



North Western Universities  
Purchasing Consortium



**ANNUAL** | 2018  
**REPORT** | 2019



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# CHAIRMAN'S REPORT

2018/19 was another successful operational year for the organisation. It was the first year of our revised and updated strategy and we delivered on the suite of organisational KPI's which enable us to track progress against our objectives. During the year, we awarded 10 framework agreements including 3 in new areas which was an excellent achievement. We will continue to ensure that we deliver a first-class procurement service to members.

In terms of people, there have been several changes both in the NWUPC team and the Board this year. Sadly, we lost Sue Wilson during the year after a period of illness. Sue had been with NWUPC for almost 20 years and will be greatly missed. The Board saw the resignation of Sarah Randall-Paley (Lancaster), although she remains a member of the Management Council, and the appointment of Nicola Davies (Liverpool). Michelle Holden also stepped down from the Board on leaving RNCM.



Financially, NWUPC produced a deficit of £19k on a turnover of £848k but this included a pension deficit recovery charge of £59k. Operationally the organisation performed well. Reserves are healthy at £832k. Wylie & Bisset LLP produced a clean year end audit report with no issues to report to members.

I would like to thank the whole team at NWUPC for their hard work and commitment during the year as we again saw several staff changes during the year. Finally, it is pleasing to report that we retained our Customer Service Excellence Standard.

Steve Mole  
Chair

## HIGHLIGHTS OF THE YEAR

### Savings & Spend

**Total Spend** through HE Frameworks



**£180 Million**

**Cashable Savings**



**£6.6 Million**

**Non-Cashable Savings**



**£8.2 Million**

Average **Return on Investment**



**£1 : £234**

### Framework Agreements

Number of **HE Consortia Frameworks**



Number Led by **NWUPC**



## Member Engagement



**Category Group**  
Meetings Held



**Attendees**



**Members Hosting**  
Meetings



**Supplier Visits**



**Representation Across**  
all Groups Throughout the Year

## Corporate Social Responsibility

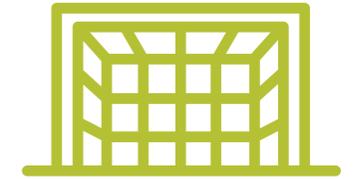
NWUPC staff have been involved in a number of initiatives throughout the year including:



**Salix Board**



**ECLCM Board**



Compliance Role for  
**Community Football Club**



School **Fund**  
**Raising** Events



Fund Raising via  
a range of **team events**



Manchester **Central**  
**Foodbank - Reverse Advent**  
**Calendar** donations



## MANAGING DIRECTOR'S REPORT

It is with great pleasure that we present you with the NWUPC 2018/19 Annual Report. We have had yet another successful year and we are excited to share our progress with you. This report gives you updates and information on all that we have done to ensure the continuous improvement of the service and support that we provide to our members.

Delivering a first class procurement service to our members is at the heart of everything that we do, and we strive to do that responsibly while helping our members to deliver value for money. To enable this, our focus over the last year has been on consolidating the developments from the previous year, our strategic plan has been in place for a full 12 months and we have successfully embedded and delivered against all of our

organisational targets. We have achieved this by ensuring that our employees are fully engaged with the strategy, they have participated in every stage of the development and helped to bring it to life. We recognised that it was also important to ensure that our activities were always aligned with our mission and our organisational objectives, we have instilled this mind-set into our decision-making and forward planning to make sure that this has happened.

The KPIs set for 2018/19 focussed on members' framework engagement, customer satisfaction, responsible procurement and ensuring that we have a sustainable business model in place. We set stretch performance targets against our KPIs and we worked hard to ensure that we challenged ourselves every single day to deliver against them. We have a Strategy Group in place and they work with us to ensure that our strategy continues to deliver what our members need from us, when they need it. This group composition is representatives from our membership procurement community, our Board and our employees.

There have been some changes to the Consortium team over the last year. We had the very sad loss of Sue Wilson in January 2019 following a battle with cancer. Sue was our Head of Corporate Services and she worked for the Consortium for almost 20 years, she played a key role in our success during that time. Sue was also a good friend to all of us and she will be missed by everybody that knew her.

We reorganised elements of that role to fully utilise the existing talent that we have in the team. Jane Billows is now responsible for our Membership and Corporate Services and will continue to be responsible for our Board, AGM, Heads of Procurement Groups with overall leadership of the Category Groups and Membership Services. Jane will also lead on our HR and manage the Admin and Finance Team. Jane has significant experience in these disciplines and has already made a positive impact. David McIntyre moved from the Contracting Team to support delivery of our Communications Strategy in February. Paul McGurk joined us in August 2019 as our new Administrative

Officer – Contracting. Leila Crowe's fixed term contract ended following her apprenticeship and we welcomed Dominique Deveroux as our new Business Administration Apprentice in March. In April, we welcomed Ayoade Onireti as our new Category Group Coordinator; Ayoade is responsible for the smooth running of our category group meetings and supports our Chairs and Deputy Chairs to ensure that the meetings run smoothly and continue to have value for our members.

With a refreshed focus on membership experience, we have increased the services and resources available to our members. We have also put a stronger emphasis on how we deliver customer service, this is channelled through our strategy and additional resource has been added to help deliver this. You can read more on page 11.

We have made significant progress with our contracting activity over the last year. In all, we awarded 10 framework agreements over the year, 3 of which were brand new framework areas. As well as taking the lead on many key national framework agreements, we also led on new and innovative projects to ensure that our framework agreements are accessible to our members and of course deliver value for money. Brexit is high on all of our agendas, to ensure our readiness we led on a national project to assess the impact on our supply chains to support our members' future operations. We have developed our processes to ensure that we are effective and efficient in this area. You can read more about this on page 9.

Our Communications Strategy and Action Plan are both now well embedded and our approach to engagement with our stakeholders has matured. We have worked hard to make sure that we are delivering the right messages to the right people in the right way. To support this endeavour, we have widened our communication channels to increase use of social media and we have commissioned the development of a new website. We are also profiling our membership

and tailoring our outputs to meet their needs. We held a successful conference in the spring, which covered the things that were important to our members and we made sure the event was well worth their day away from the office. You can read more on page 13.

The software and systems that are used across all of the consortia bring many benefits, but there are always opportunities to develop and improve what we can do. In recognition of this the NWUPC put forward the idea that a national systems group be established to explore this and seek new ways to collaborate. We play a key role in the group and you can read more about the work we are doing on page 17.

2019/20 promises to be just as exciting, with a heavy work plan and a positive attitude the team and I look forward to doing all that we can to support our procurement community.

I would like to thank each one of you for your continued support and commitment; we could not do what we do without you all. Keep talking to us and we will keep on doing what we can to help you on your procurement journey.

**Julie-Ann Garton**  
Managing Director



## CONTRACTING REPORT

It has been a phenomenal twelve months for the Contracting Team during the academic year 2018/2019. We have built on the foundations of the previous year where robust procedures and processes were established and embedded to ensure compliance and high standards of probity in all tender activity. With an engaged team and strong relationships that have been built nationally, we have had a fantastic opportunity to deliver a number of projects to our members.

