

# NWUPC Ltd

2022 - 2025

# STRATEGIC PLAN

*'Delivering value through responsible procurement'*



## NWUPC

North Western Universities Purchasing Consortium

*Delivering value through responsible procurement*



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# INTRODUCTION

North Western Universities Purchasing Consortium Ltd (NWUPC Ltd) are proud of our humble beginnings and tremendous evolution as an organisation, from our foundation in 1976 with the original name AIMS (Academic Institutions Management Services) with a mere 9 members.

We became universally known as NWUPC in 1986 by which time our membership had gradually increased to 12. Our endeavours were richly rewarded and by the end of 1999 we had reached a total of 19 members.

Positive changes continued within our organisation and, on 1st August 2000, the Consortium was incorporated as a not for profit company owned by our full members (defined as higher education institutions) with their liability limited to £1. This gave us the means to be fully member led, with all our efforts coordinated towards an assured and expedient response to the needs of our members.

The Management Council, our governing body, determined that a smaller group would be elected from amongst themselves to form the company's Board of Directors, in order to ensure constitutional responsibility, true governance and a continuing innovative approach.

Since our inception, we have been able to deliver significant value for money for our members through a number of cost saving initiatives including contracts, training and conferences; whilst continuing to play a leading part within the development of collaborative procurement across the HE sector.

NWUPC Ltd is grounded in integrity and legitimacy, ensuring that both ourselves and our Members are appropriately governed by legislative frameworks, with all framework agreements made available to members being fully compliant.

We continue to prioritise proactive involvement within key collaboration opportunities and joint working with other national consortia through UKUPC. Via our many successful collaborations, we have the ability to demonstrate key savings benefits gained by our Members through both national and regional frameworks.

Through full contemplation of both present and future possible eventualities within the context of higher education, NWUPC is continually attentive to all developments within our sector and profession.

We keep ourselves cognisant and well informed of any changes within regulatory bodies such as the Department for Education, Cabinet Office, and also aim to engage fully with The BUFDG, whilst further enhancing our services through the use of supportive key networks like HEPA.

# NWUPC

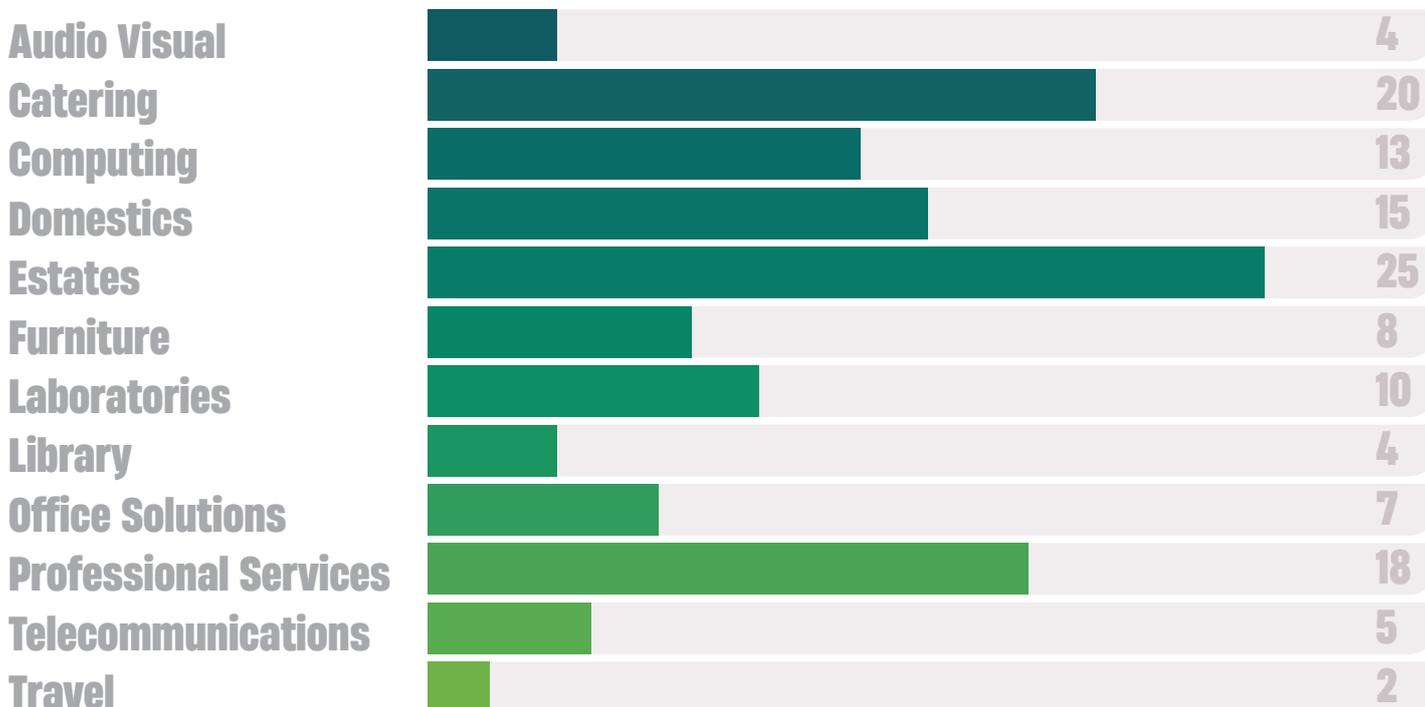
*Delivering value through  
responsible procurement*

