

# Procurement England Limited (PEL)

## Implementation Plan for the PEL Strategic Aims

### 1 Introduction

Procurement England Limited (PEL) has been established as the vehicle to advance collaborative procurement between higher education institutions in England via their respective purchasing consortia. This paper draws upon the PEL Strategic Aims paper agreed by the PEL Board, the Southern Universities Management Services (SUMS) consultant's report presented to the PEL Board in June 2014 and the UK Universities Purchasing Consortia (UKUPC) Collaborative Procurement Protocol. A summary of this paper's action points is given at Appendix 1 and a glossary is given at Appendix 2.

#### 1a *PEL's Six Strategic Aims*

1. Negotiate more collaborative supply agreements by extending the reach of collaborative procurement into all areas of spend.
2. Move from contract management to category management as our principal methodology.
3. Make our collaborative supply agreements easier to use.
4. Explore and formalise further opportunities to collaborate with procurement organisations in the wider public sector.
5. Establish a set of KPIs that we will use to report our progress to Procurement UK.
6. Measure and report savings and other benefits from this programme.

#### 1b *Alignment with Procurement UK and wider sector aims*

As procurement has developed across the sector, a number of bodies have articulated how the requirements of members are best expressed, including Procurement UK. PEL aims to address the following aims of Procurement UK and the similar (albeit re-ordered) priorities of BUFDG:

1. To enhance the effectiveness of procurement in UK higher education in order to leverage the maximum value from investment in the sector.
2. To promote transparency and develop appropriate mechanisms that will help evidence progress and support the delivery of all strategic objectives.
3. To support a more co-ordinated and streamlined approach to procurement in the higher education sector.
4. Through 1 to 3 above, to raise the profile and status of procurement in the higher education sector so that it is viewed as a strategic asset.

PEL will also work with other sector bodies, especially BUFDG, to facilitate:

1. Skills development in procurement for consortium and institutional staff at all levels.
2. Common reporting of data on spend and savings at consortium and institutional levels.
3. Sharing of expertise between consortia and the wider procurement community.
4. More efficient and effective cross sector collaboration in all aspects of procurement.

## **2 PEL's Strategic Aims 1 and 2 - more collaborative agreements and category management**

Currently 80p in every £1 spent through consortium supply agreements is made through agreements which are shared between consortia. The procurement rationale for these agreements has been established by the UKUPC over many years based on member requests and their willingness to support such contracts.

This demand-led method, whilst meeting expressed customer needs, has been superseded in professional procurement practice by the category management approach. This segments spend into defined categories, such as estates, then into sub-categories, such as construction, building maintenance, grounds maintenance, renewals, and so on. The approach encompasses the full procurement cycle from demand management to disposal.

*“Category Management will define the approach the regional consortia in England will take to proactively manage impactable collaborative spend whilst ensuring that our procurement planning reflects our members aims and objectives. The process will build an understanding of the sector spend and develop category sourcing strategies within a client-orientated framework. This aims to increase the consortia agreement portfolio and collaborative procurement coverage and benefits.”*

Category management requires good spend analysis systems which the regional consortia offer through their agreements with Spend360 and Spikes Cavell. Analysis of the data can give a UK-wide picture of sector spend by supplier and is being undertaken both at consortium and national levels. However, spend analysis at line-item level (i.e. identifying actual goods or services purchased) is required to fully implement category management and few institutions are currently able or planning to do this.

### **2a Implementation**

The UKUPC Collaborative Procurement Protocol sets out how the consortia work together. It is constantly updated setting out the agreed methodology for implementing and managing collaborative procurement at national and regional levels, joining up the sector across a wide range of spend categories.

The SUMS consultant's report commissioned by PEL considered three levels of category management capability. These levels were:

Level 1: A Sector Contracting Strategy

Level 2: A Sector Sourcing Strategy; and

Level 3: Sector Category Management.

Each level represents a different procurement focus:

Level 1 being about efficiency

Level 2 focusing on price improvement; and

Level 3 reducing the total cost of ownership.

