



THE UNIVERSITY *of* EDINBURGH

University of Edinburgh **| Procurement Strategy** 2030



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For definitions of key terms, please refer to our [Glossary](#) on the University's Procurement website.

Context

Context

This Procurement Strategy outlines our strategic direction for procurement over the next five years. It emphasises our commitment to be a trusted strategic partner in the successful delivery of the University's Strategy 2030 and aims to position us as a best-in-class procurement service within higher education.

This strategy is a key enabler of Strategy 2030 and is aligned with the strategic ambition of delivering excellence in **research** and **education**, together with a focus on our **civic and social responsibility** as well as our **people**. It sets out the strategic approach of how Procurement will support the University's strategic, operational and commercial objectives and its ambition of delivering excellence as a world-leading research-intensive University.

A successful strategic focus depends upon how we, Procurement, balance the business and commercial needs of the University with legislative obligations and government policy delivery expectations. Achieving this balance is core to our service delivery, ensuring that our outcomes are aligned with the University's strategic aims and objectives while safeguarding its reputation and adhering to statutory requirements.

The University faces another complex balancing act amidst the current higher education landscape, marked by financial pressures and sustainability crises. Financial uncertainties in higher education, such as fluctuating student funding and research income, require a focus on improved commercial outcomes. As a result, there is an expectation that Procurement will play a supportive role in helping our Colleges and Professional Services Groups deliver efficiencies in its operations, whilst simultaneously helping to address the climate, biodiversity and emerging pollution and resource crises.

The University recognises that its procurement activities have a significant impact on the environment, society and the economy and embraces its responsibility to ensure those impacts align with Net Zero by 2040 and our commitment to be a Nature Positive University. We continue to promote positive impacts and change, throughout the whole life cycle and across our supply chain, to fulfil current needs without lessening the ability of future generations to do the same.

To contextualise the role of this strategy as an enabler to the University: procurement activity accounts for approximately one-third of the University's turnover and over half of its greenhouse gas emissions. Without an effective and well-aligned approach to procurement, the University not only risks its financial sustainability but also jeopardises its ability to meet its climate, biodiversity and broader sustainability objectives.

In addressing these often-competing responsibilities and challenges, Procurement will adapt its approaches to effectively support the commercial and sustainability objectives of the University. By adopting innovative strategies, assessing impacts and risks throughout our supply portfolio, and fostering collaboration across the University, the higher education sector and our supply chain, Procurement is well-positioned to deliver on our objectives via mutually beneficial approaches, ultimately ensuring long-term value for the University, our communities and our planet.

We all play a crucial role in driving positive change and maximising impact through procurement, whether we are staff, students, suppliers or members of the wider higher education sector. Our collective efforts in making informed, commercial and responsible procurement decisions are essential to fostering innovation, efficiency and sustainability across the University. We are fully committed to supporting this institutional journey, ensuring that our procurement practices lead the way in contributing to a resilient and sustainable future, while enabling the University's strategic ambition.

The background of the slide is a collage of three images, all tinted with a dark red color. The top-left image shows a woman with short blonde hair and glasses, looking down at an open book. The top-right image shows a man and a woman sitting at a bar or counter, engaged in conversation. The bottom image shows a person's hands typing on a laptop keyboard, with an open book in the foreground. A large, semi-transparent red rectangle is overlaid in the center of the slide, containing the title text.

Our Vision and Purpose

Our Vision and Purpose



Vision

As a sector-leading procurement function, we enable the academic mission by delivering robust commercial and sustainable outcomes, while improving operational efficiency, allowing our staff and students to flourish and innovate.



Purpose

We support the University in achieving its ambitions by delivering strategic sourcing solutions that foster excellence in research and education, with a focus on our people and our civic and social responsibility.

With oversight of approximately £350 million in annual non-pay expenditure, we work collaboratively with Colleges and Professional Services Groups to provide professional support, making optimal and ethically sound purchasing decisions while ensuring regulatory compliance.

Our focus is on maximising value for the University – delivering measurable financial and operational benefits aligned with our net zero and nature-positive commitments, as well as generating social and economic impact.

