

# Linked

The magazine for LUPC Members and Suppliers



*Emerging from lockdown: lessons learned and advice for the future*



THINK  
OUTSIDE  
THE BOX

**LEADERSHIP:**

Procurement specialists should take centre stage



**EFFICIENCY:**

Creative approaches to saving money



**RESPONSIBLE PROCUREMENT:**

The impact of the pandemic on workers' rights



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## Welcome to the summer edition of *Linked*



**Don Bowman**  
LUPC Director

Once again this edition is online only. I hope you are all keeping well under the circumstances and are enjoying the limited return to at least some, normality.

It has been an extremely busy time for us at LUPC, as I am sure it is for you. We have all had to learn to conduct business in new ways and create what is becoming a new business as usual, for now at least!

We know that there are significant challenges ahead and we are working as a consortium, and nationally, as a part of the UK Universities Purchasing Consortia (UKUPC), to assist you in the identification and delivery of efficiencies.

We will continue to produce a large number of online events to support our wide-ranging membership. Details of future events can be found on our [website](#), with past events now also being made available via our [YouTube channel](#) which you can find out about in this edition.

I would like to draw particular attention to the fortnightly Heads of Procurement meetings, which we have been running via Teams.

I know those attending find these useful in a number of ways: understanding what we are doing to support you, learning from each other and networking with peers in this particularly difficult time. We also find these meetings useful to understand how we can help you further.

Thinking ahead to the COUP 2021 conference, which is due to be held at Royal Holloway in September next year, for now we are keeping all options open. Three possibilities are being considered: postponement to 2022; a reduced version of COUP in 2021; and (perhaps optimistically!!!) still holding on to the possibility of a full event, if the situation improves dramatically before the end of this year. We will keep you informed when further decisions are made.

We hope to see you online in the near future and before too long, as things settle down, maybe at a face to face event. Please do not hesitate to [contact us](#) if we can support you in any way. We are, after all, your consortium and if there is anything else we can assist you with we are always keen to know.

**Don Bowman**  
July 2020

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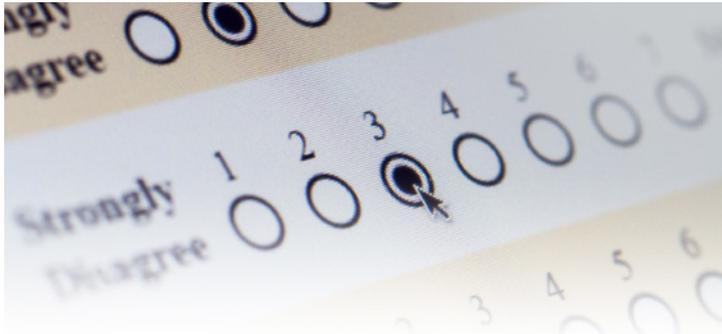
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## Take part in our membership survey

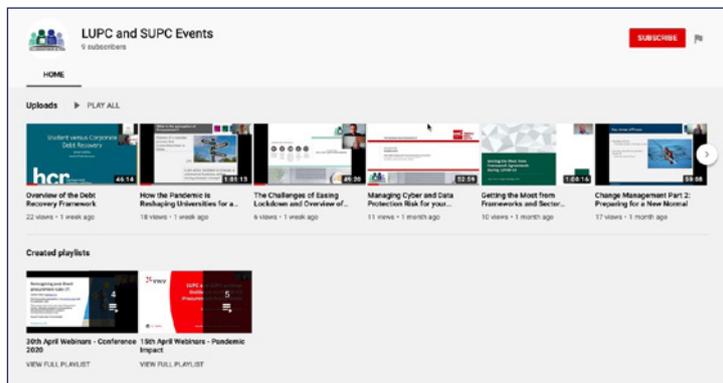


Our membership survey for 2020 was emailed to the main purchasing contact of our member institutions on Friday, 10 July. We strongly encourage you to complete it so that we know how we are doing and how we can continue to entirely meet your needs.

If you have not received the link to complete the survey, please contact the head of membership and marketing, [Suzanne Picken](#), as we would love to hear back from every one of our members. The deadline for completion of the survey is Friday, 7 August.

If you would prefer to discuss your views more personally, please contact LUPC director, [Don Bowman](#).

## YouTube Channel launched



We have created an [LUPC and SUPC Events YouTube Channel](#) to host our webinar recordings so members can access them at their leisure.

Recordings are now available for our COVID-19 webinars on debt recovery, the challenges of easing lockdown and how the pandemic is re-shaping universities for a more efficient future.

