



NWUPC Strategy 2010 to 2015



The main aim as per the Company Memorandum and Articles of NWUPC Ltd is:-

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

The Company is owned by and works for the interests of its Full Members; it does not actively seek new members and any applications for membership are subject to Board approval.

The key Strategic Objectives to realise this aim are:-

1. Pro-actively develop collaborative procurement with and for member institutions at all levels so that members obtain the best value for money contracts possible
2. To continuously improve operational performance, deliver cost and process savings for members and maximise commitment to contracts and activities
3. The delivery of services by members and for members as they may democratically determine in relevant Consortia Groups in an efficient and effective manner
4. Collaborate with and represent members on other bodies as delegated
5. Raise standards and good practice in and across NWUPC members in procurement and related matters via training, education and cooperation as appropriate.
6. To seize opportunities for members whilst minimising risks from activities and to ensure the financial sustainability of NWUPC Ltd on behalf of its full members

NWUPC will seek to employ and promote three key ethical themes in the implementation of its strategic objectives; **Mutuality, Honesty and Clarity**

The Consortium will implement its Strategic Objectives via five core **Operational Methodologies**; Ethical Procurement Processes, Harnessed Technology, Targeted Communication, Empowered Staff and Business Intelligence.

1. The collaborative procurement undertaken with and on behalf of members will be ethical addressing sustainability and corporate social responsibility issues with transparent processes employing best procurement practices.
2. Technology such as websites, databases, software packages and 'e' tools will be used and updated to ensure a clear, efficient and effective service to members.
3. Communications and Marketing will use printed and electronic means and be targeted via the appropriate contacts to user groups in members' institutions to promote both the Consortium and good procurement practice in general.
4. Staff will be given the tools, training and professional development they require to feel empowered in their work and valued by the Consortium in line with the Investors in People standards.
5. A flexible and dynamic balance of income generation, cost control, investment in people and technology will ensure the financial sustainability of the Company whilst delivering value added services to members at minimal cost.



Operational Objectives 2010 to 2015



- 1 To enhance the **effectiveness of agreements** by working with members and suppliers employing techniques such as category and contract management, value analysis and by ensuring sustainability and corporate social responsibility issues are included in contracts. By working with the technical representatives on Commodity Groups ensure the Consortium captures and utilises the appropriate market intelligence to understand the supply chain(s).
- 2 To increase the **coverage of collaborative agreements** available to members by the work of NWUPC and via cooperation with other allied bodies in both HE, regional consortia and national working parties, and other public sector organisations such as Buying Solutions
- 3 To further develop **supplier relationship and contract management** practices so that contracts and agreements deliver the expectations of members and suppliers to enhance mutual benefits. Gather, disseminate and use management information from suppliers, members and allied bodies to address problems and promote success.
- 4 Encourage and support **innovation and new ideas** from members, staff and suppliers whilst managing risk and possible failures in a blame free culture. Reduce 'narrow' restrictive targets that inhibit creativity and use collaboration to spark innovation. Challenge existing structures and operational practices to ensure robustness and that fitness for purpose is maintained.
- 5 Invest in **staff capacity** via training and development to **build skills and unlock creativity**. Invest in enabling technology to increase operational efficiency and effectiveness in contracting, communications and marketing activities. Help members build skills and capacity by the provision of procurement and related training and skills development both formally and informally.
- 6 **Market the Consortium** to a wide audience in members aiming to reach all those that have any purchasing / buying responsibilities and/or duties. Provide a channel for members to access advice, best practice and ideas and to encourage professional development in the procurement community. Advertise successes in the wider HE and public and private sectors via newsletters, articles and presentations. Work with suppliers on joint marketing of contracts, exhibitions and conferences and other promotions.



Operational Implementation Tools 2010 2015

- 1 Enhance the **effectiveness of agreements**
 - (i) Obtain the maximum pre-commitment to new contracting activities from members
 - (ii) Tailor contracts to members needs by consultation at technical and procurement levels
 - (iii) Work with members to identify and limit off contract spend
 - (iv) Work with suppliers to continuously improve supply offerings
 - (v) Seek value added enhancements to contracts for members collectively and individually

- 2 To increase the **coverage of collaborative agreements**
 - (i) Work with the ENPC, APUC, HEPCW, SNUPI and NWP's in HE
 - (ii) Enlarge the Joint Contacting Programme with other consortia as appropriate
 - (iii) Work with (OGC) Buying Solutions to increase offering to members
 - (iv) Work with NWUPC HEIs on sub-regional and mutual accessible agreements
 - (v) Analyse members spend via ARD and commodity to drive contracting programme

- 3 Further develop **supplier relationship and contract management**
 - (i) Hold regular contract review meetings with Commodity sub-groups & suppliers
 - (ii) Identify, highlight and resolve problems in contracts for members and suppliers
 - (iii) Use management information provide feedback to members and suppliers
 - (iv) Conduct price and service benchmarking to ensure continuous value for members
 - (v) Update market intelligence throughout contract period

- 4 Encourage and support **innovation and new ideas**
 - (i) Monitor trade and academic publications to assess ideas for improvement
 - (ii) Consult with colleagues from both private and public sectors on innovation
 - (iii) Investigate appropriateness of other methodologies in activities
 - (iv) Facilitate events that introduce and promote new thinking
 - (v) Corporate membership of HE and other bodies; International Purchasing and Supply Education and Research Association (IPSE), Association of University Administrators (AUA), Environmental Association for Universities and Colleges (EAUC), Association of University Purchasing Officers (AUPO), Leadership Foundation Skills Development Forum, Investors in People (IiP) and Membership of Internal Verifiers Association (MIVA)

- 5 Invest in **staff capacity to build skills and unlock creativity**
 - (i) All staff undertake monitored continuous professional development
 - (ii) Be an Investors in People employer with the NWUPC aims embraced by its staff
 - (iii) Empower central team staff to engender a high performance blame free culture
 - (iv) Encourage critical appraisal of methodologies in a supportive environment
 - (v) Engage with staff from members in a clear and honest way to build mutuality

- 6 **Market the Consortium** to members, suppliers and
 - (i) Issue regular newsletters in hard and electronic copy to wide audience
 - (ii) Hold and attend members suppliers exhibitions and conferences
 - (iii) Make the website a repository of Consortium information and useful link to other sites
 - (iv) Maintain and enhance email lists and databases for and of staff in members
 - (v) Engage with suppliers, outside bodies and the wider sector to promote NWUPC



Annual Operational Plan

1 Ongoing Contracting Programme Activities

Renewal of Existing Contracts		New Contracts		Total Value
Details	Value	Details	Value	

2 Training Activities

NVQs		CPD Programme	
Candidate Numbers		Sessions	
Existing		No. Sessions	
New		No. Attendees	

3 Marketing Activities

Events		Metrics	
Annual Conference		Suppliers	Delegates
Roadshows		Details	
Members Exhibitions		Details	
Website Usage		No. of 'Hits'	
Registered Users on website		Numbers	
Newsletter numbers	Hard Copy		Electronic

4 Other Activities

- (i) Representing Members on national & inter-regional groups
- (ii) Continuous Operational Development activities
- (iii) Collaboration across HE sector and wider public sector
- (iv) Ad-hoc work for members
- (v) Commissioned work for other bodies (DBIS, UUK SPG)