The core business of the team is to produce Framework Agreements to deliver value for money to the sector. At the outset of the year we had an ambitious programme of ten frameworks that were in the pipeline for tender. This included the renewal of some high profile, long established agreements as well as the introduction of three new frameworks that were to be delivered on a national basis.

NWUPC took on responsibility for the management of the highly successful National Office, Computer and Library Supplies Agreement. The agreement is a high volume, high spend area with excellent levels of uptake. Thanks to the support of members and consortia colleagues, this was renewed for the start of August and delivered significant savings. In the same category, the Promotional Merchandise agreement was retendered which has grown organically during the course of the previous frameworks, and this time placed more emphasis on sustainability of cottons, eco friendly alternatives and supply chain transparency.

The second iteration of the High Value Laboratory Agreement consisted of seven separate agreements with 42 suppliers awarded across multiple specialist lots. To simplify the call off process for members, the framework has been renewed this year as one super agreement with twenty-three lots. This agreement is highly technical and we are grateful for the support of the tender working party for bringing their specialist knowledge to the tender. The agreement gives greater access to this supply base with the contractual complexities addressed at tender stage.

The highly anticipated Financial Services Agreement started on 1st August and covers requirements in audit, accountancy and taxation. This tender has attracted the industry specialists and is a complex agreement. It will give national members assurance that they have a compliant route to market to purchase these essential services.

NWUPC also tendered the new Broadcasting Equipment Agreement on behalf of the sector. With the support of an active and informative tender working party, detailed specifications were drawn up to measure supplier capability. The agreement began this year and will support a number of exciting audio-visual projects from studios and theatres to recording environments.

Several Estates agreements were let covering £31m spend for members and ensuring the availability of a compliant route to market. The NWUPC's own regional Furniture agreement was awarded this year and was expanded to offer localised suppliers to Northern Ireland. Supplier premarket engagement was a priority for this area and engagement days were held both in England and Northern Ireland.

As well as tendering a large number of frameworks, NWUPC staff also participated on the tender working parties of all the agreements let by the other consortia this year. We believe it is important to invest our time in these collaborative agreements to ensure that members are represented and that your requirements are incorporated. This has involved contributing to strategies, reviewing tender documentation and evaluating supplier bids.

Whilst much of the focus has been on tendering, we always have sustainability initiatives as a priority. This will be covered in detail on a separate page but we were delighted to further increase the number of suppliers using the NETpositive tool from 85% to 91%. We also embarked on our first audits of our suppliers supporting our desire for supply chain transparency as well as sharing the information with members. We were delighted to be able to offer our members affiliation with Electronics Watch so that IT procurement could be more robustly reviewed as it is a high risk area for poor working practises in the supply chain.

Following consultation with members, the User Guide was redeveloped to provide more information that would help end users and non-procurement professionals understand the frameworks and provide guidance on how to use the agreements compliantly and to achieve best value.

With increased uncertainty on the effects of Brexit and the growing possibility of facing a No Deal Brexit, NWUPC lead on a collaborative project run through the Joint Contracting Group to provide information to members regarding the areas of risk suppliers faced, and what action they were taking to mitigate the impact on their customers. This task was performed twice over the year and shared nationally through the HEPA platform to ensure consistency.

We are delighted to have been able to deliver on our commitments and provide members with a suite of enhanced frameworks as well as resources to assist with using the agreements and sustainability initiatives that benefit not just the HE sector but society through improved practices. We are looking forward to another year building on these successes and contributing to a responsible procurement community.

**Helen Dodd-Williams**  
Head of Contracting



## MEMBERSHIP REPORT

Membership of NWUPC has continued to help institutions in their procurement activity, and we continue to ensure that membership engagement and customer service remains aligned to our members' needs, this is mainly achieved through our company strategy.

2018/19 saw the University of Wolverhampton join as a new full member and five new members join as affiliates. Member induction days continued to be offered with five being held at NWUPC offices and five at institutions. These continue to be available to all new and existing members.

In addition to quantifiable savings, membership benefits include:

- ▶ Access to high quality, compliant, collaborative agreements
- ▶ Strategic approach to contract management
- ▶ Access to professional advice, guidance and support
- ▶ Annual free member conference bringing together members and suppliers
- ▶ Access to expert supply market knowledge
- ▶ Higher Education Contracts database
- ▶ Spend Analysis
- ▶ Supplier Credit Checks
- ▶ Provision of Scope 3 report
- ▶ Reduced subscription to NETpositive sustainability tool
- ▶ Consortium Affiliation to Electronics Watch
- ▶ Annual Benefit Statement



**Jane Billows**  
Head of Membership & Corporate Services



David McIntyre, who was employed as Contracting Support Officer at NWUPC, took on the role of Communications Officer when this position became vacant. David's work with the Contracting Team meant he was familiar with the systems and procedures in place at the Consortium, and as such, was able to understand the requirements of our members when it comes to communicating the information they require.

Our publications continue to provide members with key information about our activities throughout the year, offer updates on developments in procurement and present opportunities for members to explore new initiatives and take advantage of training events available to them. As well as updates on contracting activities within the sector, our publications highlight the added benefits that membership of the Consortium brings, such as the procurement support available to members through our partnership with Tenet Education Services.

Work has continued on developing a new website for the Consortium. This is part of a joint project with the North Eastern Universities Purchasing Consortium to redevelop both of our websites at the same time. Much of the work carried out has been to build the infrastructure of the site and develop the functionality to ensure it is easy to navigate and update with information.

This past year has seen an increase in activity on social media and the launch of the NWUPC Instagram account. Members and suppliers have become more active on social media, and this provides another channel for us to deliver key messages, in conjunction with more traditional means of communication. It also provides an opportunity to engage with members and suppliers in a less formal manner on activities such as our support for charities and good causes as part of our Corporate Social Responsibility.

## COMMUNICATIONS REPORT

We continue to implement the Action Plan within the Communications Strategy and review the effectiveness of communications to our members to ensure they are relevant and able to meet their needs. A number of channels are made use of to engage with our members, and during the year, we have provided timely updates on matters of importance, worked on developing areas to improve our communications, and made better use of communications channels to reinforce information we send to members and wider stakeholders.

We returned to The University of Manchester for our Annual Conference in April; the theme for the Conference being Procure, Protect and Empower. In these turbulent times, the programme for the day aimed to provide delegates with an insight into the wider political landscape, as well as factors likely to impact upon the procurement function. The programme explored themes that would allow delegates to build resilience into the procurement processes within their institution.

This past year has seen the Consortium focus on improving our communications in line with the needs of our members, we will continue to explore ways of ensuring we are reaching our members and wider stakeholders in a way that is relevant to them and look forward to introducing new developments in the coming year.