All three desirable outcomes are possible at all levels contingent upon circumstances. The report also suggested that each level required a significant increase in both consortia resources and commitment from members to support their activities. These levels, whilst not distinct, do suggest that to attain Level 3, Levels 1 and 2 would need to have been fully adopted and implemented across the sector. Attainment of Level 3 would require pro-active engagement not just at national and regional levels but, most importantly, in member institutions. The difficulty in achieving Level 3 was summarised in the SUMS reports as follows:

*"[Level 3] requires institutions to potentially change their ways of working as well as their suppliers, and as such is much harder to achieve, particularly with fiercely independent institutions".*

PEL already has an agreed contracting plan in many areas while others currently lacking a category and contracting strategy are being addressed. At the regional level, all consortia are at or substantially at Level 1 already and a comprehensive national contracting plan exists for England. All six UK consortia already use Hunter, a common database designed to collect spend data from suppliers and this supports spend analysis for the sector, allowing identification of sub-optimal agreement uptake.

Action 1	Responsibility	Resources	Achieved By
An agreed PEL Contracting Plan for England (and UK-wide where relevant)	Heads of consortia & Head NEUPC with JCG	No extra needed	<b>End of 2014</b>

Spend analysis conducted via the two outsourced providers will deliver results in winter 2014-15, enabling consortia to further develop category strategies based upon member data.

<b>Action 2</b>	Responsibility	Resources	Achieved By
Category analysis from member spend data for 2013/14 for England to identify possible additional areas for collaborative agreements	Heads PEL	Data analysis staff -from current consortia resources or costs shared	<b>1<sup>st</sup> quarter 2015</b>

Using the spend tools available to regional consortia, PEL will move towards category management and the creation of category sourcing plans by using a stepped process as follows:

1. Profile the category by structure, total spend, collaborative position (agreement coverage and spend) to inform a contracting and renewal programme.
2. Profile validated by category groups.
3. Category Strategy Development and Opportunity Assessment - areas of opportunity low spend and no agreements, complexity, ease of implementation.
4. National and regional tender working parties to consider new agreements as appropriate.

<b>Action 3 – using the steps listed above</b>	Responsibility	Resources	Achieved By
Category Sourcing Plans developed and, where needed, new category groups formed	Heads PEL JCG	Data analysts – either drawn from current consortium resources or costs shared. Support from members is needed for regional and national groups.	<b>Start 1<sup>st</sup> Q 2015</b>  <b>Complete 3<sup>rd</sup> Q 2015</b>

Category analysis can then be considered in the context of the current collaborative contracting activities that will enable PEL to move towards parts of Level 2 category management, as described by the SUMS report:

*“[Level 2] creates a single set of national or regional contracts for the sector in a given spend category, but based on an agreed strategy to optimise which suppliers are used across the sector.”*

The SUMS report suggests this will achieve price reductions for members added to the efficiencies of a contracting strategy:

*“In addition to the benefits of a sector contracting strategy, this optimises the number of suppliers in the sector which drives better price and quality, but requires institutions to be flexible on which suppliers they use.”*

Clearly, members will need to lead this activity in order to achieve the aims of both Procurement UK and PEL. Without the requisite senior-level commitment from members to

lead these activities, further progress will surely be inhibited. To this end, PEL welcomes further engagement with senior management in institutions, particularly finance directors, to determine the best way that members can champion the take-up of more agreements to deliver full potential for efficiencies.

With information generated from the two actions above, further work towards PEL aims 1 and 2 will be possible, enabling the creation of a sector-wide contracting strategy, encompassing regional or other variations as appropriate.

<b>Action 4</b>	Responsibility	Resources	Achieved By
Develop a Sector Contracting Strategy based upon Category Analysis	Heads of consortia  Lead NEUPC  Working with UKUPC	This will also require leadership of members and the relevant groups / NWP's.  Resourced from current consortium resources / hiring staff and sharing costs	<b>4th quarter 2015</b>

As opportunities to increase the number, reach and, most importantly, take-up by members of collaborative supply agreements, then consortia should undertake an extensive, co-ordinated and targeted consultation to secure the commitment for members to the proposed contracting programme that will be organised and planned on a category basis.

<b>Action 4a</b>	Responsibility	Resources	Achieved By
Obtain 'Buy Into' new PEL (UKUP) sector Contracting Strategy by members	Heads of Consortia, Boards of Consortia & FDs and Heads of Procurement in members	Marketing Staff - From current consortia resources or costs shared	<b>By end of 2015 and ongoing</b>

The actions listed above, if supported by members, will generate a number of new supply agreements and/or increased take-up of existing arrangements. As the SUMS report noted, this may require more staff resources for consortia, dependent upon the division of activities. PEL will need to address this issue in terms of the division of labour between consortia.