Our Strategic Themes

Our Strategic Themes



To make the greatest impact, we will focus on three key areas:



→ Our procurement activities play a critical role in supporting the University's core purpose of advancing our research and teaching activities. The way we procure has a direct impact on academic research, the student experience, and the operational excellence of the institution. By aligning our sourcing strategy with the evolving needs of our academic and student communities, we enable the pursuit of ground-breaking discoveries and transformative learning experiences.

By working in partnership with staff and students to anticipate and meet their evolving needs, from sourcing cutting-edge research equipment to everyday operational necessities, our focus on innovative, cost-efficient and ethically sourced goods and services will enable us to equip our classrooms, laboratories, and our campuses in ways that support both our academic and operational objectives. In doing so, we not only have the ability to maximize the value of our resources but can also foster strategic partnerships and collaborations with industry to enhance and support our activities.

It's more than just purchasing—through delivering strategic procurement solutions from our supply chains, we will help to foster an environment where excellence in education and research can thrive.



→ We recognise the profound impact our purchasing decisions have on the environment. Whether it's the goods we buy, the logistics and transportation involved, the packaging materials, the waste we dispose of or the sourcing of raw materials – every step in our supply chain affects the physical world we live in.

Supply chains currently account for more than 50% of the University's annual greenhouse gas emissions, underlining the significant role procurement must play in reducing our environmental footprint. By engaging with suppliers to promote sustainable practices and solutions, we can drive progress towards minimising our impact.

One of the most impactful changes we can make is to transition towards a circular economy, one that emphasises reducing waste, reusing materials, and recycling resources as much as possible. By extending the lifecycle of goods and minimising single-use products, we will not only decrease our reliance on finite resources but also lower carbon emissions and landfill waste.

Using the University's Climate Strategy as a framework, we will champion sustainable procurement with colleagues, communities and suppliers, continually identifying opportunities to reduce our environmental impact and contributing to a more responsible and resilient future for all.



→ Aligned with the University's Community Plan, we are committed to leveraging our procurement activities as a force for positive change. Every procurement decision offers a unique opportunity to generate economic and social benefits for our communities.

Our approach to procurement prioritises social responsibility by integrating practices that maximise community and economic development, advocate for fair working conditions and actively support small and local businesses in accessing our contracting opportunities — all as a means to drive wellbeing in our supply chain through the creation of quality jobs and skills development. Additionally, we will use our influence to champion ethical labour practices, ensuring that our procurement choices reflect the highest standards of integrity.

Our impact is far-reaching: our supply chains will help to strengthen and positively transform the communities we serve.



Our Priorities

Our Priorities



Enabling **Research**
and **Teaching**, as well
as our **Operations**



Minimising our impact
on the **Environment**



Delivering positive change
for our **Communities**



Impact and value

Leverage potential for partnership and collaboration with our suppliers for the benefit of research and innovation



Savings, efficiencies and cost effectiveness

Maximise commercial opportunities to drive financial savings and operational efficiencies through effective collaboration and implementation



Contract performance

Optimise the performance of our suppliers to realise the benefits of our contracts, whilst effectively managing and mitigating supply-related risks



Supplier emissions

Embed sector-leading sustainable procurement practices with our suppliers, evidencing year-on-year reduction in supply chain emissions to support achieving a 1.5°C pathway



Circular economy

Integrate circular economy principles with our colleagues, communities, and suppliers to enable a more sustainable production and consumption model



Wider environmental impact

Improve our understanding of the impact of our supply chain on biodiversity, water scarcity, and chemical pollution, bringing ambitions in line with our approach to climate change



Social impact

Deliver social impact through our contracts to drive socio-economic benefits for our communities



Economic growth

Shape our contracts to support sustainable and inclusive growth, leading to improved participation of small and local businesses



Responsible supply chains

Ensure we have a sustained focus on the wellbeing of those that work in our supply chains



Our Performance Framework



Our Performance Framework

The success of our strategy will be driven by a clear definition of desired outcomes, measurable indicators, and key activities necessary to achieve our goals.

Our performance framework outlines how these components come together to ensure alignment with our overarching vision and our priorities.

Our implementation plan will unfold over the course of this strategy period, ensuring that we stay on track to meet our objectives.