**Andy Wojciechowski**  
Head of Communications & IT



# SUSTAINABILITY REPORT

Responsible procurement is the golden thread through all activities at NWUPC Ltd. Sustainable practices are fully embedded within our organisation and have been since we achieved Level 4 of the Flexible Framework in 2015. Our tender documents have developed over that time in a drive for continuous improvement to include detailed questions regarding the operations of our bidders and the inclusion of contract specific requirements focussing on areas of risk. We believe by taking this approach we are ensuring that the suppliers that we work with have high standards of corporate social responsibility.

During the last year we have undertaken a number of initiatives focussing on sustainable procurement in addition to our tendering work. These projects help us to delve deeper into our supply chains and understand our suppliers better. By taking this approach, we can then offer assurance to our members that we are taking steps to eradicate poor labour practices, to develop our suppliers to have more environmentally friendly operations and to offer greater value to the communities in which we operate.

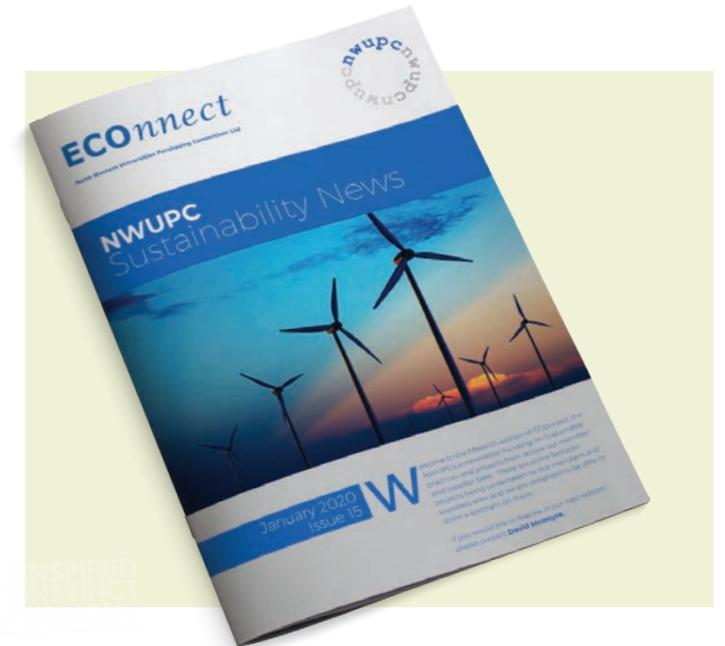
NWUPC have been working with NETpositive Futures since 2014 and utilising the Supplier Engagement Tool since 2016. The tool allows us to monitor our suppliers' performance on sustainability and work with them in contract management to improve their approach to sustainability. We are delighted that in the last year we have increased the number of NWUPC suppliers actively engaging with the tool to 91%.

At the beginning of the year, our members asked us to start conducting more visits to suppliers and whilst at their premises to ask them questions around their labour practices and look for signs that the organisation treated its employees fairly. We began these "soft audits" which are of huge benefit to us in gaining an understanding of our suppliers operations, as well as starting to map out our supply chains by having reviewed Tier 1. This information is shared with our members and held in an accessible repository so that it can be used by them in their contract management. We will be continuing this work in the next year and reviewing all our strategic or high-risk suppliers.

Our Laboratory Category Manager has been working with one of the members of the group to undertake work on the supply chain of cotton with particular focus on the cotton used in lab coats. They have surveyed suppliers and obtained information about their supply chains to gain transparency of this high risk area. The information will be shared with members and used to form an action plan for development of the suppliers.

As part of the work of the National Responsible Procurement Group, our Head of Contracting is leading one of the sub groups to focus on eradicating single use plastics and removing unsustainable and unnecessary packaging from the products that we purchase. One of our key suppliers and a high volume user of filler in deliveries, Banner Group Ltd, has recently announced that they have introduced the use of recycled cardboard as void fill instead of plastic. This cardboard is coming from waste generated within their own depots. This has equated to 360 tonnes of cardboard being recycled per year. The sub group will be working with more of our suppliers to identify opportunities to make switches that will benefit our environment.

Supporting our members to deliver on their sustainability goals is of great importance to us. When the subject of supply chain risk within the IT Category was raised by our members, we were keen to be able to work with them to demonstrate that they take their responsibilities seriously. The HE sector purchases a large amount of IT equipment to facilitate student learning. Electronics Watch are an independent monitoring organisation specifically focussed on electronics and working on behalf of the public sector. They conduct investigations where evidence of poor practise in the treatment of labour is found and work with large brands to raise standards within the factories they use. This year NWUPC has worked with Electronics Watch and we are delighted to be able to fund affiliate membership for our members and ourselves. We are looking forward to the resources and information that will be available to us as members of this organisation.



NWUPC produces EConnect, our sustainability e-newsletter containing features on suppliers as well as initiatives run by our membership. We want to showcase those suppliers who meet their obligations and those who go further to ensure that they have a positive effect through their business. We hope this will inspire competition within markets and encourage other suppliers to think about what they can do to improve as well as to inform members when they are making purchasing decisions. EConnect is now publicised on a national basis by HEPA and held on their website.

As we become more mature in our sustainability goals, we are finding more areas for development and more suppliers that can offer improved environmental, social and economic practices. The forthcoming year will build on this great work and will look deeper into our supply chains. We will offer members greater resources and detailed information to support their initiatives thereby enabling us all to have a positive effect on our sector and our communities.

# NATIONAL HE COLLABORATION

## UK Universities Purchasing Consortia (UKUPC) Board

UK Universities Purchasing Consortia (UKUPC) was established early in 2012 and replaced earlier forms of the Group. The UKUPC Board focus on working together to share knowledge and best practice, to support each other and our wider procurement community. The Board composition is the Heads from APUC, HEPCW, LUPC, NEUPC, NWUPC, SUPC, TEC and TUCO.

The UKUPC Board's vision is to improve procurement across the Higher Education sector by working collaboratively, to develop plans that are aligned and make best use of resources, while being responsible and sustainable. UKUPC's key objectives are to:

- ▶ **Provide an overarching strategic framework, to guide the development and support the delivery of consortia plans.**
- ▶ **Coordinate and align activities, where and as appropriate, of the consortia.**
- ▶ **Ensure the delivery of compliant framework agreements that add value for our members.**
- ▶ **To share knowledge, information and resources, to benefit the sector.**
- ▶ **Identify and explore opportunities to add-value for our members and improve their membership experience.**



To enable delivery of these objectives, we have established 3 working groups that each report into the UKUPC Board, they are the Joint Contracting Group, the Consortia Information Systems Strategy Group and Communications Group.

Work has commenced on a new Strategy to give strategic clarity to UKUPC and to help us ensure that we focus our activities and resources, and those of the working groups in the most effective way.

### UKUPC Joint Contracting Group (JCG)

The JCG is a long-standing group consisting of the strategic procurement leads from each of the UKUPC consortia, as well as Crescent Purchasing Consortium (CPC) and JISC. The group meets four times a year as well as having regular dialogue outside of these meetings. The JCG's core focus is to provide strategic overview of the delivery of the national Joint

Contracting Programme, working collaboratively to ensure that we have the right framework agreements in place at the right time. The JCG has worked together over the last year to identify opportunities to optimise the benefits made available to members through the agreements; reducing duplication, increasing efficiency and maximising value. The JCG is currently chaired by the NWUPC Head of Contracting and we play a key role in moving the group forward.

