benefits to areas not traditionally associated with value for money. Procurement will be used as an enabler for student employability and work will be undertaken to support student engagement services to provide student placements, training opportunities and meaningful job opportunities via our contracted suppliers.

Through leveraging our relationships with existing and potential suppliers we will work to deliver wider social, economic and environmental benefits to our local and wider communities. We know that our students have a real understanding of wider social value and social justice issues in procurement and a passion for bold and decisive action. We will continue to harness this passion and engage with our student body to create a united, institution-wide approach to procurement that reflects the priorities and values of our students.

Support will be provided to student start-up companies to enable them to understand, navigate and apply for University contracting opportunities. Training, development and guidance will be provided but with the clear understanding that any bids received will be evaluated in a fair and transparent manner and not confer any advantage. This will support our University in delivering elements of the Knowledge Exchange Framework particularly around developing skills, enterprise and entrepreneurship



Our staff

Effective procurement delivery is an integral part of ensuring our staff have the right goods and services they need to successfully conduct their day-to-day activities. The diverse and multifaceted nature of our faculties and professional service departments means that a wide range of differing needs and solutions are required to deliver those needs. In order to assist our faculty and professional services colleagues a co-creation of Procurement as a Service (PaaS) approach will be established. Procurement as a service will combine information technology, purchasing to pay, staff procurement training, expertise and the sharing of best practice across the whole University. Additionally it will provide support to faculties and professional services departments in achieving their individual strategic aims with the recognition that one size doesn't fit all. The objectives of creating a PaaS are;

- Improved governance
- Improvement in the end to end P2P process.
- Improvement in data management and KPI reporting across categories of expenditure.
- Improvement in the sharing of best practice across Faculties and Professional Services.
- Increased use of technology to streamline manual transactional processes.
- Improved visibility of the University's contractual obligations and key strategic suppliers.
- Increased collaboration and understanding of service needs.
- Improve tracking and reporting of efficiency savings
- Knowledge exchange and sharing of procurement best practice University wide.
- Improved approach to sustainability

Commercially focussed, skilled category managers will work with Faculty Directors of Operations, Professional Services Directors, Heads of Faculty Finance and key stakeholders to develop established pipelines of forward activity in order to provide timely, value adding, fit for purpose, solution focused outcomes. Going above and beyond a traditional tendering approach the PaaS will become an integral part of Faculties and Professional Services and be an extension of existing teams focusing on the whole category management cycle. Appendix 4 provides a diagrammatic representation of the category management cycle and procure 2 pay cycle.

On-going contract management will be considered within this pipeline stage and contract managers will be included in the whole procurement cycle to ensure they are aware of the requirements of the contract, how to monitor performance and the key risks and liabilities associated to each party.

Our Planet

Socially and environmentally responsible procurement is fundamental in delivering sustainable outcomes for our University. Our Sustainability Strategy and action plan outlines our approach to responsible procurement. We will track and report on our achievement of these actions via the Sustainability Delivery Group. Our University has committed to improving its understanding of and reducing Scope 3 carbon emissions that are generated from our supply chain activity and we will review the efficacy of information obtained from analysis using the Higher Education Supply Chain Emissions Tool to ensure our understanding is robust and that plans are in place throughout our supply chains to reduce emissions .

The creation of the PaaS will enable us to introduce staff training to eliminate unsustainable purchasing practices and drive social value throughout our supply chains. This training will be tailored to the core activities of faculties and professional services departments to ensure it is proportionate and relevant.

Sustainability will be embedded into all our contracting activity where it is proportionate and relevant to the scope of the contract and we will allocate a minimum 10% weighting to qualitative sustainability criteria.

Via our membership of the North Eastern University Procurement Consortium Responsible Procurement Group we will continue to embed sustainable best practice throughout our activities.