# FRAMEWORK INFORMATION

As of 1st August 2021 there are 131 agreements available to NWUPC members. These have been developed through collaborative and joint working and are split, as shown in the table below, between 10 different consortia, with each agreement attributed to the lead consortium.

	NWUPC	NEUPC	LUPC	SUPC	APUC	HEPCW	CPC	TUCO	TEC	JISC /JaNET
No. of Agreements	26	18	17	10	17	1	16	21	1	4

These agreements were split over the following category areas.



# MEMBER INFORMATION

As of August 2021, NWUPC Ltd has 24 full members (all HE institutions), 6 associate members and 16 affiliate members.

Full Members	Associate members
<ul style="list-style-type: none"> <li>Are higher education institutions.</li> <li>Have full access rights to all of our agreements.</li> <li>Nominate representatives for each Category Group.</li> <li>Have representation on the Management Council.</li> <li>Have voting rights at Council meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Receive the same benefits as full members without voting rights.</li> </ul>
	Affiliate members
	<ul style="list-style-type: none"> <li>Are entitled to access to up to three agreements.</li> </ul>

The list of current NWUPC Ltd members can be found at <https://www.nwupc.ac.uk/our-members>

## OUR VISION

*Our vision is to deliver outstanding, member driven, collaborative responsible procurement services.*



## OUR MISSION

*Our mission is to consistently drive value through responsible procurement for our members and stakeholders.*



## OUR AIM & OBJECTIVES

The main aim as per the Company Memorandum of Association for NWUPC Ltd is:

*'To provide a structure for higher education institutions mutually to secure value for money in matters relating to the procurement of goods and services.'*

This has been updated to reflect the current requirements of the Company as follows:

*'to work in partnership with higher education institutions to collaboratively drive value through the responsible procurement of goods and services.'*

### Objectives

- 1** To deliver and communicate services that support efficiencies, assure value for money and optimise the profile and benefits of collaborative procurement.
- 2** To deliver outstanding customer service for our members.
- 3** To drive positive change and measure the impact of our responsible procurement for the benefit of our communities.
- 4** To operate a sustainable business model to support our membership.
- 5** To deliver value added procurement services.