### UKUPC Consortia Information Systems Strategy Group (CISSG)

The newly established CISSG has been focussing on areas where greater collaboration can be achieved, in terms of information systems being used by consortia and their members. During the year, work has been carried out to develop an agreement for an e-procurement system for consortia and members to use, as well as transferring spend analysis to the Hunter system. We look forward to exploring the benefit these

initiatives bring.

### UKUPC Communications Group

The wider collaboration that takes place across the sector has always played an important part in our activities, and promoting the benefits of this has been the focus of the Communications Group. To this end, the group has been working on communications to provide members with regular updates on the activities of the groups operating under the UKUPC banner, as well as the impact in terms of benefit to our members. The group is chaired by our Head of Communications.

### HEPA Learning and Development Group

This is a new group that was established early summer 2019 to champion the benefits of training and development within our procurement community. The group will facilitate best practice, knowledge sharing and networking opportunities and assess the needs and demands of the procurement community. Ensuring that training and development is accessible and relevant for the whole procurement community is key, as is the desire to enhance beneficial collaborations between the consortia and other organisations to enhance the offer and value for our stakeholders. The group composition is representatives from HEPA, BUDFG, universities and purchasing consortia.

The first priority for the group was to understand what our procurement community needed and to start to build plans based on their responses. This exercise took place and a schedule of events was produced to meet those needs. NWUPC provides administrative support to the group and we are delighted to be part of this exciting initiative. NWUPC is committed to providing low or no cost learning and development opportunities to its members. This is the first phase of a long-term commitment to supporting learning and development in HE procurement.



## CATEGORY GROUP REPORT

Last year witnessed a record number of members in attendance at all the Category Group meetings. There were 38 meetings hosted by 22 member institutions. These meetings proved to be a great opportunity for members to come together to interact, network and share best practice within the sector. In line with our mission to provide members with value for money, we actively engaged with suppliers across all the relevant framework agreements and they provided very informative and useful presentations at our meetings.

Representation on Category Groups remains high with over 90% of the groups having full representation throughout the year. Likewise attendance has been extremely high with over 720 members attending 38 meetings hosted by 22 members and 4 meetings hosted by suppliers. This commitment to the meetings, by members, has also been acknowledged in the following Chairs reports.

Attending the Category Group meeting however is only one aspect of being a Category Group member and a fact that almost all the Chairs have also noted in their respective reports. Not only do our Category Group members attend and actively engage in our meetings they also undertake other duties such as the work required as host, or in collecting and providing feedback on the performance and use of our agreements, or in checking the spend information has been accurately reported, or participating in tender working parties. It is this overall participation that makes the Category Group structure the success it is and I would like to thank all Category Group members for their contribution and commitment.

Thank you also to the Chairs and the Deputy Chairs for their contribution both during the meetings but also, the preparatory work that is undertaken to ensure the meetings are worthy of the time our members commit to attending and taking time away from the office and their busy schedules.

We continue to ensure our services are aligned to member needs and following requests from members, a new Library Group was added to the Category Group structure.

A final point that almost all the Chairs have made in their reports is how supportive the groups are and how they provide a very beneficial networking opportunity and I hope that continues during the coming year.

**Ayoade Onireti**  
Category Group Coordinator

## Heads of Procurement

Financial Year 2018/19 has continued to see high participation in the Heads of Procurement Group and good attendance at all meetings. The meeting's agendas have supported the groups terms of reference, namely:

- ▶ **To provide leadership in the development, implementation and sustainability of procurement amongst members;**
- ▶ **To monitor progress of category group and supplier management activity against milestones, identify risks and advise on their prevention, mitigation and management;**
- ▶ **To provide advice, support and assistance to NWUPC in the implementation of the strategy/programme of activities.**

Knowledge sharing between meetings using the group email is used frequently and members have benefited from this peer support and advice. Major topics of discussion this year have included the changes to sector reports moving from EMM to the Procurement Value Survey, Responsible Procurement - particularly social value, and legal guidance on application of the Public Contracts Regulations.

Thank you to the members, NWUPC staff and external guests for contributions and participation this year.

**Larisa Morrish**

## Audio Visual

The Audio Visual Category Group remains a vibrant group, with regular high attendance from most of our member institutions. Through our friendly and engaging conversations, we continue to provide updates, advice, and meaningful knowledge to one another. It is great to see how we share good practice, technology awareness and end user experiences with contractual and supply only goods and services. With ever growing integration with IT, from wireless presenting, fleet management software solutions and trending interest in broadcasting, the group is for many, one of the most important events in our calendars.

For all the members who provide their time to assist with contract review meetings for the AV Equipment & Installation Framework Agreement and the Photographic Equipment & Consumables, a big thank you. We as a Consortium cannot provide the ongoing partnerships without the volunteer work we so gratefully receive. Our continued thanks go to Don Moffatt (Edge Hill), Andre Davies (University of Salford), Ed Matthews (Staffordshire University), David Neal (Lancaster University) and Adrian Greenhalgh (University of Bolton) for their input and expertise. Our three annual meetings this year were hosted by Liverpool Institute for Performing Arts (LIPA) (November), Liverpool School of Tropical Medicine (LSTM) (January) and University of Bolton (June). Our thanks go to John Attewell at LIPA, Robert Prendergast at LSTM, and Adrian Greenhalgh at Bolton for being good hosts. John gave the group a tour of the studio which was very informative, and always good to see AV systems in situ. We were fortunate to be given a demonstration of the newly installed collaboration room (Weston Active Learning Laboratory), during our visit to LSTM, which was very impressive, and allowed us to share across institutions how these spaces are trending and evolving. In Bolton,

we had the opportunity to enjoy a presentation from Sony to review Sony (Vision Exchange), which was an all reaching solution for campus AV/IT management and systems. We also saw Bolton's Collaborative Suite, which was a good follow on from LSTM to compare and contrast. The group was pleased to welcome GV Multimedia to our November meeting and receive an update on business from their perspective.

We said farewell to Mark from Keele this year, who has gone on to pastures new with PureAV. We wish Mark all the best for the future, and thank him for his many years attendance with the group. We welcomed Chris McEvoy who is covering for Mark until a permanent replacement is found. We said Farewell to Don from Edge Hill this year, and wish him a long and healthy retirement. We thank Don for his attendance at meetings, activity on the contract review meetings, and his role as Deputy Chair. We welcome Michael who has joined the group to replace Don. Andy has left Glyndŵr, and we wish him well for the future, and hope to see a replacement to the group in due course. We also welcomed John Valentine from MMU to the group this year, who has already been able to share good practice and experiences of installs and technology.

It was a pleasure to see John Pick once again, particularly for the members who got to know John over the years that he was Chair. It is important to move business forward, and plan our short, medium and long term goals, but equally fitting to remember those who have carved a path in the past, that we all benefit from now.