The strategy will define the approach in the management of collaborative impactable spend for the next three years whilst ensuring that procurement planning reflects members' aims and objectives. The groups will also jointly agree and formulate a category contracting plan which will be reviewed on an on-going basis to ensure it continues to reflect members' requirements.

The above actions will deliver the first part of the PEL Vision as follows:

***PEL Vision for 2016*** - All functions within all Universities are accessing collaborative procurement agreements and obtaining the benefits, supported by a combination of appropriate Commodity (Category) Groups and specialist procurement experts who

are either based in an individual consortium or shared across the regions depending upon the value of spend and complexity of the particular activity.

Contracts will be let and managed by the most appropriately qualified procurement professionals no matter where they are based. This is no different from current practice - category experts exist in consortia such as at LUPC for IT hardware and at NWUPC for high-value laboratory equipment (HVLE). Rebate income is not a driver of activities as there has never been any rebate on HVLE agreements, for example, which may well cover £100m of spend in the next 4 years. Category strategies in current practice are based on quality, value for money, sustainability and suitability, while seeking to limit the number of contracts required in each sub-category. However, a restrictive, one-size-fits-all approach would not deliver optimum value for money for customers. Analysis of both customer demand and supply market conditions must inform all collaborative procurement decisions. On occasion, differing contracts for similar products or services delivers better outcomes and other factors such as support for smaller businesses and the local economy are also important.

These activities will deliver the second part of the PEL Vision:

**PEL Vision for 2016** - A strategy exists for each commodity or service, including market intelligence, supplier strategies, economic modelling of demand and supply. These commodity strategies address and accommodate the need for the existence and use of local supplier capability to deliver commodities and services, recognising that the theme of aggregation of spend is not synonymous with placing one large contract with a single remote supplier. Through this structure the individual Consortia focus appropriate commodity-aware skills in each of the commodity/service areas.

### 3 PEL's aims 3 & 4 – Making agreements easier to use and wider collaboration

Currently all UK-wide, national, inter-regional and regional contracts are posted on the *uniBuy* database, to which all members have access through their consortium's website. Each consortium up-loads a buyer's guide and other standard information about each and every agreement that it leads which, whilst adapted to suit each agreement, follows the same format. However, there is a legacy of older agreements and some further work is required to ensure consistency presenting agreement information to members.

Action 5	Responsibility	Resources	Achieved By
Agree and apply a consistent format for presenting agreement information to members, especially on the uniBuy database.	Heads of Consortia  Lead SUPC	Contracting staff from current consortium resources or costs shared	<b>Ongoing by end of 2015</b>

Once the forward contracting programme for PEL, UKUPC and any regional arrangements are developed and agreed, the consortia will construct, publicise, update and invite comment on their plans. A document that clearly shows which supply agreements members can use and those that are planned for the future will be made available both on-line and in hard copy, as appropriate. This contracting programme will be aimed at finance directors, heads of procurement and other 'buyers' such as estates professionals, enabling them to access

readily-established agreements rather than competitively tender their own, separate contracts. Included in this information will be agreements from other professional buying organisations that are appropriate for members, with information on how to access them. The consortia will seek to re-establish a Memorandum of Understanding with the Crown Commercial Service (CCS) (one had existed for many years with its precursor body OGC) to formalise links with government procurement. Other possible MoUs include Crescent Purchasing Consortium (CPC) and Fusion 21, a social enterprise purchasing body.

The aim will be to promote access for members, through consortium websites, to a common database setting out the availability of supply agreements, organised by category and with consistent and easy-to-use information for buyers. Links to other websites will be provided where possible to facilitate access to other agreements. Longer term a unified Information, Communications and Technology (ICT) Strategy, that is informed by and takes account of, other sector purchasing bodies systems and PEL's links with them need to be developed. This would seek to make all the current systems, websites, spend analysis tools, management information collection systems interoperable and controlled by or under contract to the members of PEL.