# OUR VALUES

*Agile*

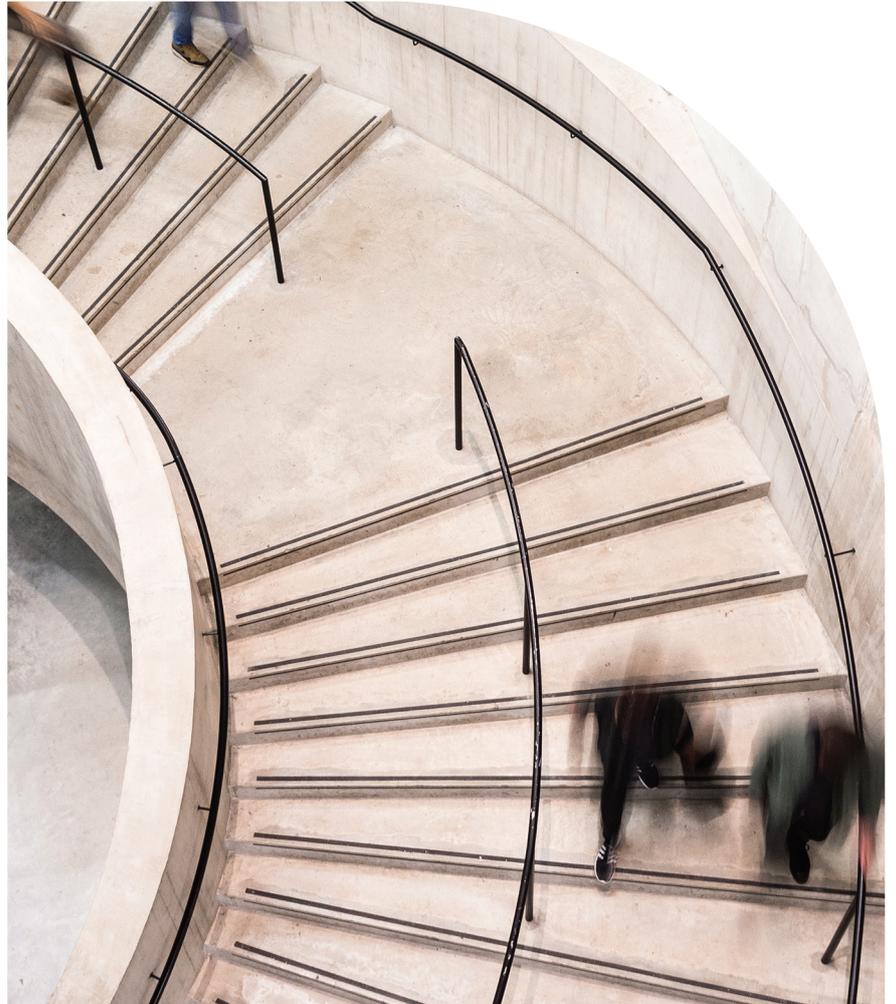
*Collaborative*

*Ethical*

*Fair, equal, clear  
& transparent*

*Innovative*

*Member driven*



# PERSONAL COMPETENCIES

## **Collaborative**

joint working to achieve benefits, effective communication.

## **Professional**

reliable, respectable, competent, committed, knowledgeable.

## **Forward thinking**

favouring innovation, development and progression.

## **Accountable**

responsible and answerable for actions.

## **Adaptable**

able to adjust to new conditions.

## **Commercial**

member driven, resourceful.

# STRATEGIC AIMS: What We Want to Achieve



*To deliver and communicate services that support efficiencies, assure value for money and optimise the profile and benefits of collaborative procurement.*

## How we'll get there...

Enhance the effectiveness of our framework agreements by working with members and suppliers, employing tools such as category / contract management and benchmarking where appropriate.

Working with the technical champions within our membership to ensure the company captures and utilises the appropriate market intelligence to understand the supply chain(s).

Building business intelligence to recognise opportunities in new technologies, new initiatives and understand the changing horizon.

Monitor, analyse and interrogate data and information to develop meaningful, credible and timely Annual Benefit Statements for our members.

Continue to prioritise proactive involvement in key collaboration opportunities and joint working with other national consortia.

Increase the coverage of framework agreements available to members.

Communicate the performance and output of the strategic approach to contract management.

## Performance Measures for 2022/25

FINANCIAL IMPACT	CUSTOMER ENGAGEMENT	LEARNING / DEVELOPMENT	PROCESS IMPROVEMENT
<p>Increase spend through frameworks.</p> <p>Increase % collaborative member spend through frameworks.</p> <p>Increase cashable / non cashable savings for members.</p> <p>Increase profitability on relevant frameworks.</p>	<p>Increase access to website / systems / contract management databases.</p> <p>Increase category group participation / contribution.</p> <p>Identify member needs regarding new frameworks.</p> <p>Share contract management output.</p> <p>Refresh benefits statement to meet member needs.</p>	<p>Deliver training initiatives to members.</p> <p>Identify champions for key areas of knowledge / expertise and share their good practice.</p>	<p>Develop / communicate framework specific pages on the website.</p>

# AIM 2

*To deliver outstanding customer service for our Members*

## How we'll get there...

Further develop supplier relationships and contract management practices so that framework agreements exceed the expectations of members and suppliers to enhance mutual benefits.

