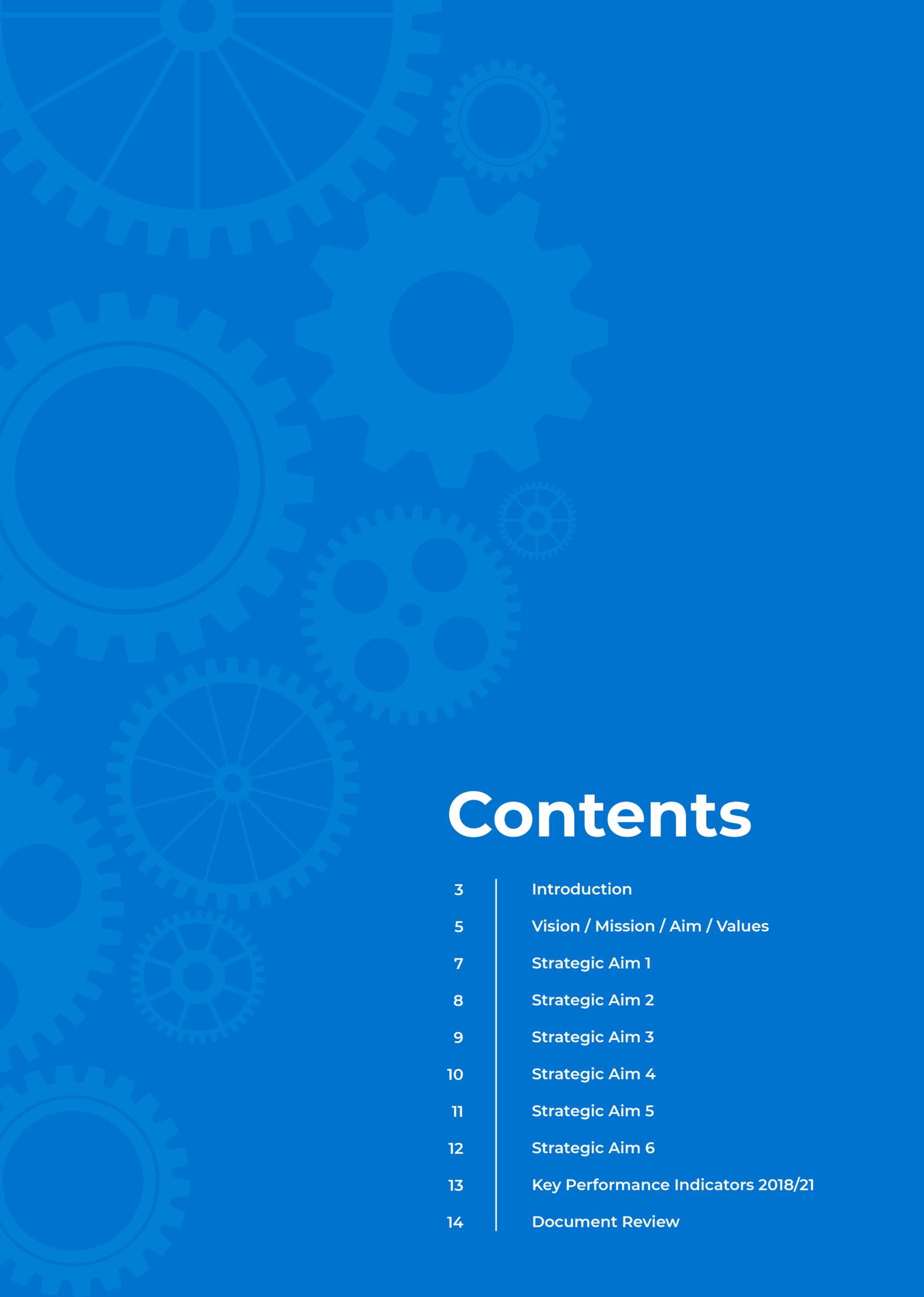


*'Delivering value
through responsible
procurement'*

NWUPC Ltd

Strategic Plan

2018 – 2021



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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) and 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 become 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 - NEUPC, LUPC, SUPC, APUC, HEPCW, TEC and TUCO. 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 Ltd 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 Office for Students, and also aim to engage fully with The BUFDG, whilst further enhancing our services through the use of supportive key networks like HEPA.

