Introduction
The way we manage our procurement and supply chain is increasingly important to our financial health, reputation and corporate social responsibility objectives. We recognise that good procurement practice can directly enhance our business performance by securing best value goods and services against favourable commercial and contractual terms.

Scope
This policy relates to the management and controls of all non-salary related spend. It covers the acquisition of goods, services, works and infrastructure for the University and its subsidiary companies; it does not cover visiting lecturers. It is the duty of all employees who are involved in procurement to understand and adhere to this policy.

Cranfield University is committed to:
- Delivering value for money - spending less, spending well and spending wisely.
- We will not only measure the cost of goods and service, but also take account of the mix of cost with quality, resource use and fitness for purpose.
- Maximising our spending power by aggregating demand and establishing group-wide contracts and framework agreements wherever possible.
- Maintaining a healthy supply chain and supplier risk management process.
- Procurement practice that upholds the University’s environmental, corporate responsibility and equality and diversity aims and objectives.
- Recognise professional procurement as a significant contributor to enhancing business performance.
- Provision of leadership, coordination, appropriate resources, information, instruction, training and supervision by all purchasing staff.
- Use the University’s own internal supply market whenever possible.
- Provision and use of high quality management data.
- Cranfield University’s core procurement principles are:
  - Based on the principle of fair and free competition.
  - Conduct all procurement activities with the utmost integrity, making sure they are carried out in accordance with any relevant obligations in:
    a. University’s Financial Regulations;
    b. University Procurement Procedure;
    c. Public Procurement Contracts Regulations 2015 sometimes referred to as the ‘EU Directives’, where applicable;
    d. Any other legislative or Government policy obligation as may apply.
• Be compliant with The Bribery Act 2010 and not engage in any form of corruption or bribery, including any payment or other form of benefit conferred for the purpose of influencing decision making.

• Incorporate, where possible sustainable aspects in the procurement process: defining the impacts, and evaluating the options, the design, and the selection of suppliers.

• Make every effort to ensure local business is aware of our requirements, does not have unnecessary barriers put in their way and that any firm regardless of size and location is treated fairly and transparently.

The University Executive fully endorses this policy. It is owned by the University Director of Finance, who is responsible for its implementation and periodic review. It is supported by a Procurement Procedure which can be found at: https://intranet.cranfield.ac.uk/procurement/Pages/default.aspx.

The organisation and arrangements for implementing this policy are set out in detail in University policies and procedures. The University will communicate and make this policy available to the general public and all persons working in, for or on behalf of the University.

Professor Sir Peter Gregson; Chief Executive and Vice-Chancellor
Cranfield University
21st February, 2017
Defining Value for Money

Figure 1 ("The Three E’s of Value For Money") extracted from HEFCE Guidance on Value for Money Reporting, defines value for money (‘vfm’) and how it relates to all activities that are undertaken by an institution. The University’s ‘Value for Money Strategy’ is available on the intranet Finance Policies.

Relationship between Inputs, Outputs and Outcomes

This figure shows the relationship between inputs, outputs and outcomes

Figure 1: Defining Value for Money Diagram (adapted from National Audit Office (2016) The Three E’s of Value for Money).