You can also find our Conference 2020 webinars. Content includes advice from legal firm, VWV, on PPN 01-20 and 02-20 and presentations by SUMS Consulting on successful change management and personal resourcefulness, managing cyber and data protection risk for your organisation, getting the most from frameworks and sector resources, and preparing for the new normal.

Slides from presentations and webinar recordings can be accessed in the members area of our website [here](#).

## New list of framework agreements

We have compiled a [list](#) of all framework agreements led by the UK Universities Purchasing Consortia that are available for use by LUPC members. Please contact the LUPC member of staff assigned to each framework agreement, should you require any assistance. In addition, we have created a new [Frameworks section](#) on our website menu, which hosts this new list and details frameworks in the pipeline.



## PPE Framework Agreement regularly updated

We are receiving regular updates from CPC PPE agreement suppliers. Click [here](#) for current stock availability and lead times. Full information on the agreement is on the [HE Contracts website](#).

The Framework Agreement will be in place for an initial period of two years to 9 May 2022, with two possible one-year extensions up to 9 May 2024.

There are 14 successful suppliers awarded to the new framework, with eight suppliers per lot to ensure members' demands can be met throughout the year.

The lot structure includes;

- Lot 1 – Personal Protective Equipment (PPE)
- Lot 2 – Clothing
- Lot 3 – Uniforms
- Lot 4 – One Stop Shop
- Lot 5 – First Aid

## Heads of Procurement catch-ups a success

Our heads of procurement meetings are proving to be very productive events.

They take place on Fridays from 9.30-10.30 every other week. The main aim is for our members to share their current experiences and challenges. We also give a brief update on LUPC/UKUPC activity. These meetings are an opportunity for you to network with your peers and to learn from each other and for us to find out how we can do more to help you.

At a recent meeting, we heard from Ashley Shelbrooke, Procurement Specialist at HEPA. Ashley updated us on the events he has been working on with the HEPA learning and development group. These include training on basic contract terms, an update on Brexit, some new resources around negotiation and some support for those wanting to train others outside of the central procurement team.

Sustainability remains a focus for many of you. With the reduction in business travel and so many staff working at home, carbon emissions will have reduced drastically. Additionally, very real efficiencies have been realised by many, from basic “wins” such as fewer printed pages, to big gains around site visits being done via virtual visits on cameras etc. Now is a great time to think about where we can focus efforts in the future to maintain or grow these benefits to our environment and organisation.

We hope you can join us next time, you can book your place and share any topics you want to discuss. Details are on our [events page](#).

A link to attend the heads of procurement meeting will be sent to registered participants the day before each meeting. During registration, please let us know of any topics you wish to discuss during this meeting, as this will inform the agenda.

The next one is 31 July.

## NEWS in brief

### Responsible Procurement guidance documents now online

A new section of our [website](#) contains useful documents to help with your responsible procurement. If you come across any guidance, which you think should be included on this page, please contact [Marisol Bernal](#).

### Creditsafe – Support and Passwords

In the event that you experience issues with accessing your LUPC Creditsafe account, you can now request support directly via [premier.support@creditsafeuk.com](mailto:premier.support@creditsafeuk.com) or 0800 028 4124.

To prevent unauthorised access Creditsafe will implement a quarterly password change from 1 August. Creditsafe will email a reminder to your registered mail address.



### New board member

We welcome Ralph Sanders to LUPC's board. He is a qualified accountant with seven years of experience with American Express in Brighton, London and New York and 11 years of experience within Higher Education working at City, University of London and London South Bank University (LSBU).

In 2017, LSBU was shortlisted for 'Outstanding Financial Performance' and in 2018 it was shortlisted for 'Outstanding Strategic Planning Team'.

## NEW AGREEMENTS

- **Personal Protective Equipment (PPE), Clothing and Uniforms framework**
- **The Vulnerability Assessment Service and Tools Supply framework**
- **Life Sciences Reagents, Kits & Consumables agreement**

## UPCOMING TENDERS

### Frameworks in the pipeline

LUPC will regularly update this page with details of proposed new agreements or re-tenders within the next 6-12 months. The aim is to inform the wider membership of what we're planning before agreements are awarded, and help give you a planning horizon for your own procurement.

### Tenders in progress

Listed below are current tenders being undertaken across all six HE purchasing consortia, and open to LUPC members. Expected award and go live dates are in brackets. For further details, contact the LUPC contract manager listed.