It has been an honour and a privilege to serve the group as Chair this past year, and it really is a team effort, and I thank every member for making it to the meetings, assisting with contract reviews, and inputting to the group in so many ways. We are due to embark on contract renewals shortly, as our current framework comes to an end. For members who have already volunteered and those

yet to join, can I thank you for keeping the group strong and focused. It is not an accident that the quality and standards we have achieved in AV installs, goods and services across our institutions, and the strength of our suppliers, the competitiveness and good working relations, has its roots in the work of the group, and Julie-Anne's team. Thanks again to everyone in Bloom Street for their continued support.

**Max Fossard**

## Catering

The Catering Category Group is managed and organised through TUCO (The University Caterers Organisation). Last year members were guests of R Noone & Sons, Vimto and University of Chester. TUCO have produced a value for money report and further information regarding the work of the group can be found on the website, [www.tuco.ac.uk](http://www.tuco.ac.uk).

## Computing

Another year passed and it has been a pleasure to be involved and Chair the Computing Group. The group is a diverse and enthusiastic collection of procurement and IT people sharing best practice, lessons from the field and forging positive relationships in IT and procurement across the region.

We have held meetings at Bolton, Manchester Metropolitan and Lancaster Universities this year, enjoying lively presentations looking at our future IT strategy, relationship and procurement routes to Amazon Web Services as well as a demonstration of what can be achieved with new technologies from Chris Dixon at Lancaster. The ability to have engagement at senior levels with our suppliers such as Amazon Web Services is testament to the efforts of our members and their active involvement in sub groups. The engagement of members' Gary Lloyd, Janet Lewis, Mark Allinson, Matthew Storey and the NWUPC team



in subgroups for the benefit of all is appreciated and gives us a key insight and connections to help shape agreements for our future needs. Of note are the Apple, Software, SSSNA, NDNA, ITRAP and TWP agreements. Members bring back updates and insights into supplier activities and trends throughout the sector as well as voicing the North West's issues direct to the suppliers. The HE Networking Agreement (HENSS) has been awarded in the North East and reflects the ever-changing networking environments we have.

We continue to develop our recycling agreement, supporting cradle to grave IT. We are exploring mechanisms for returns from equipment that may be of value after we have finished with it. We are mindful that a recycling agreement must maintain a safe and compliant service. We are looking to be active in the shaping of Cloud agreements and continue to support other agreements through their renewal phases.

Computing is a busy area and we are truly grateful for the NWUPC team and members support and continued engagement making this a positive and enjoyable group to be part of. We look forward to engaging with the challenges ahead and the next meeting!

**Matt Storey**

## Domestics

This year has been a period of transition for the Domestics Category Group, having seen the departure of Chair Alan Ashcroft upon his retirement from The University of Manchester, and Deputy Chair Jacquie Gaffney who has left the group and the University of Chester to take up a new appointment outside the sector. We are immensely grateful for the time and work that both have contributed to the group and broader NWUPC activities over the years and wish them the best of luck in future endeavours.

Change brings with it new opportunities and the group is capitalising on this moment to reflect and refresh. Meetings have seen variable levels of attendance this year and work is underway to rejuvenate meeting content and structure to ensure that members get maximum value out of meetings and exploit the potential for networking and knowledge sharing.

The group undertook their first supplier site visit of recent years with the winter meeting hosted by Stearn at Glen Dimplex's manufacturing facilities in Prescott. Such activities are a great opportunity for the group to gain market insight, foster stronger relationships with suppliers and manage risk within our contracts. Sustainability remains at the heart of the category activities and the group enjoyed an inspirational presentation from the University of Salford on their Green Impact Programme.

The domestics category continues to enjoy comprehensive coverage in terms of agreement volume and scope. This year saw the addition of an agreement for Cleaning Equipment Supply and Maintenance, which benefitted from active tender working participation from within the region.

2019-2020 will see the renewal of a host of agreements and the introduction and implementation of our category strategy for forthcoming years. I would like to thank all of those members who offer their valuable time and knowledge to both category group meetings and supporting activities. I look forward to taking the group forward in the coming year.

Emily Taylor

## E-Market Place

The e-Market Place Group continues to work closely together sharing best practice and e-Market place knowledge, to maximize the electronic ordering and electronic invoicing services available to institutions from market place providers. At the last meeting, Samantha Clarke from MMU kindly provided an excellent demonstration of the Proactis e-Market place system "Parabilis" to the group, showing how well the catalogue and punch-out e-ordering functionality works.

The main focus over the last two meetings has been creating a standard set of e-Market place terms and conditions to be included within the NWUPC ITT documentation. This will ensure potential suppliers understand members' e-Market place requirements. The other focus area has been looking to achieve a standard way of working across all consortia with regards to managing and approval of catalogue prices.

Members currently use three main e-Market place providers; Advanced, Parabilis and Basware (other providers are available). After the initial e-Market place general meeting, members split off in the afternoon to attend specific e-Market place meetings, which included supplier representatives discussing catalogue adoption progress, any issues arising, and future plans relating to their own particular e-Market place systems. This is an ideal opportunity to share knowledge and network with similar like-minded colleagues.

Lorraine Edwards

## Estates

This is my third Chairs report and again it has been another 12 months of exciting and challenging times. There has been quite a few personnel changes over the year as we said a fond farewell to some of our members and welcomed new people to the group.

## Estate Group Meetings

### October

The October meeting was held at the Royal Northern College of Music. The representative from Ulster University changed from Andy Todd to David Crossett. I would like to thank Andy for his contribution to the group.

At this meeting, Jane Edwards presented the Estates Strategy. The strategy has been developed through a detailed review of the Estates Category by Natasha Peacock, our Category Manager. This thorough analysis enabled a comprehensive strategy to be developed. The presentation of the Estates Strategy ensures our members have the opportunity to be involved with shaping the future direction of the Estates Group. A special mention and thanks to Natasha for all her hard work in producing such a comprehensive category strategy.

### February

In February, it was the turn of Glyndŵr University to host the group. Nigel Beeden left the University of Cumbria and therefore the group. I would like to thank Nigel for his contribution during his time with us. At this meeting, the group participated in a tendering strategy workshop. This involved reviewing an existing framework via an interactive discussion with the members, the aim was to develop a strategy for the re-tendering of the framework. In the future, this is going to be a regular

part of the Estates Group meetings, as it ensures we capture the members' experience of how their institution have engaged with the framework. This feedback is then incorporated into the tendering exercise to ensure the new agreement is improved for the benefit of all our members.

### May

In May, the group visited University of Cumbria (Lancaster campus). This month saw Paul Wright from Glyndŵr University, Nora Lagan and Catarina Perry both from Queen's University Belfast all leave the group. I would like to thank them all for their contribution and wish them well in their future endeavours. Daniel Jones from the University of Cumbria, Kathy Preece from the University of Worcester and Fiona Ward from the University of Wolverhampton all joined the group. We welcome them and look forward to working with them all in the future.