Gather, disseminate and use management information from suppliers, members and allied bodies to address challenges and promote successes.

Continue to work with external stakeholders to measure and assess customer service performance and take appropriate action as necessary.

## Performance Measures for 2022/25

FINANCIAL IMPACT	CUSTOMER ENGAGEMENT	LEARNING / DEVELOPMENT	PROCESS IMPROVEMENT
Increase frameworks throughput.	<p>Retain Customer Service Excellence.</p> <p>Share contract management output.</p> <p>Issue customer satisfaction and supplier satisfaction surveys.</p> <p>Demonstrate / promote activity in response to customer feedback.</p>	<p>Framework launch processes.</p> <p>Share information on how we are improving our systems / procedures / services to improve member experience.</p>	<p>Online feedback available on website.</p> <p>Development of Member profiles.</p> <p>Implement strategic relationship management.</p>

# AIM 3

*To drive positive change and measure the impact of our responsible procurement for the benefit of our communities*

## How we'll get there...

Further embed sustainability into all our activities, establishing framework agreements that promote ethical and sustainable procurement activity.

Continue to deliver responsible procurement through effective contract management that supports wider social, economic and environmental objectives in ways that offer real long term benefits.

Continue to use the most appropriate tools to monitor and measure progress.

Active engagement in UKUPC Responsible Procurement Network and other appropriate sector groups.

## Performance Measures for 2022/25

FINANCIAL IMPACT	CUSTOMER ENGAGEMENT	LEARNING / DEVELOPMENT	PROCESS IMPROVEMENT
<p>% split of supply base demonstrating use of SME's and micro organisations.</p>	<p>Identify member needs regarding new frameworks to drive change.</p> <p>Communicate progress and demonstrate outputs of sector groups.</p>	<p>Deliver support / online resources to suppliers and members, e.g. suppliers guide to tendering.</p> <p>To promote and support the use of Social Value TOMS.</p>	<p>Increase in % of suppliers signed up, in progress or who have completed actions on the Supplier Engagement Tool.</p> <p>To increase % of suppliers signed up to Sustain – supplier code of conduct.</p>

**AIM 4**

*To operate a sustainable business model to support our membership*

**How we'll get there...**

By undertaking responsible financial management.

By developing frameworks that create value for members and provide a reliable income stream.

Through an effective workforce and succession planning.

**Performance Measures for 2022/25**

<b>FINANCIAL IMPACT</b>	<b>CUSTOMER ENGAGEMENT</b>	<b>LEARNING / DEVELOPMENT</b>	<b>PROCESS IMPROVEMENT</b>
<p>Budget planning &amp; financial statements.</p> <p>Monitor financial regulations supporting policies and procedures.</p> <p>Strategic review of income streams and market tolerance of rebates for all categories.</p>	<p>Ensure clear information on funding model is available to all stakeholders.</p>	<p>Individual learning &amp; development needs assessed annually.</p> <p>Keep up to date with changes to relevant legislation and good practice in matters relating to corporate governance.</p>	<p>Monitor and effectively manage register of policies and procedures.</p> <p>Risk register management.</p>

# AIM 5

*To deliver value added procurement services*

## How we'll get there...

Invest in employee capacity through training and development to build skills and unlock capability and creativity.

Investment to increase operational efficiency and effectiveness in communications and marketing activities.

Understand our membership to develop a strategic relationship management approach.

Provide support and assistance to membership procurement services and explore development opportunities.