Over the coming year, we will firm up our targets as we establish baseline measures. These measures will be key in determining our success and will be refined alongside our methodology to ensure accurate and consistent tracking of progress.



Enabling **Research**
and **Teaching**, as well
as our **Operations**



Impact and value

Leverage potential for partnership and collaboration with our suppliers for the benefit of research and innovation



Savings, efficiencies and cost effectiveness

Maximise commercial opportunities to drive financial savings and operational efficiencies through effective collaboration and implementation



Contract performance

Optimise the performance of our suppliers to realise the benefits of our contracts, whilst effectively managing and mitigating supply-related risks

Outcome

→ Innovative, advanced and sustainable procurement solutions have been delivered for requirements, through best practice procurement and in-depth market intelligence

→ Strategic partnerships and collaboration with industry have been established and are evolving

Measure

→ Increased value delivered and reported through sourcing activities

→ # of innovations from suppliers delivered within each procurement category

→ # of staff that identify Procurement Services as being key to their strategic deliverables (through annual stakeholder feedback)

→ # of partnerships with key suppliers that benefit our research, innovation or teaching activities

Key activities

→ Embed an enhanced category management approach to better manage expenditure and increase market knowledge

→ Ensure alignment between procurement strategies and university needs

→ Improve flexibility of routes to market, using of 'non-standard' procurement procedures including dialogue and negotiation

→ Annual feedback process with University staff and suppliers

→ Analysis expenditure and forward contracting plan to identify opportunities to leverage relationship for industry collaboration

→ Conduct market engagement activities to evaluate the feasibility of opportunities



Impact and value

Leverage potential for partnership and collaboration with our suppliers for the benefit of research and innovation



Savings, efficiencies and cost effectiveness

Maximise commercial opportunities to drive financial savings and operational efficiencies through effective collaboration and implementation



Contract performance

Optimise the performance of our suppliers to realise the benefits of our contracts, whilst effectively managing and mitigating supply-related risks

Outcome

Measure

Key activities

→ Sourcing strategies have been implemented to maximise savings and operational efficiencies

→ Cost reduction and avoidance as % of spend; £ of budgetary impact

→ Improve understanding of the supplier landscape and competitive pricing through category management approach

→ Develop sourcing strategies to optimise cost and efficiency, also integrating relevant policies where appropriate

→ Improve demand management (e.g. controlling and standardising specification; design to cost)

→ Negotiate contracts to achieve cost savings and operational efficiency

→ Assess major contracts to redesign services through strategic operating decisions.

→ Increased economies of scale have been established through rationalisation of suppliers

→ Increase contracted spend aligned to sourcing strategy

→ Reduced # of suppliers

→ Cost reduction as % of spend; £ of budgetary impact (considering prevailing market prices)

→ Analysis expenditure to identify opportunities for consolidation of spend across budget areas and wider University

→ Establish delivery teams and project gateways for effective stakeholder engagement

→ Implement measures to ensure spend aligns with sourcing strategy (e.g. enhancement of system catalogues)

→ Refine and improve methodology to track and validate savings

→ Leverage engagement framework and change management principles to foster collaboration and alignment

→ An effective and coordinated purchasing approach is integrated across the University, delivering efficiencies through streamlined and standard business processes

→ Procurement procedures and system processes are regularly reviewed and updated

→ Improved understanding of procurement procedures and system processes, leading to a better experience for staff, students and suppliers

→ Efficiency gains of both user-facing and back-end processes within the purchase-to-pay process

→ Strengthen and simplify the policies, procedures and processes and systems for our staff and suppliers

→ Implement process and system improvements to deliver operational efficiencies

→ Enhance the support model for Colleges and Professional Service Groups to ensure more efficient, tailored, and responsive service delivery

→ Develop communication plan to improve awareness of policy, procedures and system processes, including developments and updates

→ Increased collaborative procurement by working across Colleges and Professional Services Groups, as well as with neighbouring HEIs and Centres of Expertise

→ Collaborative procurements as % of spend (across sector); # of initiatives (across University)

→ Analyse expenditure to identify opportunities for collaborative procurements

→ Engage in partnerships with networks such as APUC, sector consortia, and public sector bodies for collaborative development



