Value for Money Procedure	
Enabling Policy Statement; Executive Owner; Approval Route:	Our Operations - Chief Operating Officer - Operations Committee
Is the Procedure for internal use only (Non-disclosable) ?	Disclosable
Associated Policy Statements:	N/A
Authorised Owner:	Chief Financial Officer
Authorised Co-ordinator:	EA to CFO
Effective date:	21st May 2025
Due date for full review:	21st May 2027
Sub documentation:	N/A

Approval History

Version	Reason for review	Approval Route	Date
1.1	Scheduled 2 yearly review, alongside conversion from Policy to Procedure as part of the POPP Framework	Operations Committee	14th March 2023
2.0	Scheduled 2 yearly review	Operations Committee	21st May 2025

1. **Purpose**

    1.1 The University of Surrey is committed to the incorporation of a value for money approach to all its teaching, research, and operating activities. The University recognises it has a responsibility to achieve value for money from all its activities, however they may be funded. This Value for Money (VfM) Procedure has the following purpose:

    - To demonstrate to both internal and external observers that the achievement of VfM is pursued in all activities undertaken.
    - To ensure that all staff recognise their continuing responsibility to seek VfM as they carry out their roles and responsibilities.
    - To integrate VfM principles within all management, planning, and review processes.
    - To align the University's approach to VfM with the Office for Students' value for money strategy.
    - To help promote a culture of continuous improvement.

2. **Scope and Exceptions to the Procedure**

    2.1 The VfM Procedure applies to all activities that the University undertakes as it delivers against its strategic goals and objectives. Everyone at the University has a responsibility to consider VfM in whatever role they play. This Procedure is not restricted only to those with budgetary or financial responsibilities.

3. **Definitions and Terminology**

    3.1 Office for Students (OfS)
    Value for Money (VfM)

    The Office for Students states:
    "Almost everything the OfS does seeks to ensure value for money in English higher education.

    By regulating to improve student participation, experience, and outcomes, we secure value in return for the contributions made by both individual students and the wider public."

    Given the diversity of perspectives on what VfM means, a single definition to account for it would be inappropriate. VfM is a far richer concept that will always mean different things to different people.

    The University of Surrey considers VfM in the context of economy (efforts to spend less and utilise fewer resources), efficiency (efforts to spend well) and effectiveness (efforts to optimise the impact of spending) as it seeks to deliver against its strategic goals and objectives, which guide everything the University does. The University's VfM approach will be consistent with the Strategic Values.

    VfM should therefore be defined and reviewed with reference to a variety of metrics and narratives covering inputs to the University's activities (spending and other resource utilisation), the processes by which those inputs are processed to generate outcomes, as well as with reference to the

outcomes themselves.

4. Procedural Principles

4.1 The University Council needs to satisfy itself that VfM is being sought and achieved and does so via the assessment of key metrics and reports, including those of the Audit & Assurance Committee and the outputs of the Internal Audit function, which places VfM centrally in all its work.

The University Executive Board has the executive responsibility to put in place arrangements for obtaining VfM through the University's programmes, projects, and operations. The Executive Board must respond to opportunities that will enhance the economy, efficiency, and effectiveness of all University activities. In conducting their business, the following principles apply:

In relation to achievement of economy (spending less and utilising fewer resources):
- Always be cost conscious
- Ensure complete clarity on business requirements
- Promote processes to drive healthy competition for resources
- Ensure appropriate prioritisation processes support resource allocation decisions
- Monitor and evaluate procurement performance

In relation to achievement of efficiency (spending well to translate resource inputs into outputs):
- Make evidence-based decisions
- Ensure resource utilisation is proportional to the objective in mind
- Simplify wherever possible and avoid duplication of effort
- Take a strategic approach to procurement
- Actively review and manage contracts

In relation to achievement of effectiveness (spending to optimise impact and outcomes):
- Conduct timely, accurate and relevant performance reporting against objectives
- Review and manage resource allocation in the context of risks and opportunities
- Be prepared to innovate, adapt and experiment
- Be accountable and transparent

5. Governance Requirements

5.1. **Implementation: Communication Plan**
   5.1.1. This Procedure will be accessible via the University's external facing webpage and internal network and will be referenced in all external and internal value for money reporting.

5.2. **Implementation: Training Plan**
   5.2.1. Procurement will provide support and guidance to all stakeholders as necessary and alongside other regular consultations with budget holders.

5.3. **Review**
   5.3.1. This Procedure should be reviewed every 2 years or as required by any changes in the regulatory environment.

5.4. **Legislative Context and Higher Education Sector Guidance or Requirements**

    5.4.1. The Office for Students (OfS) has a statutory duty to promote value for money in the provision of higher education and expects to see this reflected and demonstrated in the information returns of registered higher education providers.

5.5. **Sustainability**

    5.5.1. This procedure directly impacts the University's purchasing behaviours and sustainability impacts will include environmental, social, and economic impacts, specifically applying circular economy principles. It will also include impacts on social justice and environmental impacts can include factors such as energy consumption and carbon emissions.

    5.5.2. Value for Money should not impact the sustainability goals of the University. Striving for best value should consider sustainability strategic aims, such as reducing carbon emissions, without a strategic decision to do so. The purchase of any commodity or service should look at including all whole life costs as part of the analysis. This could include any installation costs, utility costs (e.g., electricity, gas, or water), service, regular consumable requirements, maintenance and cleaning requirements, likely lifetime replacement and special disposal costs. Unintended consequences should also be avoided – for example travelling at the cheapest rates may encourage air travel over rail, adding to our carbon emissions.

    5.5.3. This procedure supports SDG 8; Decent work and economic growth, by ensuring value for money but also underlines the need for responsible consumption and resource use (SDG 12).

6. **Stakeholder Engagement and Equality Impact Assessment**

    6.1. An Equality Impact Assessment was completed on 14/05/2025 and is held by the Authorised Co-ordinator.

    6.2. Stakeholder Consultation was completed, as follows:

Stakeholder	Nature of Engagement	Request EB Approval (Y/N)	Date	Name of Contact
Governance	Scheduled review – circulation of updated procedure	N	14/05/25	Kelley Padley, Governance Officer
H&S	Scheduled review	N	14/05/25	Matthew Purcell
Sustainability	Scheduled review	N	14/05/25	Martin Wiles
Academic Freedom/Freedom of Speech	Scheduled review	N	14/05/25	Abi Bradbeer