Our Suppliers

The University has a large active database of suppliers ranging from large multinationals to SMEs and micro businesses. We will class our suppliers as an extension to our University and will engage with all suppliers and potential suppliers in a fair, open and transparent manner that allows them to obtain business from us. Our processes and procedures will be designed in such a manner that they are proportionate to the value of the contract whilst equally ensuring that all suppliers meet the requirements of legislation and recognised best practice. Support will be given to smaller businesses to become bid and contract ready by provision of training engagement days and access to on-line support. We will ensure all suppliers and potential suppliers know when, where and how to seek business opportunities and if unsuccessful in obtaining business provide timely and relevant feedback as to why. We will also ensure suppliers are fully aware of the standards of conduct required in order for them to supply our University. We will support our suppliers in understanding equality, diversity and inclusion issues within their own workforces and throughout their extended supply chains, working with them on international labour organisation standards and minimising the risk of modern slavery and human trafficking. This will

support our University to demonstrate delivery of core attributes of the Knowledge Exchange Framework particularly around local growth and regeneration.

A collaborative approach with all our key suppliers will be developed in order for them to understand our values and goals and for us to understand their organisational drivers. This will enable both parties to demonstrate how they will support each other in the achievement of our individual organisational objectives and obtain increased benefits for our respective internal and external stakeholders including our local, regional, national and international communities. Through the use of NetPositive Futures we will work with our suppliers to develop sustainability actions plans.

A University wide supplier relationship management policy and procedure will be put in place in a manner that allows flexibility dependent on the core requirement of the faculty or professional services department and support benefits realisation from our key suppliers.

Our City Region

We recognise that procurement activity can play a major role in the economic growth of the Sheffield City Region. Working with our internal and external stakeholders we will ensure that, where it offers value for money and is practical to do so, our procurement activities are packaged in such a manner that it allows smaller local providers to bid for work. We will also, in a fair and transparent manner, use government social policy to restrict certain contracts for local and regional SME suppliers where we can justify our decision for doing so.

Our University will utilize procurement activity as a means of enhancing social development. We will, via the PaaS, develop the use of the Higher Education social value framework and embed this within our larger contracts. Requests will be made of suppliers to demonstrate how they can add value by promoting local skills and employment, supporting growth of responsible regional businesses via their supply chains, building healthier, safer and resilient communities and promoting social innovation and social justice.



Appendix 1: Balanced scorecard action plan

	Priority	Action Number	Action	Outcome	Responsible	Financial Year	Accountable
Our Story		OS1	Procurement Maturity is benchmarked in 2023 against Procurement Shared Services 9 key attributes	Planned Procurement Maturity is evidenced and achieved by 2023. Stretch target of Superior to be achieved by 2026	Head of Procurement	2023/24	Director of Finance
	Ambition and Excellence	VAE1	Procurement to showcase best practice and celebrate areas of achievement by entering into public sector procurement awards	University is recognised as providing VFM and best in practice procurement	Head of Procurement	2023/24	Director of Finance
VAE2		Establishment of formal process of stakeholder engagement and procurement management reviews	Review of current procurement activity supports delivery stakeholder's strategic plans.	Head of Procurement	2021/22	Director of Finance	
VAE3		a formal customer feedback survey is developed and completed annually.	a resourced improvement action plan is in place and customer satisfaction can be evidenced	Head of Procurement	2021/22	Director of Finance	
Collaborative Working	VCW1	Consultation with faculties and professional services on the co-creation of Procurement as a Service Delivery Model	All faculties and professional services departments have a fit for purposes service and strategic procurement leadership is embedded across the University	Head of Procurement	2021/22	Director of Finance	
	VCW2	An action plan is in place to increase collaborative working with our stakeholders both internally and externally	Increased VFM achieved through economies of scale	Category Managers	2021/22	Head of Procurement	
	VCW3	Develop implementation plans for the use of agreed contracts/frameworks. Review consumption data and take action on off contract spend.	Increased VFM achieved through economies of scale	Category Managers	2021/22	Head of Procurement	
	VCW4	Identify and implement plans to actively collaborate with procurement networks (including non-public sector organisations) addressing procurement best practice.	improved procurement practice across other organisations is actively facilitated. University recognised for best procurement practice	Head of Procurement	2022/23	Director of Finance	
	VCW5	identification of potential partners based on analysis of internal spend and pipeline of activity opportunities for local collaboration with anticipated efficiencies and benefits.	Increased value for money through economy of scale can be evidenced and reported against.	Head of Procurement	2022/23	Director of Finance	
	VCW6	Develop plans and communication strategy with student body on procurement priorities and outcomes. identify contracts where students voice is critical for successful delivery	Increased VFM and student satisfaction	Head of Procurement	2021/22	Director of Finance	