Enabling **Research**
and **Teaching**, as well
as our **Operations**



Impact and value

Leverage potential for partnership and collaboration with our suppliers for the benefit of research and innovation



Savings, efficiencies and cost effectiveness

Maximise commercial opportunities to drive financial savings and operational efficiencies through effective collaboration and implementation



Contract performance

Optimise the performance of our suppliers to realise the benefits of our contracts, whilst effectively managing and mitigating supply-related risks

Outcome

Measure

Key activities

➔ A robust supply chain management framework has been implemented, to facilitate best practices in contract management

➔ % of procurement contracts that align to the defined best practice framework

➔ % of procurement contracts on contract management database

➔ Revise and enhance supply chain management framework

➔ Maximise functionality and use of contract management database

➔ Develop and refine a methodology to track and validate savings

➔ Contractual deliverables are being met consistently by suppliers, assuring delivery of required services and facilitating performance enhancements

➔ % of suppliers meeting contractual obligations

➔ Tangible benefits (e.g. cost savings, innovation, improved service levels) through improved in-life management processes (e.g. negotiations)

➔ Develop commercial expertise of all staff involved in contract management to support the effective delivery of contract management

➔ Develop standardised methodology to enhance contract compliance and performance, as well as utilising more relevant and quantifiable management information

➔ Compare supplier performance using benchmarking information from similar organisations

➔ Risk identification, mitigation and management is integrated into our operations, facilitated by supply market intelligence and insights

➔ % of identified risks that have mitigation strategies in place

➔ Decline in overall risk exposure over time

➔ Redevelop the supply chain risk database/register using digital tools for efficient use and information sharing

➔ Ensure effective management of our supply risk register, escalating to senior leaders when required

➔ Enhance risk knowledge of all staff involved in contract management



Supplier emissions

Embed sector-leading sustainable procurement practices with our suppliers, evidencing year-on-year reduction in supply chain emissions to support achieving a 1.5°C pathway



Circular economy

Integrate circular economy principles with our colleagues, communities, and suppliers to enable a more sustainable production and consumption model



Wider environmental impact

Improve our understanding of the impact of our supply chain on biodiversity, water scarcity, and chemical pollution, bringing ambitions in line with our approach to climate change

Outcome

Measure

Key activities

→ Supply chain emission pathway and associated action plan developed and adopted

→ Pathway adopted by the University

→ Perform research to assess the maturity of supply markets in relation to the development of the pathway

→ Action plan to achieve the pathway in place and reported against annually

→ Collaborate with SRS, staff and students, external suppliers and HE sector to develop a comprehensive pathway and action plan

→ Utilise change management practices to effectively communicate and integrate the pathway within the University and our suppliers

→ Principles of lifecycle management are embedded into procurement activity

→ % of procurement activities incorporating lifecycle management criteria

→ Develop and integrate lifecycle costing tools into tendering processes

→ Provide additional training and detailed guidance on lifecycle costing for procurement staff.

→ Improved understanding of our supply chain emissions exists, allowing us effectively collaborate with key suppliers to reduce their emissions

→ % of suppliers are committed to the pathway, and providing required data, that are considered high-sustainability impact (by carbon emissions/risk matrix)

→ Create assessment criteria and evaluation methodologies to determine the sustainability impact of suppliers

→ Confirm data requirements of suppliers to ensure aligning with pathway measures

→ Develop reporting methodology

→ Develop communication plan for engaging with suppliers

→ % of contracted suppliers confirm commitment to the pathway

→ Environmental commitments have been delivered through the duration of the contract

→ % of new high-risk contracts include environmental commitments

→ Perform market research to identify key commitments relevant to each sub-category and integrate findings into templates and tools

→ % of existing high-risk contracts are reviewed to establish where environmental commitments can be included

→ Perform retrospective review of current contracts to identify opportunities for including new commitments in agreement terms, focusing on top 20% of suppliers of existing contracts by spend

→ Develop annual review and reporting methodology, aligning with broader contract performance metrics

→ Create a communication plan to ensure staff and students are consistently informed about key commitments and the overall responsible procurement approach with our suppliers.