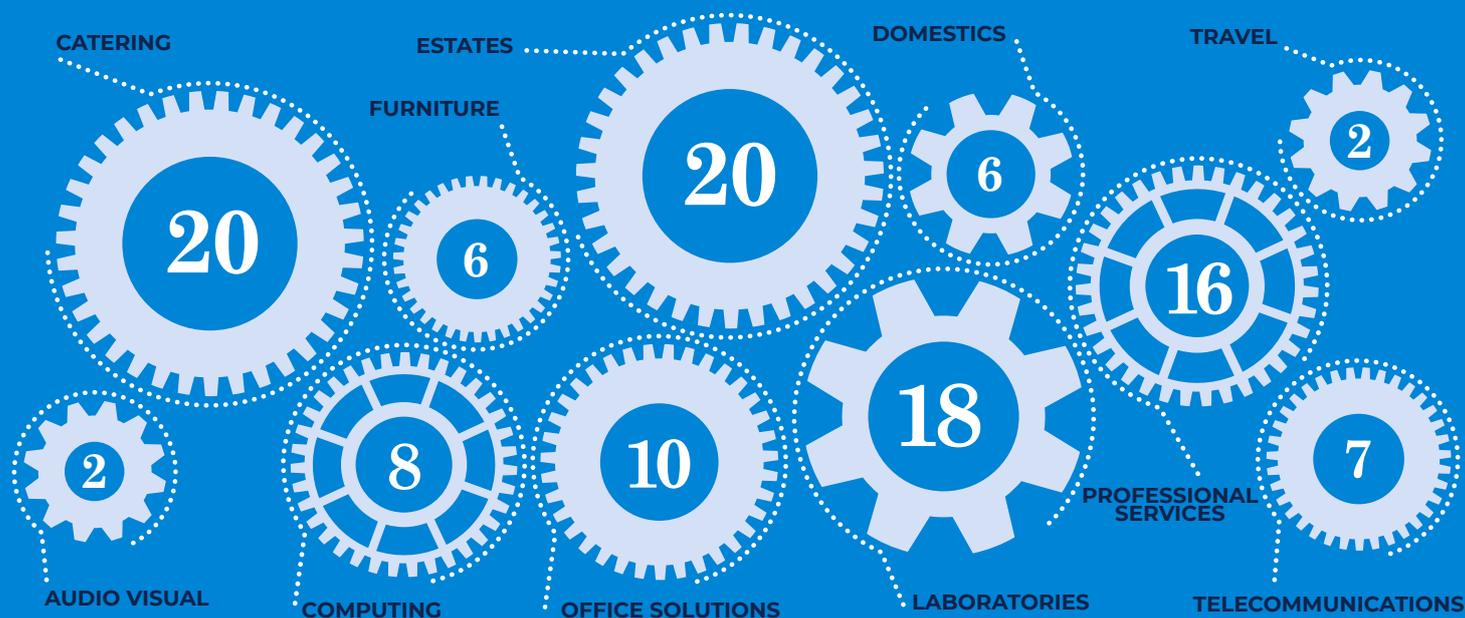
Framework Information

As of 1st August 2018 there are 115 agreements available to NWUPC Ltd 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	28	10	12	13	12	2	13	18	1	6

These agreements were split over the following category areas.

Number of Agreements Available to NWUPC Ltd Members as at 01/08/18, Split by Category Area

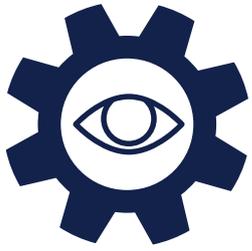


Member Information

As of August 2018 NWUPC Ltd has 23 full members (all HE institutions), 7 associate members and 14 affiliate members.

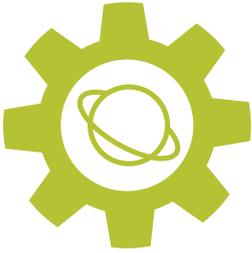
Full Members	Associate members
<ul style="list-style-type: none"> Are higher education institutions Have full access rights to all of our agreements Nominate representatives for each Category Group Have representation on the Management Council Have voting rights at Council meetings 	<ul style="list-style-type: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

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



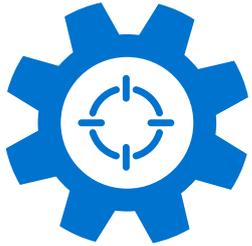
Vision

Our vision is to deliver a first class collaborative procurement service.



Mission

Our mission is to deliver value through responsible procurement.



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.'