- **Web Filtering and Monitoring** (expected to go live late July/very early August 2020)
- **National AV framework agreement** (expected to go live early August 2020)
- **Insurance Services** (Financial Lines) (awarded and live 1 August 2020)
- **Online Streaming and Training Services** (expected to go live October 2020)
- **White Goods - National** (expected to go live March 2021)
- **IT equipment disposal** (expected to go live April 2021)

- **Software Licence Resellers Agreement (SLRA) – National** (expected go live December 2020)
- **Global Mobility Support Services** (expected go live September 2020)
- **Apple** (expected to go live January 2021)
- **Legal Services – National** (expected go live November 2020)
- **National Education Printer agreement** (NEPA) (expected to go live January 2021)
- **Servers, Storage & Solutions National Agreement (SSSNA)** (expected to go live May 2021)
- **General Laboratory Equipment, Supply, Delivery, Installation and Post Installation Services** (expected to go live June 2021)
- **Estates maintenance and minor works** (expected go live Autumn 2021)
- **Floor coverings – National** (expected to go live Sept 2020)
- **Cleaning Services – Regional** (expected go live Autumn 2021)
- **Security Services (Guarding and Reception) – Regional** (expected go live Autumn 2021)
- **Gases (IUPC) - National** (new agreement due to go live Summer 2021)
- **Virtual Learning Environment (VLE) and Associated Services**

## DATES FOR YOUR DIARY

- **Heads of Procurement catch-up** 31 July 2020
- **An overview of ISO 20400 for sustainable procurement** 6 August 2020
- **A one-day category event: HR** 29 September 2020
- **COUP2021** 7-9 September 2021 (*LUPC is carefully considering the viability of this conference, the safety of participants being the primary concern. Further information will follow in the autumn.*)

# Responsible Procurement: News



## Marisol Bernal, LUPC's category manager, responsible procurement, summarises government advice and action on modern slavery statements during the Pandemic

The Home Office recently provided new guidance on publishing modern slavery statements during COVID-19. The guidance highlights the importance of businesses

identifying and addressing risks of modern slavery in their operations and supply chains during the Coronavirus Pandemic. The statements should include health and safety, grievance procedures, recruitment and supporting suppliers.

According to the new guidelines, organisations;

- can delay the publication of their statement for up to six months, but should state the reasons for the delay
- still need to report on the actions taken during the Pandemic
- should use their next statement to demonstrate how they monitored risks during this time.

The issues to consider during the COVID-19 pandemic include:

- **Health and safety:** Ensure that the relevant local or national government policies are implemented throughout your supply chain. This may include implementing social distancing measures or paying statutory sick pay in order to prevent the spread of the virus.
- **Supporting suppliers:** Businesses should prioritise engagement with suppliers. They should avoid late cancellation of orders and pay for orders already in production where possible. Failure to pay orders can lead to workers not receiving wages for work they have completed.
- **Grievance procedures:** Ensure that workers are still able to access relevant grievance procedures.
- **Recruitment:** During the Pandemic, risks in recruitment processes may be higher due to an increase in demand for short-term, low-paid workers. Businesses should ensure that they, and their suppliers, are maintaining rigorous checks during the recruitment process to ensure vulnerable workers are not being exploited.
- **Emerging risks:** Business may need to undertake risk assessments to identify new or increased modern slavery risks in their operations and supply chains. As part of these risk assessments, businesses should consider which parts may be particularly vulnerable and keep their Board of Directors updated.

Businesses should not assume that the Pandemic offers an excuse for failing to publish their modern slavery statements. On the contrary, this temporary extension is an opportunity for businesses to adequately adapt or update their due diligence and risks assessments practices.

Click [here](#) for more information on LUPC's responsible procurement work. [Read LUPC's modern slavery statement.](#)



## UK Government publishes Modern Slavery Statement

The UK has become the first country to publish a [government modern slavery statement](#).

The statement sets out the steps the Government took to identify, prevent, and mitigate modern slavery in its operations and supply chains. This includes engaging with around 400 suppliers, delivering training to over 250 government commercial staff involved in procurement and developing a due diligence tool.

The Government establishes clear requirements for ministerial government departments to publish their own statements from 2021 onwards and to collect data on their tier 2 suppliers. It also states that major procurements in central government will explicitly evaluate social value at award stage, with a minimum 10% weighting where relevant and appropriate.

The Government identified ICT hardware and electronics, construction and service staff as the most severe, salient and strategic risks across most ministerial departments. The Government spent around £6.5 billion in 2018/19 on ICT hardware and electronics. It outlines the collaboration with Electronics Watch to monitor conditions for workers in factories in its supply chains.

The statement highlights examples of remediation by Electronics Watch such as the reimbursement of recruitment fees and related costs, ensuring workers have full access to their identification documents and ensuring overtime is only undertaken on a voluntary basis.

Click [here](#) to read the Government's complete modern slavery statement.