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Wider environmental impact

Improve our understanding of the impact of our supply chain on biodiversity, water scarcity, and chemical pollution, bringing ambitions in line with our approach to climate change

Outcome

Measure

Key activities



Circular economy principles guide procurement activity where relevant



% of procurement strategies include circular economy principles (where relevant)



Create tools for implementing circular economy principles and integrate them into tendering processes



of initiatives where University-wide approach to reuse has been implemented



Provide additional training on circular economy for procurement staff



Develop targeted commodity strategies to improve and embed reuse and consumption approaches, aligning relevant policies (e.g., IT consumables)



Staff have the understanding and information through positive engagement to embed climate and sustainability in purchasing decisions



% and # of staff completed responsible procurement training



Develop suite of training modules on responsible procurement, incorporating practical guidance and tools tailored for staff



of interactions on the Responsible Procurement SharePoint hub



Develop communication plan to ensure that staff are informed about availability of training materials and wider responsible procurement goals



Supplier emissions

Embed sector-leading sustainable procurement practices with our suppliers, evidencing year-on-year reduction in supply chain emissions to support achieving a 1.5°C pathway



Circular economy

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Wider environmental impact

Improve our understanding of the impact of our supply chain on biodiversity, water scarcity, and chemical pollution, bringing ambitions in line with our approach to climate change

Outcome

- ➔ Baseline of biodiversity impact within the supply chain

- ➔ Increase understanding of impact of chemical pollution & water scarcity within the supply chain

Measure

- ➔ Biodiversity baseline for supply chain is calculated and reported against
- ➔ Recommendation for delivery developed and put forward

- ➔ Research on impact of chemical pollution & water scarcity within the supply chain completed
- ➔ Recommendations for delivery developed and put forward

Key activities

- ➔ Conduct research to establish a baseline methodology in collaboration with SRS
- ➔ Develop delivery plan to reduce impact following findings

- ➔ Conduct research to increase understanding of chemical pollution & water scarcity within the supply chain in collaboration with SRS
- ➔ Develop recommendations to reduce impact following findings



Social impact

Deliver social impact through our contracts to drive socio-economic benefits for our communities



Economic growth

Shape our contracts to support sustainable and inclusive growth, leading to improved participation of small and local businesses



Responsible supply chains

Ensure we have a sustained focus on the wellbeing of those that work in our supply chains

Outcome

Measure

Key activities

➔ Best practice guidance to support the implementation and reporting of community benefits has been developed and shared

➔ Implementation of community benefit guidelines and 'menu' for procurement activities

➔ Conduct a comprehensive assessment to gather insights and best practices from public sector leaders in delivering social impact through procurement

➔ Develop and implement community benefit guidelines for procurement staff, including a detailed 'menu' of options, through consultation with staff, students and suppliers

➔ Community benefits have been secured through procurement contracts, catalysing social impact

➔ # and impact of community benefits committed to annually

➔ Community benefits embedded with procurement process through specification and evaluation criteria (weighted appropriately), where relevant

➔ Ensure staff and suppliers are well-informed about the social impact objectives and understand the value of integrating these goals into the procurement process

➔ Commitments are consistently fulfilled and successfully delivered throughout the contract duration

➔ # and impact of community benefits delivered annually

➔ Collect and use more relevant management information on key suppliers to ensure commitments have been delivered

➔ Develop and refine a methodology to track and validate deliverables



Delivering positive change
for our **Communities**



Social impact

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Responsible supply chains

Ensure we have a sustained focus on the wellbeing of those that work in our supply chains

Outcome

Measure

Key activities

→ Supplier interactions with the University are streamlined, including efficient ordering and prompt payment

→ % of invoices paid on time
→ Decrease in manual intervention through procure-to-pay process
→ Improved guidance for staff and suppliers in regards to payment routes is embedded

→ Identify and implement improvements to existing procure-to-pay processes
→ Process improvements and any related system changes implemented and working effectively
→ Launch next phases of the self-service solution allowing data exchange with suppliers for access their transactions and initiate change orders
→ Monitor and improve speed of invoice processing through automation
→ Review and finalise processes for all available payment routes, with clear guidance for staff, to ensure effective navigation of processes

→ Contracting opportunities are reviewed regularly to improve accessibility for SMEs and local suppliers