This was also the last meeting for Jane Billows in her role as Category Group Co-ordinator, as she moved to a new role within NWUPC. I would like to offer my personal thanks to Jane for all her hard work, dedication and excellent support and wish her every success in her new role. The group were also introduced to our new Category Group Co-ordinator; a very warm welcome to Ayoade Onireti, we all are looking forward to working with you in the future. Video conferencing was used at this meeting allowing the University of Worcester to participate and there was a presentation by Procure North West.



## Deputy Chair

In July, Emma Tweedie left Lancaster University. Emma has been a fantastic contributor to the group working hard in developing a pre-qualification questionnaire that was compliant with the Standard Questionnaire as well as the requirements of PAS 91. The document was then circulated to be used as a template by the group. In her role as Deputy Chair, she was a committed and dedicated supporter of the group. She will be a big loss and I would personally like to thank Emma for all her hard work and wish her every success for the future. The position of Deputy Chair will now be opened up for members to express an interest in taking on this role.

## Contracting Activities

During the year, new contracts were awarded for Building Materials, Tools and Hardware Supplies; Building Cleaning; Gas Maintenance & Repair Services; Entrance and Access Control; Fixed Wire Testing; Portable Appliance Testing and Painting and Decorating Supplies.

## Thank You

To all of the Universities who hosted an Estates Group meeting this year, thank you so much for your warm welcome and kind hospitality. It has been a real honour to be the Chair of the Estates Group. I would like to thank everyone connected with the group for their incredible commitment, contributions, support and dedication, which helps the group to continue to move forward. I look forward to working with you all again over the next 12 months and thank you all once again for your superb support, it really is greatly appreciated.

David Morris

## Furniture

In March 2019, Kathy Houghton stepped down as Chair and also as a member of the Furniture Category Group. Kathy's input was instrumental to the group, not just as Chair, but also as a member, procurement advisor and hands on purchaser. Thank you Kathy for all your time, commitment and advice. There is a vacancy for a new Chairperson for the group. Please can any interested parties contact Natasha Peacock, Senior Category Manager at NWUPC.

The group has also said goodbye to members who have left their roles or institutions, but has also welcomed some new members, namely Olivia Ward and Winnie Shek from the University of Salford and Katherine Orme from Liverpool John Moores University.

The new furniture agreement has now been awarded and commenced on the 1st May 2019. There has been an increase of suppliers awarded on to the framework (from five at the end of the previous agreement to eight at present) which enhances a wider choice for our members. A big thank you to Natasha and the tender working party for all their hard work in implementing the agreement. Annual supplier contract reviews were held in January 2020 and feedback is welcomed from members. The group hopes to be able to offer some extraordinary visits in 2020, hosted by some of our recently awarded suppliers.

**Angela Reppion**

## Laboratory

Doesn't time fly? I can't believe the year has gone so quickly and here I am again to submit my annual report as Chair of the Laboratory Supplies Category Group for the NWUPC. As always, the year has been a busy one.

Our three meetings in 2018/2019 were at: Liverpool School of Tropical Medicine in November; one of our suppliers, Air Liquide in March and then at the University of Worcester in May. This year's meetings saw some excellent and very informative presentations and tours, which gave us all much food for thought. In November at LSTM the group had a tour of the vivarium. Unfortunately, due to other commitments, I had not been able to make that meeting and was very disappointed to have missed this – I would have loved to have seen the snakes! However, a tour of Air Liquide's facilities in Stoke went some way to making up for this. Air Liquide were excellent hosts and it was fascinating to see and gain a greater understanding of their operation. At the University of Worcester, we had a presentation from Haier Biomedical who introduced us to their range of products and services, including their wireless monitoring systems for compliance. This was a very interesting and thought-provoking presentation. It showed us that, as with all areas of science, the market is continuously developing its offers to hardworking laboratory and facility managers keen to keep an eye on everything.

Meetings are always friendly and provide good opportunities for networking. There is good representation across the group and while overall attendance is good, there were four institutions (Liverpool Hope, Liverpool John Moores, Ulster and Cumbria) who did not attend at all during the year. My feeling is that this is a reflection of the increasing pressures on the sector's workforce, who find it increasingly difficult to prioritise meetings of this kind. However, it has been gratifying to note that of those institutions not seen in the previous year, there has been representation from Glyndŵr and Worcester. There have been a few changes within the group: Gareth Jones left the University of Salford and was replaced by Olivia Ward; Lisa Blackburn replaced our stalwart, Jayne Bromley from Keele who has recently retired; Fiona Ward from the University of Wolverhampton has also been added to the group. We hope that Lisa and Fiona will be able to make the

next round of meetings and look forward to meeting them in person. We certainly hope that all our new members gain much from the opportunities that membership affords.

**Existing contracts and negotiated agreements** covering the following products continue to be of benefit to members: Waste Management; Molecular Biology Research Services (Formally Life Sciences Services); Electronic Components; Veterinary Supplies; Mass Spectrometry and Chromatography Equipment National Agreement; Microscopes and Imaging Equipment; HVLE Gene Expression and Genotyping Analysis Equipment, Associated Equipment, Accessories, Consumables, Maintenance and Servicing of Equipment; HVLE Imaging / Analysis Systems & Microscopy Instrumentation, Associated Equipment, Accessories, Consumables, Maintenance and Servicing of Equipment; HVLE Spectroscopy Equipment, Associated Equipment, Accessories, Consumables, Maintenance and Servicing of Equipment; HVLE Maintenance and Servicing of High Value Laboratory Equipment; HVLE Refurbishment and Recycling & Disposal of High Value Laboratory Equipment; HVLE X-Ray and Elemental / Micro Analysis Equipment, Associated Equipment, Accessories, Consumables, Maintenance and Servicing of Equipment; IUPC Lab Gases Framework Agreement; Laboratory Equipment Supply, Installation, Delivery and Post Installation Services; Personal Protection Equipment (PPE); Lasers; Liquid Handling Robotics and Laboratory Automation Systems; Laboratory Consumables Inc Pipettes & Service IRLA; Chemicals General Purpose IRLA; Antibodies & Sera (and other related matrices) IRLA; Cleaning and Janitorial Supplies NWUPC; Removal and Relocation Services, 3d Printers, 3d Scanners and Associated Consumables.

**New agreements** awarded this year are: Mass Spectrometry and Chromatography Equipment – Started 01/10/2018; Life Science Equipment – Started 08/07/2019; Molecular Biology Research Services – Started 06/03/2019.



**Potential contracting** areas being considered include: Life Science – Chemicals (Although this has only just been identified (Aug 2019)).

Contracts are well-supported and consideration is given at each meeting to both successes as well as problems. Feedback given to contract managers can then be reported back to suppliers.

All told, it's been a very busy year and will continue to be so. Various category group members play key roles on sub-groups and other procurement groups. Thanks go to all those involved as it is due to their effective participation in these groups that these first-rate contracts are made possible. Jane Edwards is involved in the evaluation of the new SUPC Chemicals and Consumables Framework Agreement and is leading the retendering processes for the Electronic Components Framework and ensuring that there is an improved pricing structure which will meet the needs of members. The NWUPC is also leading the tender renewal of the High Value Lab Equipment framework. This time the seven previous agreements will be combined within one large framework agreement with additional lots.