Appendix 1: Balanced scorecard action plan

	Priority	Action Number	Action	Outcome	Responsible	Financial Year	Accountable
	Inclusivity and Diversity	VID1	undertaken EIA on procurement strategy, policies and procedures, EDI embedded into procurement processes, practices and guidance. Review of web pages to ensure compliant with EDI requirements	All our processes and procedures are reviewed and inclusivity and diversity are embedded.	Head of Procurement	2021/22	Director of Finance
	Responsible	VR1	Training on Responsible Procurement is developed and delivered University wide .	staff with devolved purchasing responsibilities are confident in making and evidencing sustainable choices	Head of Procurement	2021/22	Director of Finance
		VR2	All processes, procedures and policies are reviewed to include sustainability and social value are embedded throughout	Sustainability is embedded through all our processes	Head of Procurement	2021/22	Director of Finance
		VR3	All high and medium risk contracts have post procurement reviews conducted and lessons learnt are documented	A clear and systematic process is in place for post procurement reviews and lessons learnt are circulated and actioned	Category Managers	2020/21	Head of Procurement
		VR4	A process and procedure is developed to monitor key contracts for under and over consumption and performance against contract terms.	commercial risks are reduced and identification of opportunities to increase value for money and provide additional benefits realisation	Category Managers	2022/23	Head of Procurement
		VR5	Develop a plan to promote good payment terms in the supply chain is developed with ongoing monitoring of achievements	Clear evidence that suppliers and their supply chains are paid in lines with national policy	Head of Procurement	2021/22	Director of Finance
Research	Open & Transparent	VOT	all our processes and procedures are continually reviewed to ensure the principles of openness, fairness, transparency and proportionality are in evident	Procurement can demonstrate compliant value for money. No Procurement challenges are received and no reputational damage occurs	Head of Procurement	2021/26	Director of Finance
	Priority 1 Excellence	RE1	Process and procedure are developed to ensure procurement benefits and efficiency for budget maximisation are clearly defined at project and business level and are quantified in terms of clearly improving performance.	Benefits realisation is achieved and supports corporate objective of delivering quality research and quality education.	Head of Procurement	2022/23	Director of Finance
		RE2	Conduct a review of where processes, procedures can be streamlined and training enhanced to provide quality research outcomes whilst maintaining compliance	robust risk managed approaches to outcomes are achieved and evidenced	Head of Procurement	2022/23	Director of Finance
		RE3	Development of on-line resources to assist University spin-out companies understand how and when to bid for University contracting opportunities	Spin out companies are in a good position to bid and obtain University contracts	Head of Procurement	2022/23	Director of Finance

Appendix 1: Balanced scorecard action plan

	Priority	Action Number	Action	Outcome	Responsible	Financial Year	Accountable	
	Priority 2 Advanced Manufacturing Group		Identification of gaps in procurement capacity, capability and resources to delivery AMG activity is undertaken and plans are developed to minimise gaps	A well resourced, appropriately skilled Procurement team enabling best practice, achieving corporate objectives and demonstrating improved value for money is in place. Staff are supported to achieve their fullest potential.	Senior Procurement Officer (Deputy Head of Procurement- Research and Innovation)	2021/22	Head of Procurement	
			Support EFM to procure best in class facilities using PPN09/20 Construction Playbook and Excellence in Construction principles	AMG have best in class facilities that deliver sustainable value for money and clear social value outcomes	Head of Procurement	2021/26	Head of Infrastructure	
			Develop and deliver on-line training material for all AMG sites	Ensure that all staff recognise their individual and collective responsibilities to deliver value from money for the AMG and its stakeholders	Senior Procurement Officer (Deputy Head of Procurement- Research and Innovation)	2022/23	Head of Procurement	
	Priority 3 Sheffield City Region	ISCR1	Opportunities for promoting local skills and employment, supporting growth of responsible regional businesses via supply chains, building healthier, safer and resilient communities and promoting social innovation and social justice will be identified and a clear action plan but in place to deliver the outcomes.	The University can evidence and report on the economic and social impact procurement has on the local and regional economy	Head of Procurement	2021/26	Director of Finance	
		ISCR2	Working with key internal and external stakeholders a programme is developed to increase engagement with local SMES	A step increase in the amount of collaborative spend channelled to local SMEs	Head of Procurement	2022/23	Director of Finance	
		ISCR3	Along with EFM develop plans for ring fencing certain categories of spend to local and regional suppliers in line with government policy on sub-threshold contracting	Increase in expenditure with local and regional SMEs	Head of Procurement	2021/22	Director of Finance	
		ISCR4	A 3 year forward pipeline of procurement activity is published on the University's website with clear identification of SME or local supplier opportunity only	local and regional SMEs are aware of opportunities and are business ready to apply for contracting opportunities	Head of Procurement	2022/23	Director of Finance	
	Education	Priority 2 Employability	EE1	Categories are reviewed to determine where meaningful opportunities for student placements, jobs or on the job training can be provided	A plan is in place to engage with key suppliers on employability and training opportunities for students	Head of Procurement	2022/23	Director of Finance
			EE2	Development of a plan to engage with key suppliers on employability and training opportunities for students. Plan is actively monitored for achievement and benefits realisation reported against	Increased student satisfaction	Head of Procurement	2022/23	Director of Finance