→ % increase of spend in Edinburgh and South East Scotland region
→ # and £ of contracts with SMEs and local suppliers

→ Supply markets assessed for suitability for regional / technical lotting for newly identified needs
→ Ensure tender exercises meet the needs of smaller businesses, reflected through the structure of tenders (e.g. lotting)

→ Supplier engagement and development activities performed enable participation of suppliers, of all sizes and types

→ # of suppliers engaged through activities

→ Organise outreach programme and initiatives, also encouraging participation from diverse suppliers (e.g., minority-owned, women-owned, small businesses)
→ Provide training workshops and online resources to educate suppliers on how to participate in tenders, improve bid submissions, and comply with University procurement processes



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Responsible supply chains

Ensure we have a sustained focus on the wellbeing of those that work in our supply chains

Outcome

Measure

Key activities

→ Ensure that all workers within our supply chain are afforded their fundamental human rights, operate in fair and just labour markets, and work under equitable conditions

→ % of suppliers confirm adherence to our supplier code of conduct

→ % of contracted suppliers completed standard assessment in the contract management database

→ Continued implementation the Supplier Code of Conduct with enhanced promotion among suppliers, ensuring acceptance and awareness of commitments during registration and tender submissions

→ Deliver targeted training and case studies on high-risk commodities to enhance understanding and mitigate labour risks in procurement

→ Improve use of contract management database for standard assessment

→ Maintain active leadership presence in various groups and forums to achieve positive outcomes for workers in our supply chain

→ Fair Work principles and considerations are embedded at tendering stage and within contract management, where relevant

→ Fair Work embedded in tender templates and contract management framework

→ All relevant suppliers confirm commitment to Fair Work Principles

→ Fair Work considerations and requirements embedded at tendering stage through to contract management

→ Report outcomes annually

→ Reporting on ethical practices, including gender equality, modern slavery, living wage, and other social responsibility metrics, is in place and regularly reported

→ All high-risk suppliers are registered and assessed on our specialist assessment tool / service

→ % of suppliers that confirm adherence with modern slavery, living wage, gender equality

→ Improve uptake of our specialist assessment tool/service for contracted suppliers

→ Implement reporting approach for gathering ethical performance data across all suppliers

Our Enablers

Our Enablers

Our enablers are the factors, resources, capabilities, and processes that will facilitate our ability to successfully achieve our objectives.

Engagement and collaboration

By fostering strong relationships with staff and students, suppliers and key partners, we ensure that our activities are aligned with the ambitions of the University and that we are all working towards shared objectives. We believe in the power of teamwork – leveraging diverse perspectives, skills, and experiences to achieve common goals, reinforcing our collective strengths and fostering an environment where innovation can thrive. This not only enhances decision-making, but also drives continuous improvement and boosts efficiency within our procurement activities.

We will:

- Establish a comprehensive engagement framework that involves all stakeholders. This framework will help identify various groupings, assess their needs, understand their influence and determine their communication preferences, ensuring effective collaboration.
- Develop internal awareness campaigns to educate the staff about procurement objectives, policies, and processes, also ensuring leadership buy-in through targeted briefings and updates

- Facilitate cross-functional collaboration between procurement and other business areas or external groups, conducting regular meetings, briefings and feedback sessions with key stakeholders.
- Provide greater support in changes in procurement processes, policies, or systems, outlining the benefits, timelines, and impacts of new procurement initiatives

Communication

Effective communication is closely linked with engagement; they go hand in hand. Clear, effective and transparent communication is crucial for the successful delivery of our objectives, ensuring that all staff, students and suppliers are informed and aligned with our processes. Effective communication fosters trust and facilitates collaboration, contributing to the overall success of procurement across the University.

We will:

- Develop and implement an improved approach to internal and external communications, ensuring that the right messages are conveyed to the right audience at the right time using the right channels.
- Regularly review and update content shared through various channels to ensure that all information remains accurate and up-to-date.

- Continuously monitor the effectiveness of the communication strategy, using feedback and data to make necessary adjustments.

Capability

People are at the core of success. The success of any procurement strategy depends on the capabilities, expertise and engagement of the people involved. Along with attracting, developing, and retaining both new and existing talent, strong leadership plays a vital role. By fostering a culture of continuous improvement, problem-solving and positivity, we will ensure our team evolves to meet new challenges and achieve excellence.