Looking ahead, we are seeking volunteers to be category leads – the go-to members on queries for particular framework agreements. This will be difficult and was discussed at length at our May meeting. Heightened work pressures, a perceived lack of willingness in some institutions to replace retired staff, along with job uncertainties due to the drop in institutions' student income has meant that there has been a reluctance amongst members to commit to additional responsibilities. We are hoping that there may be greater clarity at the start of the academic year and that some may feel in a position to put themselves forward.

Thanks must go to all of our willing volunteers from within our category group – it's quite a commitment to ensure that the system works effectively. Particular thanks go to the now-retired Jayne Bromley from Keele who served faithfully on the lab gases and STEMed groups. She will be very hard to replace! I also mustn't leave out the NWUPC office staff for all their hard work behind the scenes, and of course last, but not least, you the end-users and purchasers for supporting all the contracts and agreements. Thank you all so much for all that you've done and continue to do. In these times of economic stringency, political uncertainty and cutbacks in funding, good, effective procurement practice becomes ever more important.

Best wishes  
**Victoria Talbot**

## Office Solutions

The group decided to increase the frequency of meetings from two to three times a year; this was primarily due to the increased tendering activity and has proved a success in providing the group with more opportunity to network and to share experiences in relation to the new frameworks that have been implemented.

Focus this year has been mainly around the strategy for the new Office Solutions Framework and how to contract going forward. The decision to continue to collaborate with the sector is a major change for the group, as in previous years it has always been an NWUPC tendered single supplier framework. Responsibility for the new framework, previously managed by LUPC, was passed to the NWUPC for re tendering and the group were able to take ownership of the process and had a number of NWUPC members involved with the tender working party.

This tender has not been without its challenges given the volume of products being tendered for; these products had to be manually compared against each return ensuring the specifications were priced on a like for like basis. This was a very laborious task and my thanks go out to Helen and the NWUPC team for their determination and commitment in ensuring that a fair and transparent process was achieved, delivering the best possible outcome for members.

Last year, membership was opened up to library staff and it was satisfying to see the enthusiasm that the library members of the Office Solutions Group brought to the meetings. So much so that they decided to form their own group, which will enable them to spend more time discussing and improving the many frameworks which are let under the library category. I am certain that this group will go from strength to strength over the coming months and years.

I have chaired this group for many years and love doing so; we share best practice, collaborate and engage in useful conversations, the group are never shy in expressing their thoughts. The members make the group successful, we all work well together helping to develop and improve the frameworks that we manage. A huge thanks to all and I look forward working with you in the coming years.

**Linda Sutton**

## Professional Services

It is great to see that attendance at the meetings has grown this year. This supports the positive feedback I get from members who tell me that the group is of great benefit to them. Benefits they state are; increased knowledge of contracts, ability to influence contracts, networking in a friendly informal environment and learning from both peers and supplier presentations. The group often has 'side' discussions, which are beneficial to all and cover whatever hot topics have arisen on our desks at that time. The group are very helpful and supportive to each other. The Consortium staff provide great support to the group not only in terms of administration, but in all group discussions. This is in addition to all the background work such as contract management and contract updates to name just two.

It's nice to have the first year under our belt. As a new group with lots of contracts, many of which we weren't aware of, we've learnt a lot and now have a much better appreciation of what is available. Supplier presentations have aided our knowledge and will continue to do so. We have enjoyed useful presentations from Amazon, NPG and Barclays.

We all feel this area is slow burn in that many of us are currently in contracts so not yet able to consider moving to the Consortium agreements. That said, we have started work on areas to enhance take-up where possible. The Consortium now has good feedback from members on contracts, which will lead to different approaches at renewal stage in some instances, such as consideration of DPS to support where requirements need to be local. This feedback had not happened prior to the group being created. In time, this will increase usage of contracts.

Our group is unusually solely procurement staff. We are mindful of the time constraints of our non-procurement colleagues who could attend the group, and are considering various methods of



approaching them in a way which works for them. The group agenda and contract updates are now in sub-categories and we are currently working on producing customer friendly buyer's guides which we hope will support members in their discussions with their customers in the sub-category areas of Finance, HR, Legal and Innovation.

The big news for the group is our new contract for Financial Services, this has been a big undertaking and challenging at times for the Consortium and sub-group. I'd like to record my appreciation and thanks to them for this. I am personally pleased about this having raised it as a suggestion at the Heads of Procurement Group prior to the Professional Services Group being created. It is lovely to see that after years of many of us all in the Heads Group thinking we'd never be able to make it happen, we now have.

I represent our group on the National Professional Services Group (NPS), alongside Todd from the Consortium and Gareth our Professional Services Category Manager at UCLan. This enables member representation on the National Professional Services Meeting, allowing us to ensure NWUPC needs are considered. I've enjoyed every meeting with NPS and the group now has many new members who have great enthusiasm and lots of knowledge.

The rather too popular category code of RZ has been interrogated. Lots of spend in this category is incorrectly coded, however this group and the NPS are currently reviewing spend on this and code RN to ascertain any future contracting areas. Additionally, the category tree is considered, again with future contracting areas in mind.

I look forward to taking the group forward in the coming year and would like to thank those on the group for their valuable input.

**Leanne Horton**

## Telecommunications

During the 2018-19 year, the Telecommunications Group held termly meetings at the Glyndŵr University, Harper Adams University and at Bangor University. On behalf of the group, I wish to extend our thanks to Alwyn, Martyn (Shaun and Nathan) and Jonathan for hosting and facilitating these events. The group continue to actively engage with a range of suppliers across the relevant framework agreements, and members have benefited from informative presentations from the Focus Group and EE, as well as regular updates on NWUPC's sustainable procurement activities.

Group members recommended that, based on the low levels of regional and national spend, the NWUPC led Telecoms Equipment framework not be retendered when the current agreement ended on 30th November 2019. There have been some delays in accessing the new CCS Network Services 2 (RM3808) agreement, although this is now live and available to members. This has been a significant undertaking and many members will wish to review the recently published Buyers Guide to assess the potential benefits of transitioning from the preceding (RM1045) agreement.



Throughout the year the group have continued to receive excellent support from NWUPC colleagues including (but not limited to) Todd Jeffries, Jane Billows and Ayoade Onireti. At the March (2018) meeting we noted our thanks to Martyn Reid (Harper Adams) for his significant contributions to the group during his tenure, and members wished him well in his retirement. Thanks also to Nathan Millward (Lancaster University) who continues to support the group in his Deputy Chair role.

As detailed above, attendance levels at group meetings have remained good, and in line with previous years, with consistent commitment from many institutions, although the timing of the late June meeting continues to have an inevitable impact on attendance at the summer meeting. I would like to note my thanks to all group members, and their host institutions, for their continued support and contributions to the Telecommunications Group throughout the year.