Appendix 1: Balanced scorecard action plan

	Priority	Action Number	Action	Outcome	Responsible	Financial Year	Accountable
Education	Priority 2 Employability	EE3	Development of on-line resources to assist student start-up companies understand how and when to bid for University contracting opportunities	Student start up companies are in a good position to bid and obtain University contracts	Head of Procurement	2022/23	Director of Finance
One University	Priority 3 Digital Experience	EDE1	Identification of resource and capacity to deliver the Technology Enabled Strategic Framework	IT are supported by procurement to deliver the outcomes of the TESH in a timely manner	Head of Procurement	2021/26	Director of Finance
	Priority 1 - Collaborative and Supporting Culture	OU1	EIA undertaken on procurement strategy and policies, EDI embedded into procurement processes, practices and guidance. Review of web pages to ensure compliant with EDI requirements	A well resourced, appropriately skilled Procurement team enabling best practice, achieving corporate objectives and demonstrating improved value for money is in place. Staff are supported to achieve their fullest potential.	Head of Procurement	2021/22	Director of Finance
	Priority 2 - Diversity and Inclusion	OU2	ensure team have undertaken EDI mandatory training and particularly training in unconscious bias	A well resourced, appropriately skilled Procurement team enabling best practice, achieving corporate objectives and demonstrating improved value for money is in place. Staff are supported to achieve their fullest potential.	Head of Procurement	2021/22	Director of Finance
	Priority 3 - Wellbeing	OU3	Identification of gaps in capacity, capability and resources is undertaken and plans are developed to minimise gaps	A well resourced, appropriately skilled Procurement team enabling best practice, achieving corporate objectives and demonstrating improved value for money is in place. Staff are supported to achieve their fullest potential.	Head of Procurement	2021/22	Director of Finance
		OU4	continual professional development and succession planning action plan is developed and monitored for progression	A well resourced, appropriately skilled Procurement team enabling best practice, achieving corporate objectives and demonstrating improved value for money is in place. Staff are supported to achieve their fullest potential.	Head of Procurement	2021/22	Director of Finance
	Priority 4 - sustainability	OU6	a procurement policy based on the principles of ISO 20400:2017 will be introduced	sustainability is embedded within all our processes and procedures	Head of Procurement	2021/22	Director of Finance
		OU7	A series of operational documents are developed on sustainable procurement	devolved day to day purchasing decisions are aligned to the procurement strategy and policy	Head of Procurement	2021/22	Director of Finance
		OU8	Training will be delivered to key internal and external stakeholders on sustainable procurement	devolved day to day purchasing decisions are aligned to the procurement strategy and policy	Head of Procurement	2021/22	Director of Finance
		OU9	Supporting our supply chains to become more sustainable	All key and high sustainability risk suppliers have sustainable action plans in place	Category Managers	2021/22	Head of Procurement