We will:

- Promote our vision and values, fostering an inspiring and positive environment in which to work.
- Ensure we have the right structure and skills in place to effectively achieve our procurement objectives.
- Develop a recruitment plan to attract and retain highly-talented staff, while also recognising and celebrating their achievements.
- Invest in skills and development, including the promotion of professional leadership.

- Improve the awareness capabilities of all staff involved in any purchasing activities at the University by providing tools, guidance and robust support mechanisms.

Systems and processes

By leveraging our technology and refining our processes, we can enhance the efficiency and effectiveness of our procurement activities across the University. This approach will also strengthen controls to ensure compliance and fraud risks. Ongoing development and refinement of our systems will streamline workflows, improve operational efficiencies, and, most importantly, enhance the staff and supplier experience.

We will:

- Continuously improve our end-to-end procure-to-pay process, optimising our processes, procedures and systems.
- Integrate key purchasing processes across the University, ensuring they are understood, adopted and consistently implemented through improved change management practices.

- Deliver efficient and effective research stores operations, providing a high-level of service to our customers and operating within a strong framework of health and safety.
- Establish and track operational performance indicators to measure our effectiveness.

Data

Data provides us with valuable insights that drive informed decision-making. These insights enable us to optimise procurement strategies, identify opportunities for cost savings and enhance overall procurement performance.

We will:

- Build improved tools and platforms to drive greater value from data
- Continuously refine our access and use of upstream (e.g., market intelligence, service benchmarking) and downstream (e.g., supplier performance, internal service levels) data

Our Values and Principles



Our Values and Principles

Our Values and Principles form the foundation of how we operate, guiding our decisions and shaping our culture.

They define the standards we uphold, the expectations we set for ourselves, and how we engage with stakeholders.

In this rapidly evolving environment, adhering to our core values and principles ensures that we remain consistent, accountable and aligned with our vision.

➔ Values

Our values are our guiding beliefs that shape our attitudes, behaviours and choices.

We embed the University's values by incorporating them into our strategic initiatives and operational practices. By aligning our efforts with these values, we will foster a cohesive organisational culture.

We will stay grounded in our core values as we deliver this strategy, with a particular emphasis on the following key values:

Excellence

From the quality of our work to the service we provide, we hold ourselves to the highest standards of performance and professionalism. By consistently delivering excellence, we strive to exceed expectations but also inspire trust and respect in our colleagues, suppliers and communities.

Ambition

Ambition acts as a guiding principle that drives us towards excellence and innovation. It allows us to set bold goals and to relentlessly pursue them. By embracing the spirit of aspiration, we will foster a culture where individuals are inspired to push boundaries, think creatively, and create meaningful impact.

Self-improvement

We believe in continuous growth, both individually and as a team. Through reflection, learning, and adaptability, we actively seek opportunities to enhance our skills, processes, and services. By fostering a culture of development, we remain agile and responsive to evolving needs, ensuring that we not only meet but also anticipate future requirements and challenges.

→ Principles

Our principles act as our fundamental guidelines that govern our decision-making and conduct. They serve as the foundation for how we approach procurement, ensuring consistency and accountability across all our activities.