**Mark Allinson**

## Travel

I have supported the Travel Category Group for the sector with the SUPC framework agreement, leading and taking part in the preparation of the specification, and conducting the group evaluation process for the framework agreement. Knowledge sharing in the group from the supplier contract meetings underpins the drive for operational efficiencies and value for money. I will continue to support the new framework in the contract management of the newly appointed suppliers and support the launch event of the framework.

The group share best practice at a strategic and operational level, which impacts on the overall contract spend. Taking into consideration changes in the market, suppliers have been invited to present to the group and demonstrate new and innovative solutions. Gray Dawes and Wessex Fleet both presented to the group.

**Linda Wardle**



# ACCOUNTS

## 2018 - 2019

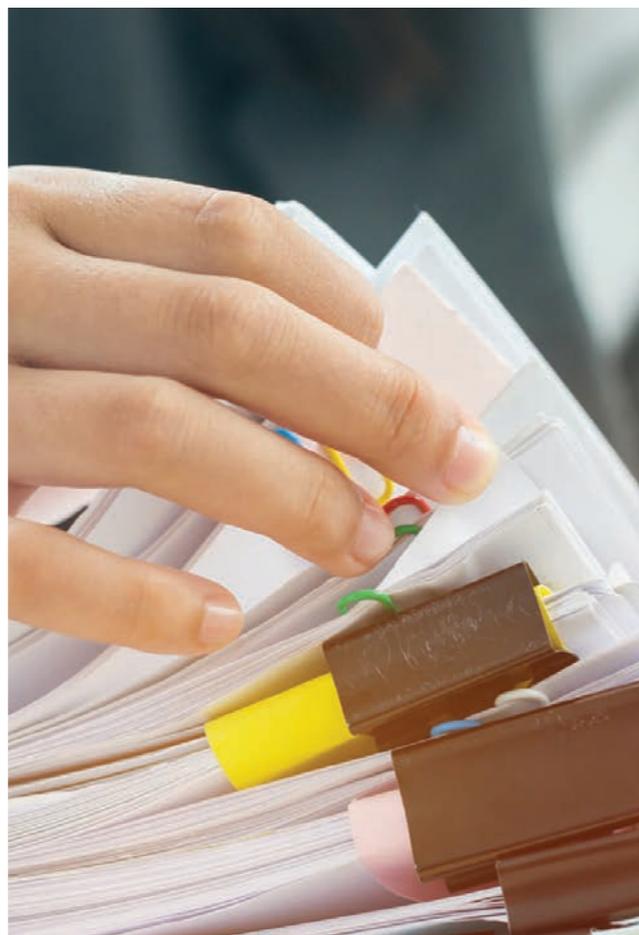
### Principal activities

The principal activity of the company continued to be that of the support for the procurement activities of its members' institutions.

### Directors

The directors who held office during the year and up to the date of signature of the financial statements were as follows:

|  |           |             |
|--|-----------|-------------|
| <b>C GIBSON</b><br>Edge Hill University            |           |             |
| <b>S RANDALL-PALEY</b><br>Lancaster University     | RESIGNED  | 01 FEB 2019 |
| <b>J GARTON</b><br>NWUPC Ltd                       |           |             |
| <b>S MOLE</b><br>Independent                       |           |             |
| <b>S DAUNCEY</b><br>The University Of Manchester   |           |             |
| <b>D ELCOCK</b><br>Glyndwr University              |           |             |
| <b>T O'KEEFE</b><br>Independent                    |           |             |
| <b>S FUREY</b><br>Harper Adams University          |           |             |
| <b>M HOLDEN</b><br>Royal Northern College of Music | APPOINTED | 01 FEB 2019 |
|  | RESIGNED  | 13 JUN 2019 |
| <b>N DAVIES</b><br>University of Liverpool         | APPOINTED | 01 FEB 2019 |



These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the board of directors and authorised for issue on 5 November 2019

Auditor Wylie & Bisset LLP act as auditor to the company and in accordance with section 485 of the Companies Act 2006.

### Income Statement for year ended 31 July 2019

|   | 2019 £          | 2018 £         |
|---|-----------------|----------------|
| Revenue                                       | 847,224         | 757,920        |
| Cost of Sales                                 | (36,156)        | (37,077)       |
| <b>Gross Profit</b>                           | <b>811,068</b>  | <b>720,843</b> |
| Administrative Expenses                       | (821,234)       | (706,408)      |
| <b>Operating (loss) / profit</b>              | <b>(10,166)</b> | <b>14,435</b>  |
| Investment Income                             | 4,451           | 3,682          |
| Finance Costs                                 | (1,204)         | (1,368)        |
| <b>(Loss) / profit before taxation</b>        | <b>(6,919)</b>  | <b>16,749</b>  |
| Tax on (loss) /profit                         | (12,112)        | 5,006          |
| <b>(Loss) / profit for the financial year</b> | <b>(19,031)</b> | <b>21,755</b>  |

### Balance Sheet as at 31 July 2019

|  | 2019 £           | 2018 £           |
|--|------------------|------------------|
| <b>Fixed Assets</b>                          | <b>16,832</b>    | <b>4,900</b>     |
| <b>Current Assets</b>                        |                  |                  |
| Trade and other receivables                  | 334,298          | 276,239          |
| Cash and cash equivalents                    | 716,152          | 774,476          |
|  | <b>1,050,450</b> | <b>1,050,715</b> |
| <b>Current liabilities</b>                   |                  |                  |
| Creditors falling due within 1 year          | (103,972)        | (133,320)        |
| <b>Net current assets</b>                    | <b>946,478</b>   | <b>917,395</b>   |
| <b>Total assets less current liabilities</b> | <b>963,310</b>   | <b>922,295</b>   |
| Provision for liabilities                    | (131,299)        | (71,252)         |
| <b>Net assets</b>                            | <b>832,011</b>   | <b>851,043</b>   |
| <b>Equity</b>                                |                  |                  |
| Retained Earnings                            | 832,011          | 851,043          |

## Full Members

|  |                                  |
|--|----------------------------------|
| Bangor University                              | Royal Northern College of Music  |
| Edge Hill University                           | Staffordshire University         |
| Glyndŵr University                             | The University of Manchester     |
| Harper Adams University                        | Ulster University                |
| Keele University                               | University of Bolton             |
| Lancaster University                           | University of Central Lancashire |
| Liverpool Hope University                      | University of Chester            |
| Liverpool Institute for Performing Arts (LIPA) | University of Cumbria            |
| Liverpool John Moores University               | University of Liverpool          |
| Liverpool School of Tropical Medicine          | University of Salford            |
| Manchester Metropolitan University             | University of Wolverhampton      |
| Queen's University Belfast                     | University of Worcester          |

## Associate Members

Newcastle-under-Lyme College  
Science & Technology Facilities Council  
Sensor City Liverpool  
SKA Organisation - Jodrell Bank Observatory  
St Mary's University College Belfast  
Stoke-on-Trent College  
Stranmillis University College





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