Appendix 1: Balanced scorecard action plan

	Priority	Action Number	Action	Outcome	Responsible	Financial Year	Accountable
One University	Priority 4 - sustainability	OU10	To develop the use of the Higher Education Sector Social Value Themes outcomes and measures through procurement activity	Social Value is embedded into all major contracts and the achievement of it is evidenced and reported on	Category Managers	2021/22	Head of Procurement
		OU11	Demand management practices will be reviewed and processes and procedures implemented to ensure that there is a correlation between demand and activity	Circular economy principles are adopted .Reuse, reduce and recycle will become normal practice	Head of Procurement	2022/23	Director of Finance
		OU12	We will improve our understanding of scope 3 emissions from our supply chains and work with key suppliers to reduce those emissions.	Evidence of year on year reduction in Scope 3 Supply Chain Emmissions	Head of Procurement	2022/23	Director of Finance
		OU13	Additional Procurement Perfomance Indicators approved by Sustainability Steering Group will be introduced, monitored and reported to Audit & Finance Committees	Procurement measures align to organisational objectives	Head of Procurement	2021/22	Director of Finance
		OU14	a Supported business/Social Enterprise target which is proportionate with the spend profile of the Univeristy is developed with clear implementation plans	there is clear evidence of proactive and embedded approach to Responsible Procurement. Enhancement of our rankings in sustainability league tables	Head of Procurement	2021/22	Director of Finance

Appendix 2: Procurement Performance Indicators

PPI	Actuals 17/18	Actuals 18/19	Actuals 19/20	Target 20/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25
1. Total cost of procurement function	0.17	0.17	0.20	0.32	0.32	0.32	0.32	0.32
2. % collaborative Spend	4.9	8.3	9.6	12	15	20	23	25
3. % spend with SME sector ²	0	43.63	74.8	75	75	75	75	75
4. Impactable spend managed by Procurement function	34.52	68.36	73.13	76	80	85	90	95
5. % procurement savings against impactable spend	1.75	1.12	2.9	3	4	5	5	5
6. % retrospective orders ³	9	8	9.5 ⁴	8	7	6	5	1
7. % off contract spend	49	41	37%	34%	30%	25%	20%	15%
8. % spend covered by contracts	1.2	34	73	76	80	85	90	95

² attaining high levels already. Maintenance target

³ External trade invoices only

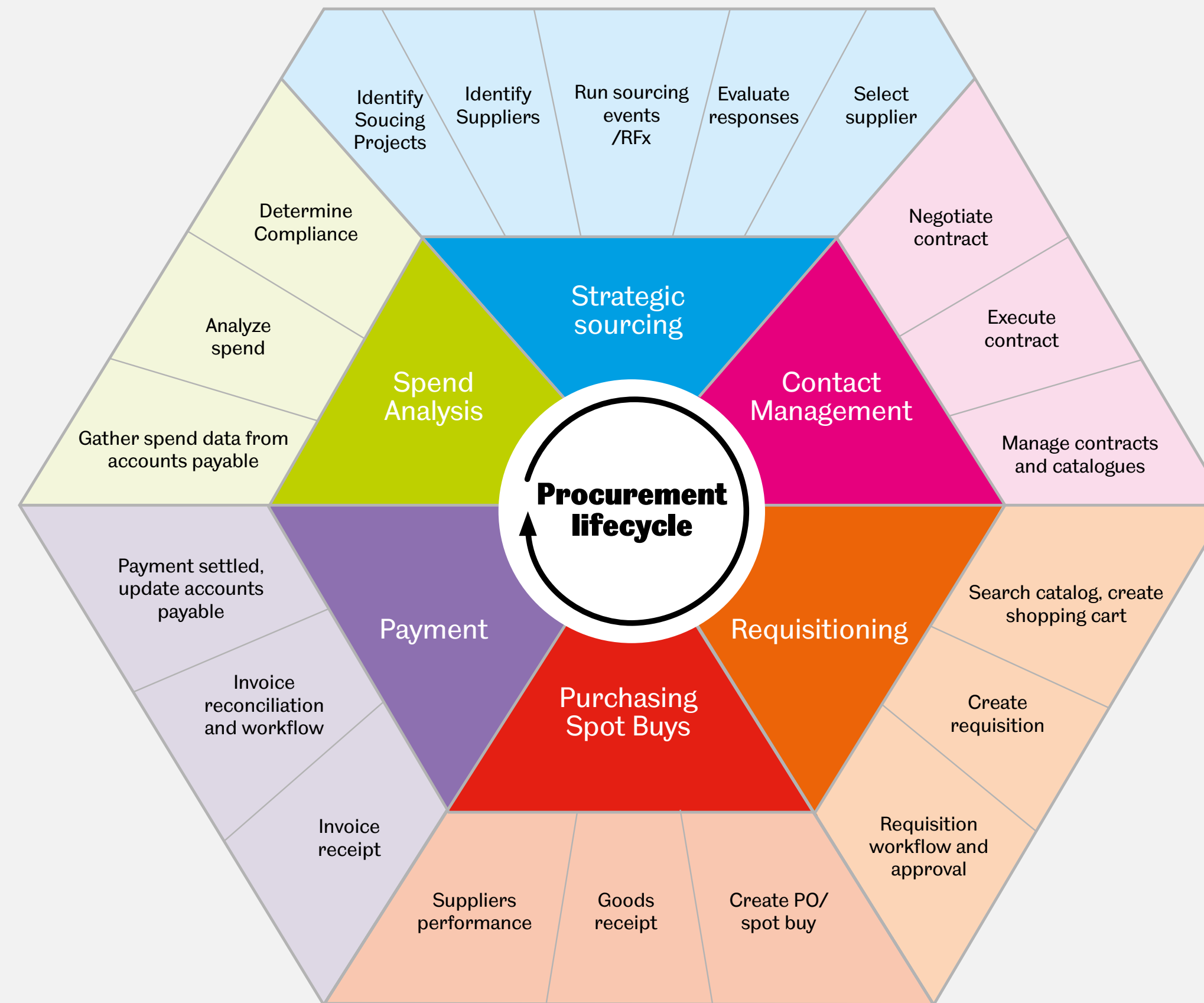
⁴ Covid off site working may be reason for slight increase