<b>Action 6</b>	Responsibility	Resources	Achieved By
On-line national contracting programme available through all consortia websites, accessible by all members	Heads of Consortia  Lead NWUPC	Possible website / page development required – costs to be shared	<b>Dependent on above &amp; below, by end of 2015</b>
<b>Action 6b</b>	Responsibility	Resources	Achieved By
Develop a ICT Strategy	Heads of Consortia  Lead NWUPC	Current to write strategy with needed resources then contingent upon agreed way forward	<b>Strategy end 2015</b>  <b>Implementation by 1<sup>st</sup> August 2016</b>

### **3a Collaborative Agreement Usability**

To increase take-up, the SUMS report suggested that more work would be required other than simply signposting members to agreements they can use. It recommended that consortia develop:

*“[an] understanding from institutions what limits their usage of existing collaborative agreements, then developing a programme of activities to address these issues with a view to increasing usage.”*

It suggested carrying out an online survey to identify the reasons why members did not use current agreements available to them. This would need to be coupled with an analysis of each member's spend through its consortium.

<b>Action 7</b>	Responsibility	Resources	Achieved By
Carry out an online survey to capture concerns of procurement professionals and other buyers	Heads of consortia via marketing officers, chairs of NWP's, etc.  Lead NWUPC	On-line survey and staff costs from current resources	<b>End of 2015</b>

There are limitations as to the quality of information that can be gained from online surveys and more in-depth conversations with institutional staff via meetings, workshops, email or telephone calls may be required. The SUMS report suggested setting up new 'user groups' and conducting in-depth formal focus group meetings to address the problem of low agreement take-up. This could be a costly and time-consuming process, when there are already well-established national working parties and other commodity and specialist groups with strong member representation. These groups constitute existing networks allowing regular consultation as to the issues surrounding take-up of supply agreements. These will be utilised and, for the few spend areas not served by such a group, consortia will invite members to nominate staff to provide a suitable breadth of opinion and experience.

The results of this activity will inform the consortia as to the most effective and efficient way to maximise the impact, awareness and take-up of both existing and planned supply agreements. As feedback has been collected the procurement community across the sector will maintain a 'one-stop-shop' for information on supply agreements available for use.

<b>Action 8</b>	Responsibility	Resources	Achieved By
Carry out regular consultation with commodity groups and NWP's	Heads of Consortia	Meeting costs, staff time, collation of results – action plan from analysis. Current staff or hired in resource with costs shared	<b>End of 2015</b>

This activity, coupled with enhanced communication, marketing and on-line information for members, aims to deliver:

- Greater awareness of available supply agreements (from consortia and the wider public sector) through better promotion;
- Simpler processes for adopting collaborative deals locally;
- Savings delivered through greater usage of collaborative deals;
- Operational efficiencies by not having to negotiate deals locally;
- Risk reduction through robust sourcing process and negotiated terms and conditions; and
- Better future deals as limitations of existing deals fed into category management process.



This will fulfil two PEL visions:

**PEL Vision for 2016** – Member Institutions recognise that Consortia Supply Agreements are easy to use.

**PEL Vision for 2016** – PEL consortia are recognised in the sector and externally as the primary collaborative procurement channel for English members and it leads on identifying and developing member spend through public buying organisations in support of the broader collaborative procurement agenda.

#### 4 PEL's aims 5 & 6 – Reporting and Key Performance Indicators

All consortia report savings to their customers and UKUPC agreed to adopt the methodology developed by the Scottish Government (used by APUC) for its Collaborative Procurement Protocol. This methodology was adapted and supported by Procurement UK in terms of identifying the areas of expenditure that can be influenced by professional procurement practice. The consortia have also shared the key performance indicators (KPIs) they report to their members. All follow the same methodology based upon cash and process cost savings, which have also been used in the annual HEFCE-sponsored Efficiency Measurement Model (EMM) survey.

PEL KPIs will be developed to incorporate the current agreed Procurement UK, EMM and UKUPC criteria and feature measurement of the take-up of agreements, customer satisfaction by members, cash and process cost savings. The table below captures the KPIs agreed.