Objectives

1

To communicate and optimise the profile and benefits of collaborative procurement

2

To deliver outstanding customer service for our members

3

To drive responsible procurement

4

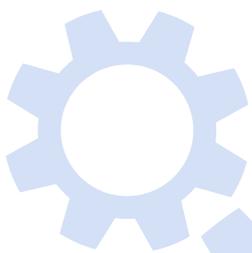
To deliver services that support efficiencies and deliver value for money

5

To operate a robust business model to support longevity

6

To offer value added procurement services, incorporating training & development alongside e-developments



Values

Collaborative

Agile

Responsive

Fair, equal, clear & transparent

Member driven

Innovative

Personal Competencies

Collaborative

joint working to achieve benefits

Professional

reliable, respectable and competent

Forward thinking

favouring innovation, development and progression

Lead by example

walking the talk

Accountable

responsible and answerable for actions

Adaptable

able to adjust to new conditions

Strategic Aims: What We Want to Achieve



Communicate 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.

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.

Continue to prioritise proactive involvement within 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.

Listen to our Members – embrace a 'You Said, We Did' culture.

Performance Measures For 2018/19

FINANCIAL IMPACT	CUSTOMER ENGAGEMENT	LEARNING / DEVELOPMENT	PROCESS IMPROVEMENT
Increase spend through frameworks.	Increase website traffic / numbers of users registered to use website.	Deliver new training initiatives to members.	Deliver new website.
Increase cashable savings for members.	Increase category group participation /contribution.	Identify champions for key areas of knowledge / expertise and share their good practice.	Launch new buyers' guides.
	Develop a process to identify member needs regarding new frameworks.		
	Share contract management output.		



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 success.

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

Performance Measures For 2018/19

FINANCIAL IMPACT	CUSTOMER ENGAGEMENT	LEARNING / DEVELOPMENT	PROCESS IMPROVEMENT
Increase spend through frameworks.	<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>Produce communications to share information on contract management approach and outcomes.</p> <p>Share information on how we are improving our systems / procedures / services to improve member experience.</p>	<p>Online feedback on new website.</p> <p>Share outcomes / benefits.</p>



To drive responsible procurement

How we'll get there...

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

Deliver responsible procurement through contract management reviews that supports wider social, economic and environmental objectives in ways that offer real long term benefits.

NWUPC Ltd will continue to use the supplier engagement toolkit to monitor and measure progress.

Performance Measures For 2018/19

FINANCIAL IMPACT	CUSTOMER ENGAGEMENT	LEARNING / DEVELOPMENT	PROCESS IMPROVEMENT
Record % SMEs compared with all suppliers.	EConnect produced three times per year.	<p>Deliver support / online resources to suppliers and members, e.g. MSA for suppliers registered on the Supplier Engagement Tool who have made no progress.</p> <p>Further engage with Social Value UK and utilise / promote their resources.</p>	<p>Increase in % of suppliers signed up, in progress or who have completed actions on the Supplier Engagement Tool.</p> <p>Collaborate with contracting partners to ensure tender documentation is appropriate to all types of supplier.</p>



To deliver services that support efficiencies and deliver value for money

How we'll get there...

Further develop and enhance contract management processes.

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

Remain cognisant and well informed of any changes within regulatory bodies such as the Office for Students, and also engage fully with BUFDG.

Develop and implement efficient organisational processes and procedures.

Engage with users and utilise their feedback to ensure services are fit for purpose and add value.

Performance Measures For 2018/19

FINANCIAL IMPACT	CUSTOMER ENGAGEMENT	LEARNING / DEVELOPMENT	PROCESS IMPROVEMENT
Savings value from data BT1 and BT2.	Refresh benefits statement to meet member needs.	<p>Support HEPA to make all available resources available to HE procurement community.</p> <p>Work with appropriate training providers to produce and promote training resources with HEPA.</p> <p>Develop stronger contract management with access to market intelligence and share findings with relevant stakeholders to build specialist category knowledge bases.</p>	<p>Refresh metrics used to establish savings, new national systems group actions / outputs.</p> <p>Improve range of and access to learning and development resources through improved communications and electronic access.</p>



To operate a robust business model to support longevity

How we'll get there...

By undertaking responsible financial management.

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

Ensuring that appropriate policies and procedures are in place to identify and manage risk.

Through effective workforce and succession planning.

