

Example assignments

Business Systems Review at SRUC

- SUMS supported SRUC in evaluating their current systems, identifying pain points and developing a set of system user requirements. This involved understanding the future needs of the institution as the basis for exploring whether SRUC should consider reimplementation or replacement of selected business critical systems. Our recommendations provided a solid foundation for the development of a detailed business case and the basis for SRUC to develop its programme planning.

Target Operating Model, Queen Margaret University

- As part of a significant transformation and change programme, SUMS worked with QMU to understand how its lean professional services were operating and to identify where there were further efficiencies to be made. Our approach combined an adapted target operating model methodology with a strong focus on change management. The recommendations and action plan proposed how QMU could make best use of existing skills, capabilities and technologies as well as identifying opportunities for tactical investment to realise significant benefits and savings.

Target Operating Model, Robert Gordon University

- Our consultants worked as a tag-team to complete a rapid evaluation and redesign of RGU's operating model to inform the future of professional services provision at the university. This involved detailed discussions with Professional Services Directors to explore current services and capabilities and identify opportunities for change. Working closely with senior leadership to align with institutional priorities, our findings formed the basis for a set of evidence-based recommendations for how RGU could develop its services and structures to align with future resourcing.

The ultimate balancing act



Procurement Value Assessment at the University of Kent

The situation

The procurement team at Kent had been steadily developing from a tactical function to become more strategic, with a longer term planning approach. They had identified the libraries, journals and publications category as an area of significant spend for the University, in a market undergoing huge changes.

They wanted to:

- assess the **impact** of these market changes
- **benchmark** their activity, level and range of spend against similar institutions
- **understand best practice** approaches to enhance the student experience.

What happened?

The University asked SUMS Group to carry out a Procurement Value Assessment (PVA) on their spend and activities in this category. The consultant carried out a benchmarking exercise, analysing data and providing a collaborative overview.

Areas covered included supplier delivery models, pricing and student satisfaction. The resulting action plan was delivered to the procurement team and library stakeholders in a sensitive and tailored way.

The difference it made

Like the rest of the sector, the University of Kent is facing financial pressures. The action plan identified a different, better value model for the delivery of information provided through periodicals, journals and books. This new approach can be applied consistently across the institution.

The PVA has given the team confidence to deliver a changed approach for the supply of information to students, in a way that is also better financially. SUPC recommended that by further investing in developing the procurement team, that target savings could increase by 25% over current savings.



The PVA was of great value to us. It enabled our team to further identify and signpost significant potential non-pay savings and value opportunities as well as benchmark our performance to our peers. Included were opportunities that could be realised with further investment in the procurement team with a ROI conservatively estimated at 3:1."



MARK REED Assistant Director of Finance (Procurement)
 University of Kent



Developing a programme for reducing scope 3 carbon emissions

The situation

Oxford Brookes University wanted to identify the key leverage points for managing scope 3 emissions and develop a framework for reduction, building on its net zero agenda in scopes 1 and 2.

The brief included developing initial targets and an outline timeline for reducing scope 3 emissions. The University was also keen to use the opportunity to build awareness and momentum around the agenda.

What happened?

The University engaged SUMS, in partnership with EAUC, and our consultants undertook a review of the core documentation around the University's carbon management and sustainability agendas and its existing scope 3 emissions data. They also conducted an engagement exercise of structured interviews with key stakeholders. The team set the

University's current status and approach in context through a comparison with global frameworks and leading practice approaches.

We developed a set of principles, targets and a proposed model for the University to move towards decisive reduction in scope 3. These proposals were tested with the relevant stakeholders to build consensus and buy-in around the feasibility of the approach.

The difference it made

Our report is being used as a basis for developing a new strategy for reducing carbon emissions.

This will include:

- **embedding scope 3 reduction** across all operational areas
- **integrating the approach** into existing frameworks
- **monitoring, measurement and interim target setting**
- ensuring that **robust governance structures** are in place to oversee successful delivery.



“This was a key piece of enabling work for Oxford Brookes to further develop and future-proof our Carbon Reduction Strategy. Understanding our scope 3 impacts to develop robust plans and roadmaps will be key to successful delivery. We greatly value the insights and recommendations and learned a great deal during the process. The report will be used as a basis for developing a new strategy, ensuring integration within existing frameworks and the development or enhancement of robust governance structures.”



MICHELE MORLEY Head of Environmental Sustainability
Oxford Brookes University