Performance	Description	Measurement	Metric	Frequency	Owner	Source	Dependency
Contract uptake	Measure level of agreement uptake	Number of contracts being used by consortia members	% and Number	6 monthly	Regional Consortia prepare reports on agreements available to their members. Reports feed PEL Master Report	Two data source options: (1) Hunter based on supplier MI. (2) Hunter Web enabled contract uptake report	(2) rollout & population of uptake report
Agreement Spend Reports	Measure level of spend	Forecasted vs. actual  (forecasted calculated using spend tools)	Value	6 monthly	Two options - (1) Regional Consortia prepare reports on agreements available to their members. Reports feed PEL Master Report (2) JCG	Hunter Supplier MI	Hunter usage
Contracts available & in progress	Value of agreements tendered & in progress	Spend Covered & targeted spend  Targeted spend in line with category sourcing plan	Value	6 monthly	JCG	Hunter	Hunter usage

Performance	Description	Measurement	Metric	Frequency	Owner	Source	Dependency
Savings	£ Value Identified Process	Savings identified by member usage	Value	Annually	Consortia	Spend Analysis and/or Hunter	Agreement usage
Savings	£ Value Identified Cash	Savings identified from category sourcing plan	Value	Annually	JCG	Hunter	Agreement usage
Collaborative procurement progress	Progress towards 'Diamond' targets	Spend analysis data	Value	Annually	Consortia and members	Spend Analysis and/or Hunter	Agreement usage
Customer Satisfaction	Perception of PEL Consortia	% customer satisfaction	%	Annually	Consortia Marketing Resource	Web Survey	members responding

Most of these activities are undertaken by the consortia. It would not be onerous to standardise both the collection and presentation of data at regional and national levels. It would be necessary for finance directors and heads of procurement in member institutions to participate in and provide data for some of the measures listed above.

This action would meet PEL Visions 5 and 6 by establishing a set of KPIs that can be used to report to Procurement UK, promote transparency and develop a mechanism that will evidence progress towards the achievement of strategic objectives.

<b>Action 9</b>	Responsibility	Resources	Achieved By
Standardise KPIs across PEL	Heads of consortia	Current staff or hired-in resource with costs shared	<b>For survey of 2014/15</b>
<b>Action 9a</b>	Responsibility	Resources	Achieved By
Compile PEL report for 2013/14 for key stakeholders from existing data	Heads of consortia	Current staff	<b>Early 2015</b>

Activities of national working parties and category groups would be reported by the consortium leading each spend category. The Joint Contracting Group will report progress to the heads of consortia and this information will be collated into a PEL annual report for members and key stakeholders such as Universities UK, Procurement UK, AHUA, AUDE and BUFDG (see Glossary at Appendix 2).

#### **4a Monitoring and Reporting of Progress**

As reporting of data collection proceeds on an annual basis then an understanding of the current position at member, regional, national and UK-wide level will emerge. Once the reporting process is streamlined and standardised then progress can be monitored and

impediments to increased take-up of supply agreements can be identified and acted upon. An example table setting out this information is given below, which could be expanded to show increases year-on-year and progress against target growth.

<b>Example Table</b>	<b>A</b>	<b>B</b>	<b>C</b>
Name of agreement & originators	Number of members buying commodity = A	Number of members using agreement as % of A	% Sector Spend via agreement
Year 1			
Year 2			
Year 3			

## **5 PEL's Further Actions**

### **5a Communications and Marketing**

The consortia are acknowledged by many finance directors, heads of purchasing and other staff as effective and efficient vehicles for delivering not only collaborative procurement but many value-added services. However not all finance directors or even heads of procurement are sufficiently aware of or engaged with the activities of their regional consortia. This lack of awareness can be unhelpful when evaluating the effectiveness of the consortia. This is especially true of the current level of co-operation and co-ordination between all UK consortia. It seems that much good work has slipped 'under the radar'.

The consortia need an agreed Communications and Marketing plan as that addresses all the issues in this paper and highlights examples of good collaboration with case studies that can be promulgated across and outside the sector. A Communications and Marketing Group has already been established and a plan drafted ready for submission to the PEL Board.