Customer-focused

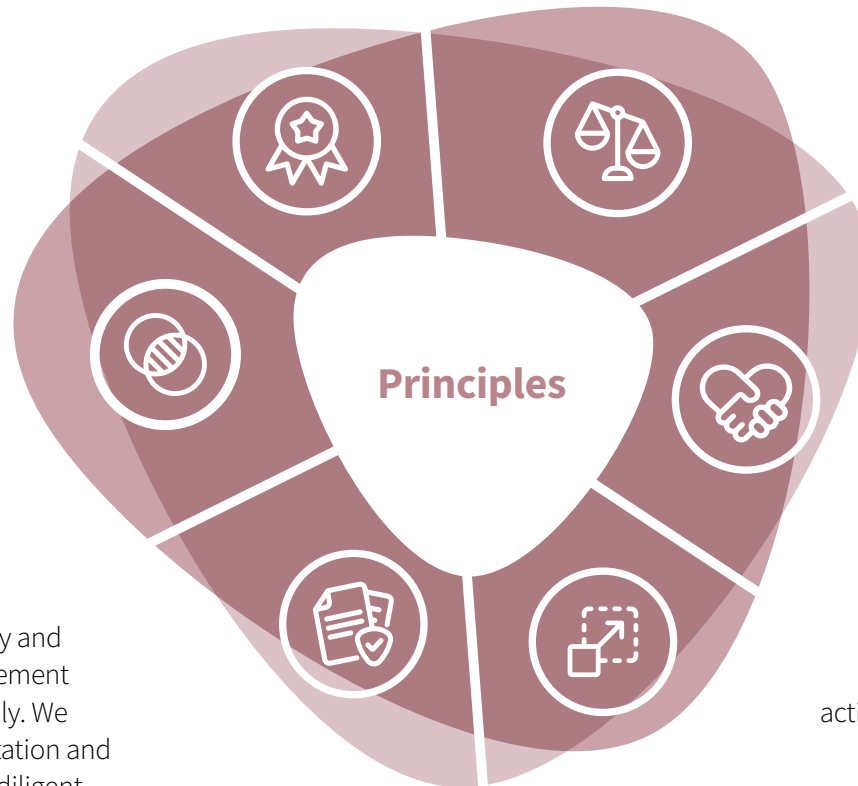
Our operations within Procurement are rooted in a service-oriented approach. We commit to delivering exceptional service by understanding the unique requirements of colleagues, fostering effective communication and ensuring timely and efficient delivery of goods and services.

Transparency

We are committed to maintaining transparency in all procurement activities. This includes clear documentation of procurement decisions, criteria and processes, along with open communication with staff, students and suppliers. By upholding transparency, we aim to build trust, ensure accountability, and foster a fair and competitive procurement environment.

Stewardship and compliance

We are committed to upholding legal, regulatory and university standards by ensuring that all procurement activities are conducted ethically and responsibly. We proactively manage risks to safeguard our reputation and mitigate potential legal challenges, and ensure diligent oversight of procurement practices and adherence to policies.



Integrity

We are committed to conducting all procurement activities with honesty, fairness and consistency. This involves upholding ethical standards, avoiding conflicts of interest, and ensuring that decisions are made fairly and transparently. By embedding integrity into our procurement practices, we foster trust and uphold the highest standards of professionalism.

Diversity, inclusivity and equality

We are committed to promoting diversity, inclusivity, and equality in our operations, aiming to create an environment that reflects and respects the diverse backgrounds of our staff, students and suppliers. We actively seek ways to engage a wide range of suppliers, providing equal access to our contracting opportunities, while fostering an inclusive internal culture that values diverse perspectives and contributions.

Proportionality

We ensure that our procurement practices are appropriate to the scale, complexity and risk of each activity. Our aim is to apply appropriate levels of scrutiny, due diligence and process rigor, ensuring that our procurement approach is both effective and practical, and aligns with the University's objectives and resources.

Reporting our Performance



Reporting our Performance

Once this strategy has been given time to embed, the content of the Strategy will be considered through an annual review process, which will drive ongoing refinement and adaptation in response to the evolving landscape. This review provides an opportunity for minor adjustments and continuous improvement throughout the strategy's lifespan.

Progress will be tracked through a combination of qualitative and quantitative data, with key outcomes and insights presented in the Annual Procurement Report. This report will highlight performance against established key indicators, and over time, our measurement processes will be enhanced to incorporate new data sources and improve progress tracking.

Additionally, the Annual Procurement Report will detail how this strategy has met its obligations under the Procurement Report (Scotland) Act, while demonstrating how discretion and judgement have been exercised, in line with public procurement rules, to achieve strategic goals in compliance with the Act.

➔ **Our Compliance with the Procurement Reform (Scotland) Act**

The University is committed to adhering to the requirements of the Procurement Reform (Scotland) Act. The University considers that these legal requirements strongly and positively align with the University's desire to procure in an appropriate, effective and sustainable manner.

A detailed summary of how we have fulfilled the requirements of the Act can be found [here](#).

**The University Executive approved
the Procurement Strategy 2030
on 22 November 2024.**

www.ed.ac.uk

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