



Adding value through responsible procurement

LUPC's Strategy 2018-2021

1.0 Objectives

1.1 Our principal objective is to add value for our Members through our activities.

1.2 The new corporate strategy will maintain the current areas of excellence and extend into new areas of supporting Student Employability and Social Value, these are our objectives for 2018-2021:

- A. Helping Members obtain better value from their membership by supporting their procurement activity***
- B. Enhancing LUPC's position as a leader in Responsible Procurement***
- C. Supporting student employability and apprenticeship delivery***
- D. Improving our Member engagement activities***
- E. Work more closely with other UK HE Consortia to achieve a more efficient use of People, Resources and Processes across the sector***

2.0 Background

2.1 Having exceeded our 2015-2018 corporate strategy *Reaching New Heights*, the LUPC Board now wishes to invest, to support the objectives of our Members and be the consortium of choice in London for the HE sector and the wider not for profit sector.

More than £102.9m has been saved by our Members through our agreements from 2014-2017. Getting better value from Members' procurement spend and being recognised as a leader in Responsible Procurement are our greatest success stories over the past three years.

With financial pressures increasing on our Members and a new trend of insourcing of some services, we also need to support our members through more comprehensive membership engagement, to understand their needs.

2.2 We are conscious of our position as a leader in Responsible Procurement and aim to continue driving awareness and improvement in this area for our Members and the wider community benefit, as well as being involved in national and international groups with similar aims. Our Members need to be informed

and engaged in this activity and made fully aware of everything we have achieved and will achieve in the future.

2.3 Appendix A sets out our high-level spend, savings and income projections for the duration of this strategy.

2.4 This strategy was submitted to the LUPC Board at the June 2018 meeting and after consultation and input of the Board members, it was approved by the Board at the meeting in September 2018.

3.0 How we will achieve our objectives

3.1 Objective A

Helping Members obtain better value from their membership by supporting their procurement activity.

Ensuring we support the changing needs of our Members and are reactive to their evolving needs will be critical in ensuring the relevance of LUPC in a rapidly changing environment for both the HE Sector and for our wider membership. To ensure we assist our Members in meeting their objectives, we will:

- Explore the use of innovative procurement, including use of Dynamic Purchasing Systems
- Setting up a CIPS study group for LUPC Members and working with a CIPS provider to deliver CIPS training for Members staff
- Use the consultancy services and/or our internal staff for further competitions running aggregated competitions
- Expand the reach of Ensemble Purchasing
- Setting up local Hubs to encourage Members in their non-framework procurement
- Set up a series of seminars for Members, to include supplier presentations on hot topics and specific category issues and Member training events

KPI 1: Increase the number of member events to 5 per annum.

KPI 2: Run further competitions each year on behalf of our Members or facilitate this through localised 'Hubs'.

3.2 Objective B

Enhancing LUPC's position as a leader in Responsible Procurement

LUPC is widely seen as a leader and innovator in the area of Responsible Procurement. The Pilot project of our supplier engagement tool Equiano is an example of the impact we are having and aim to continue in the future. We are conscious of the need for a single national approach, to reduce the burden on suppliers, and we are playing an important role in such development. We will continue to invest in this area to shape practice and consolidate knowledge. To ensure we continue to be a key player in this area, we will:

- Increase participation from our suppliers and those across the wider HE sector in our supplier due diligence activities
- Work with our suppliers, to ensure they understand and achieve the benefits of Responsible Procurement to their organisation

- Give advice to our Members on how they can evaluate framework suppliers at call-off stage for social Value
- Ensure that Responsible Procurement KPI's are utilised in the contract management of all of our agreements
- Complete the ISO20400 Sustainable Procurement standard re-assessment
- Continue to report on Transparency in Supply Chains by publishing an annual Slavery and Human Trafficking Statement and supporting our Members in their own efforts for supply chain transparency

KPI 3: Increase the number of suppliers assessed through the supplier due diligence system (currently Equiano).

KPI 4: Improve on the ISO20400 score of 3.7 achieved in 2017.

3.3 Objective C

Supporting student employability and apprenticeship delivery

By harnessing the power of collaborative spend, we can assist our HE Members in their student employability objectives and the delivery of apprenticeships for all of our Members. The contracts our Members enter into with suppliers could be of a very significant value and we are not sufficiently supporting our Members if we do not ensure that student employability and apprenticeship opportunities are fully utilised for their benefit. We will achieve this aim by:

- Leading by example and Employing Graduates and/or Apprentices each year and advertising the vacancies through our Members
- All tenders to include questions on student employability
- Communicate the benefit of student employability to both our Members and the wider student body

KPI 5: Employ at least one graduate or apprentice in post each year.

KPI 6: Deliver student employability outcomes through frameworks.

3.4 Objective D

Improving our member engagement activities

Without active and robust account management, LUPC could fail to understand the different procurement structures, reporting lines and overall ambitions of its membership.

LUPC will achieve this aim by the following activities:

- Ensure that the breadth of our Membership is represented at all levels of our governance by utilising Executive Committee Members to be representatives of different cohorts of Members
- The Acting Director and the Assistant Director (Membership) should establish formal account management processes and procedures that ensure there is sufficient knowledge and understanding of each Members procurement profile and associated support needs

- Improved use of LUPC communications packs for our Senior Contract Managers and other senior staff to use on their Member engagement activities.
- Committing LUPC to an annual conference for Members
- An annual survey of Members with results used to inform further membership engagement activity

KPI 7: An increase in the number of member visits annually, 137 carried out in 2016/17.

3.5 Objective E

Work more closely with other UK HE Consortia to achieve a more efficient use of People, Resources and Processes in the sector

LUPC are just one of 6 UK wide HE consortia. We need to ensure we remove as much duplication of work as we can in order to deliver the maximum efficiencies and benefits to our Members and those of our sister consortia.

- Removing all framework duplication across the UK HE consortia
- A commonality of systems, such as e-tendering and spend analysis is achieved across the sector
- UK wide processes are put in place and adhered to for all areas of activity
- Work closely with SUPC to deliver the benefits of the Future Collaboration Project (FCP)

KPI 8: Successful delivery of the FCP Advisory Board recommendations.

The progress against the strategic KPI's will be reported to quarterly LUPC Board meetings.



Don Bowman
Acting Director

27 September 2018