Appendix 3: PaaS

Governance	Reporting and KPIs	Organisational	Resources & Skills	Sustainability	Collaboration	IT and P2P	Supplier Strategy and Policy	Supplier Strategy and Policy
<p>Procurement Strategy development and implementation Procurement internal control systems Risk mitigation and business continuity planning. Knowledge exchange on best practice, process and policy Compliance with legislation. Compliance with internal controls</p>	<p>Defined and monitored organisational procurement performance measures Procurement opportunity & opportunity lost reporting Analysis of trends in HE public sector procurement Benchmarking procurement performance against other HE Sector Providers Sustainability Reporting</p>	<p>Clear strategic leadership of procurement activity across the institution Effective and efficient procurement activity across the Institution Effective management relationships with internal stakeholders</p>	<p>Delivery of strategic objectives and business needs. Succession planning and development of P2P skills and competency Development & embedding commercial competence across faculties and professional services</p>	<p>Delivery of sustainability strategy procurement action plan across the institution Development and training sustainable procurement practices and processes Supplier engagement in sustainable actions throughout their own supply chains Guidance and support on delivering economic regeneration opportunities within the City Region</p>	<p>Improvement planning based on feedback External collaboration and adoption of good procurement practice Internal collaboration with key stakeholders Agreed plans for local & regional collaborative procurement</p>	<p>Vendor setup PO creation and management Invoice and receipting three way matching Data and opportunity analysis Travel Management Purchasing Cards Asset Management Data analysis and management E-procurement (marketplace, sourcing, tendering) P2P IT Strategy</p>	<p>Contract database Contract administration Supplier enablement. Supplier accreditation Supplier Relationship Management Supplier Business Continuity planning Performance monitoring and benefits realisation. Efficiency reporting Contract Management Student placement and employability opportunities</p>	<p>Category analysis Category Planning Opportunities analysis Internal stakeholder engagement External marketplace engagement Solution identification Risk mitigation Audit</p>

Vision Statement, Sustainability Strategy, Financial Operating Strategy, Value for Money Strategy, Technology Enabled Strategy Framework, Legislation, Social Policy, Procurement Maturity Assessment Action Plan

Appendix 4:



⁵ Top half of the diagram equates to strategic procurement.
Bottom half of diagram equates to transactional purchasing