Performance Measures For 2018/19

FINANCIAL IMPACT	CUSTOMER ENGAGEMENT	LEARNING / DEVELOPMENT	PROCESS IMPROVEMENT
<p>Budget planning & financial statements.</p> <p>Implement 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>Consider commercial aspects of category management training for contracting team.</p> <p>Keep up to date with changes to relevant legislation and good practice in matters relating to corporate governance.</p>	<p>Develop and effectively manage register of policies and procedures.</p> <p>Implement financial regulations supporting policies and procedures.</p> <p>Risk register management.</p>



To offer value added procurement services, incorporating training & development and e-developments

How we'll get there...

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

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

Working in partnership with HEPA to develop the national learning and development strategy.

Performance Measures For 2018/19

FINANCIAL IMPACT	CUSTOMER ENGAGEMENT	LEARNING / DEVELOPMENT	PROCESS IMPROVEMENT
Financial commitment to delivering Aim 6 is built into budget planning as per Reserves Policy.	<p>Effective management of relationship with Tenet, regular reviews and fast response to issues.</p> <p>Escalation process for Tenet.</p> <p>Get input from members on training needs and delivery methods.</p>	<p>Deliver/develop training solutions that reflect member needs.</p> <p>HEPA national learning and development strategy.</p>	<p>Issue member and supplier satisfaction surveys.</p> <p>Website development to include suggestion area.</p>

Key Performance Indicators for 2018/21

The following key performance indicators are newly developed and therefore some will be an initial figure to provide a baseline for improved measurement for future years.

			
<p>REPORTED MEMBER FRAMEWORK SPEND 2018/19</p>	<p>PROMOTION OF RESPONSIBLE PROCUREMENT</p>	<p>CUSTOMER SATISFACTION RATING</p>	<p>SUSTAINABLE BUSINESS MODEL</p>
<p>LINKS TO AIMS</p>	<p>LINKS TO AIMS</p>	<p>LINKS TO AIMS</p>	<p>LINKS TO AIMS</p>
<p>1, 2, 3 & 4</p>	<p>3</p>	<p>1, 2, 4 & 6</p>	<p>1, 2, 5 & 6</p>
<p>METHOD OF DELIVERY</p>	<p>METHOD OF DELIVERY</p>	<p>METHOD OF DELIVERY</p>	<p>METHOD OF DELIVERY</p>
<p>Member feedback regarding current and new frameworks, strategic contract management, contract pipeline, category member knowledge champions, production of new buyers' guides, frameworks.</p>	<p>EConnect, contract review meetings, supplier engagement tool, membership of National Responsible Procurement Group, Category Group meetings.</p>	<p>Website, member and supplier satisfaction surveys, category group participation, benefits statement.</p>	<p>Responsible financial & risk management, commitment to continued professional development, strategic review of income streams, support to develop national learning and development strategy, effective management of Tenet relationship.</p>
<p>EXPECTED OUTPUT - BENEFIT</p>	<p>EXPECTED OUTPUT - BENEFIT</p>	<p>EXPECTED OUTPUT - BENEFIT</p>	<p>EXPECTED OUTPUT - BENEFIT</p>
<p>Improved collaborative procurement leading to increased range and usage of frameworks.</p>	<p>Responsible procurement/ Sustainability embedded in all NWUPC contracting activities.</p>	<p>Improved collaborative procurement leading to frameworks that exceed member expectations.</p>	<p>Improved collaborative procurement leading to increased stakeholder engagement.</p>
<p>METRIC</p>	<p>METRIC</p>	<p>METRIC</p>	<p>METRIC</p>
<p>Increase member framework spend 2018/19. Increase member annual cashable savings 2018/19. Savings data BT1 & BT2 2018/19.</p>	<p>EConnect produced three times per year. % of suppliers signed up, in progress or completed actions on Supplier Engagement Tool. Number of support/online resources to suppliers and members. % contract review meeting minutes providing evidence of responsible procurement discussion % SMEs.</p>	<p>Satisfaction rating from member survey >75%. Website usage statistics. Number of members registered on website. Customer Service Excellence accreditation.</p>	<p>Increase member framework spend during 2018/19. Budget planning and financial statements.</p>

Document Review

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

Changelog

AMENDMENT	DATE	UPDATED BY
Strategy Group meeting	February 2018	Jane Billows
Member & supplier survey, NWUPC senior management team	May 2018	Jane Billows
Strategy Group meeting	June 2018	Jane Billows
Board meeting	July 2018	Jane Billows
Final feedback	July 2018	Jane Billows