<b>Action 10</b>	Responsibility	Resources	Achieved By
Review and agree Comms and Marketing Plan	Heads of Consortia	Already drafted	<b>For PEL AG meeting November 2014</b>
<b>Action 10a</b>	Responsibility	Resources	Achieved By
PEL Board reviews Comms and Marketing Plan already drafted	PEL Board	Current staff	<b>December 2014</b>
<b>Action 10b</b>	Responsibility	Resources	Achieved By
Comms and Marketing Plan to include or be supplemented by high level plan aimed at P-UK, UUK, BIS and sector bodies, particularly AUDE, to maximise the visibility and impact of PEL to include the use of Public Relations (PR) experts	Comms and Marketing Group and Heads of Consortia	Current staff and external PR experts – with costs shared	<b>High Level Plan May 2015</b>

## **5b Consortia Procurement Development**

The regional consortia have each undergone a Procurement Capability Assessment (PCA) developed especially for purchasing consortia and have shared the results to promulgate good practice. All were found to be operationally efficient and effective within the remit their members have set. All scored considerably above the sector average suggesting they are already working towards another PEL aim – becoming Procurement Centres of Expertise. A quote from one of the reports makes this clear:

*There are four categories of capability identified "Non-conformance", "Conformance", "Improved" and "Superior". The report puts the Consortium well into the upper half of the "Improved" range with prospect of further improvements under way and/or planned the score towards the top end of "Improved".*

This work is being enhanced in a number of areas, work towards Level 4 on the Sustainable Procurement Flexible Framework, achievement of awards such as Investors in People and Customer Service Excellence and the provision of CPD courses that complement and supplement those provided by HEPA. The consortia also undertake their own training and development activities such as the recruitment of graduate trainees (NEUPC), apprentices (NWUPC) and interns (LUPC).

The established network of members and consortia provides an obvious platform for us all to share assessment results and identify good practice. Each consortium hosts a forum for heads of procurement that is well supported by its members, with established terms of reference and administrative support. These groups already discuss matters of common interest, supporting the building of networks and the sharing of best practice.

### **Conclusion**

Much collaborative work has been happening somewhat 'in the background' over the past five years. Few across the sector at either finance director or head of procurement level seem to be aware of the UKUPC Collaborative Procurement Protocol or the existence of the UK-wide Joint Contracting Group. This needs to change and this paper sets out how consortia can work with members and communicate our progress to stakeholders from individual buyers of stationery to government ministers.

But we must not be complacent. We must build upon and enhance our performance in the face of exacting customer expectations. Consortia are right to cherish their engagement with members and their in-depth understanding of regional supply market conditions. It is from these strengths that collaboration will continue to prosper so that each consortium works in the best interests of its members.

Paul Tomany – on behalf of the PEL AG and PEL Board

January 2014

### Appendix 1: Summary of Action Points

Action 1	Responsibility	Resources	Achieved By
An agreed PEL Contracting Plan for England (and UK-wide where relevant)	Heads of consortia & Head NEUPC with JCG	No extra needed	<b>End of 2014</b>

Action 2	Responsibility	Resources	Achieved By
Category analysis from member spend data for 2013/14 for England to identify possible additional areas for collaborative agreements	Heads PEL	Data analysis staff - From current consortia resources or costs shared	<b>1<sup>st</sup> quarter 2015</b>

Action 3	Responsibility	Resources	Achieved By
Category Sourcing Plans developed and, where needed, new category groups formed	Heads PEL JCG	Data analysts – either drawn from current consortium resources or costs shared. Support from members is needed for regional and national groups.	<b>Start 1<sup>st</sup> Q 2015</b>  <b>Complete 3<sup>rd</sup> Q 2015</b>

Action 4	Responsibility	Resources	Achieved By
Develop a Sector Contracting Strategy based upon Category Analysis	Heads of consortia Lead NEUPC  Working with UKUPC	This will also require leadership of members and the relevant groups / NWP.  Resourced from current consortium resources / hiring staff and sharing costs	<b>4<sup>th</sup> quarter 2015</b>
Action 4a	Responsibility	Resources	Achieved By
Obtain 'Buy-In' to new PEL (UKUP) sector Contracting Strategy by members	Heads of consortia & FDs and heads of procurement in members	Marketing Staff - From current consortia resources or costs shared	<b>By end of 2015 and ongoing</b>

<b>Action 5</b>	Responsibility	Resources	Achieved By
Agree and apply a consistent format for presenting agreement information to members, especially on the uniBuy database.	Heads of consortia  Lead SUPC	Contracting staff from current consortium resources or costs shared	<b>Ongoing by end of 2015</b>