## Performance Measures for 2022/25

FINANCIAL IMPACT	CUSTOMER ENGAGEMENT	LEARNING / DEVELOPMENT	PROCESS IMPROVEMENT
<p>Financial commitment to delivering Aim 5 is built into budget planning as per Reserves Policy.</p>	<p>Implement strategic relationship management.</p> <p>Implement member profiling.</p>	<p>Deliver learning and development resources that reflect member needs.</p>	<p>Issue member and supplier satisfaction surveys.</p> <p>Website development to include suggestion area.</p>

# KEY PERFORMANCE INDICATORS FOR 2022/25

<b>KPI 1</b>	<b>Framework impact</b>
<b>LINKS TO AIM(S)</b>	<b>1 3 &amp; 4</b>
<b>METHOD OF DELIVERY</b>	Member engagement regarding current and new frameworks, strategic contract management, contract pipeline, category member knowledge and expertise, frameworks.
<b>EXPECTED OUTPUT-BENEFIT</b>	Improved collaborative procurement leading to increased range, throughput and profitability of frameworks.
<b>METRIC</b>	<ul style="list-style-type: none"> <li>Increase spend through frameworks.</li> <li>Increase % collaborative member spend through frameworks.</li> <li>Increase cashable / non cashable savings for members.</li> <li>Increase profitability on relevant frameworks.</li> </ul>
<b>KPI 2</b>	<b>Customer engagement</b>
<b>LINKS TO AIM(S)</b>	<b>2 &amp; 5</b>
<b>METHOD OF DELIVERY</b>	Website usage, member and supplier satisfaction surveys, category group participation, benefits statement.
<b>EXPECTED OUTPUT-BENEFIT</b>	Membership experience that exceed member expectations.
<b>METRIC</b>	<ul style="list-style-type: none"> <li>Satisfaction rating from member survey.</li> <li>Online platform statistics.</li> <li>Number of members registered on website.</li> <li>Customer Service Excellence accreditation.</li> </ul>
<b>KPI 3</b>	<b>Promotion of responsible procurement</b>
<b>LINKS TO AIM(S)</b>	<b>1 3 &amp; 5</b>
<b>METHOD OF DELIVERY</b>	EConnect, contract review meetings, sustainability tools, membership of UKUPC Responsible Procurement Network, Category Group meetings.
<b>EXPECTED OUTPUT-BENEFIT</b>	Responsible procurement / sustainability routinely embedded in all NWUPC contracting activities.
<b>METRIC</b>	<ul style="list-style-type: none"> <li>Impact report – covering as a minimum.</li> <li>Summary of impact of EConnect and circulation and readership statistics.</li> <li>% of suppliers signed up, in progress or completed actions on Supplier Engagement Tool</li> <li>Number of support / online resources to suppliers and members.</li> <li>% contract review meeting minutes providing evidence of responsible procurement discussion.</li> <li>Split of supply base demonstrating use of SME's and micro organisations.</li> </ul>

<b>KPI 4</b>	<b>Sustainable business model</b>
<b>LINKS TO AIM(S)</b>	<b>1 4 &amp; 5</b>
<b>METHOD OF DELIVERY</b>	Responsible financial & risk management, commitment to continued professional development, strategic review of income streams, strategic development of value added service initiatives.
<b>EXPECTED OUTPUT-BENEFIT</b>	Improved collaborative procurement leading to increased stakeholder engagement.
<b>METRIC</b>	Increase member framework spend year on year. Increase relevant framework profitability. Budget planning and financial statements. Retain IIP status.
<b>KPI 5</b>	<b>Value added procurement services</b>
<b>LINKS TO AIM(S)</b>	<b>2 3 4 &amp; 5</b>
<b>METHOD OF DELIVERY</b>	Key stakeholder engagement, to undertake further research to identify opportunities to enhance value added service to members.
<b>EXPECTED OUTPUT-BENEFIT</b>	Expanding service offering leading to a membership experience that exceed member expectations.
<b>METRIC</b>	Satisfaction rating from member survey. Customer Service Excellence accreditation. Uptake of service offering.

## DOCUMENT REVIEW

Monthly monitoring of the NWUPC Ltd Strategic Plan will be undertaken by the Senior Leadership Team. The NWUPC Ltd Strategy Group will receive quarterly updates on progress against performance. The NWUPC Strategic Plan will be reviewed in Q4 each year by the NWUPC Ltd Strategy Group and progress report provided to the Board. Amendments will be agreed by the Board.



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with higher education  
institutions to  
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of goods and services’**

**NWUPC**

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