<b>Action 6</b>	Responsibility	Resources	Achieved By
On-line national contracting programme available through all consortia websites, accessible by all members	Heads of Consortia  Lead NWUPC	Possible website / page development required – costs to be shared	<b>Dependent on above &amp; below, by end of 2015</b>
<b>Action 6b</b>	Responsibility	Resources	Achieved By
Develop a ICT Strategy	Heads of Consortia  Lead NWUPC	Current to write strategy with needed resources then contingent upon agreed way forward	<b>Strategy end 2015</b>  <b>Implementation by 1<sup>st</sup> August 2016</b>

<b>Action 7</b>	Responsibility	Resources	Achieved By
Carry out an online survey to capture concerns of procurement professionals and other buyers	Heads of consortia via marketing officers, chairs of NWP, etc.  Lead NWUPC	On-line survey and staff costs from current resources	<b>End of 2015</b>

<b>Action 8</b>	Responsibility	Resources	Achieved By
Carry out regular consultation with commodity groups and NWP	Heads of consortia	Meeting costs, staff time, collation of results – action plan from analysis. Current staff or hired in resource with costs shared	<b>End of 2015</b>

<b>Action 9</b>	Responsibility	Resources	Achieved By
Standardise KPIs across PEL	Heads of consortia	Current staff or hired-in resource with costs shared	<b>For survey of 2014/15</b>
<b>Action 9a</b>	Responsibility	Resources	Achieved By
Compile PEL report for 2013/14 for stakeholders from existing data	Heads of consortia	Current staff	<b>Early 2015</b>

<b>Action 10</b>	Responsibility	Resources	Achieved By
Review and agree Comms and Marketing Plan	Heads of Consortia	Already drafted	<b>For PEL AG meeting November 2014</b>
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<b>Action 10b</b>	Responsibility	Resources	Achieved By
Comms and Marketing Plan to include or be supplemented by high level plan aimed at P-UK, UUK, BIS and sector bodies, particularly AUDE, to maximise the visibility and impact of PEL to include the use of Public Relations (PR) experts	Comms and Marketing Group and Heads of Consortia	Current staff and external PR experts – with costs shared	<b>High Level Plan May 2015</b>

## Appendix 2: Acronyms and Membership Details

AHUA	Association of Heads of University Administration
AUDE	Association of University Directors of Estates
BUFDG	British Universities Finance Directors Group
CCS	<p>Crown Commercial Service</p> <p>The UK Government procurement body. Mainly focused on English central government, its supply agreements are open to the UK wider public sector. Previously known as the Buying Agency, BuyingSolutions, Office of Government Commerce and Government Procurement Service.</p>
CPC	<p>Crescent Purchasing Consortium</p> <p>The purchasing consortium for further education colleges and academies with over 2,000 members. A member of the JCG, based at the University of Salford and with agreements useful for HEIs and other members.</p>
JCG (UKUPC)	<p>Joint Contracting Group</p> <p>The senior operational category / contract managers from the members of UKUPC plus a representative of the further education Crescent Purchasing Consortium (CPC). Chaired by a consortium head.</p> <p>Organises and implements collaborative agreements as per the Collaborative Procurement Protocol. Undertakes category analysis and management.</p>
NWPs	<p>National Working Parties</p> <p>Expert user groups with representatives from consortia and members, both procurement and technical staff, that advise and take responsibility for specific contracts and/or categories, for example High Value Laboratory Equipment (HVLE), that includes academic technical experts and consortia and member purchasing officers.</p>
UKUPC	<p>UK Universities Purchasing Consortia - A group co-ordinating HE collaborative procurement in the UK, comprised of the heads of the regional and specialist consortia:-</p> <p>Advanced Procurement for Universities &amp; Colleges (APUC)  Higher Education Procurement Consortium, Wales (HEPCW)  London Universities Purchasing Consortium (LUPC)  Southern Universities Purchasing Consortium (SUPC)  North Eastern Universities Purchasing Consortium (NEUPC)  North Western Universities Purchasing Consortium (NWUPC)  The Energy Consortium (TEC)  The University Caterers' Organisation (TUCO)</p> <p>and the Head of Procurement and Shared Services at the Higher Education Funding Council, England (HEFCE).</p>