### LUPC's RESPONSIBLE PROCUREMENT ADVISORY GROUP (RPAG)

The RPAG steers LUPC's responsible procurement work, by having strategic decision-making power over its Responsible Procurement Policy and Strategy. The Group also provides advice to LUPC Members in relation to Responsible Procurement issues. For more information about joining the group, contact [Marisol Bernal](#), category manager, responsible procurement, [m.bernal@lupc.ac.uk](mailto:m.bernal@lupc.ac.uk) 020 7307 2765.

# Keeping a watchful eye on Chinese factories during the Pandemic

**Mike Kilner**, LUPC's senior category manager, reports on the impact of COVID-19 on the electronics industry, based on a talk he gave at an Electronics Watch webinar.

*Photo by Carl Nenzen-Loven on Unsplash*



One of my key duties is to lead on the National Desktop and Notebook Agreement, a UK framework with a total spend of just under £500m across its four years with close to 200 participating public sector institutions. The majority of these are either universities or research-based bodies.

The last iteration commenced in September 2017. Tendering and subsequent

management and dialogue is undertaken directly with the ICT original equipment manufacturers (OEMs). These brand OEMs are currently Dell, HP, Lenovo, Dynabook (Toshiba), Acer and two UK desktop OEMs, Stone and XMA.

With at least one of the named OEMs having a manufacturing hub within the COVID-19 epicentre of Wuhan province and early reports of outbreaks elsewhere across the country, we contacted each of the seven OEMs on the NDNA in January. There was an increasing lockdown in and around China following the appalling and escalating number of deaths arising from the outbreak.

Responses were collated and shared across NDNA buyers in early February, then updated periodically as further information became available, including news wires, such as the Taiwan-based DigiTimes.

By this time there was already a widespread impact on the ICT supply chain. The resumption of production after the Chinese New Year was delayed for a week or more at many centres. With a limited number of workers able or willing to return to work, notebook Original Design Manufacturers or ODMs such as Quanta and Compel were seeing utilisation rates as low as 50%. From a category perspective, there was a surge in demand for notebooks that left vendors and channel partners scrambling.

One notebook OEM, for example, commented: "We have seen an unprecedented surge in laptop requirements across all areas of our business. We have sold more in the last two days than we sold in the whole month of January and our stocks are very much depleted, in fact almost gone. I am getting hourly updates on the situation, but the requests have not quietened down."

This translated into factories working additional shifts and longer hours in order to meet the customer demand. To contain the virus, China (and many other manufacturing centres) issued stay-at-home orders, which dramatically limited manufacturing capacity. Meanwhile, border lockdowns and the large-scale withdrawal of international airline traffic presented huge challenges for those shipping components both domestically and internationally.

Following the publication of the recommendations outlined by the Economics Rights Institute and Electronics Watch, we wrote again to the OEMs in March with a summary of the concerns raised in the paper, together with an article that endorsed the view that workers in China were now working under intense pressure.

A Financial Times article, outlined the pressure on workers in China. One of them told the paper: "We're currently working seven days a week. We're really under the pump right now because of a shortage of factory workers."

The paper reported: "Workers' Rights in China were given special protection on 24 January by the publication of new government requirements to protect workers during the COVID-19 epidemic ('Notice #5'). This, for example requires employers to pay employees who miss work either due to illness, suspected illness, seclusion following their close proximity with infected persons or the effects of other government emergency policies, including restrictions on mobility between regions. We therefore wish to enquire and explore how manufacturing brands have sought compliance to this notice with their ODM partners."

LUPC received a number of responses from the brand OEMs to our enquiries. One of them said: “[We are] always complying with laws and regulations, paying attention to health, safety and environmental protection, abiding by the code of ethics, participating in social public welfare activities, boycotting the activities of anti-social organizations, putting an end to violations of laws and disciplines. While expanding our business, we actively seek the well-being of employees, to fulfil the social responsibility of a large enterprise.”

Another said: “In the past two months, we have trained more than 200 suppliers across China in multiple areas - health and safety, labour rights protection and employee assistance. During the training, we provided dedicated illness prevention modules to all levels of workers, in local languages and in multiple platforms (including mobile phones). We provided an initial donation of two million yuan (\$284,000 USD) to fund badly needed materials including surgical masks, protective clothing and eye protectors for local hospitals, under the guidance of the Ministry of Civil Affairs and the assistance of China Youth Development Foundation and Hubei Youth Development Foundation. We have extended our support in China, delivering an in-kind IT infrastructure donation valued at 6 million yuan (\$853,000 USD) to the Hubei Centre for Disease Control and Prevention (CDC) in China.... and set aside another \$3 million USD in funds and in-kind technology donations to help meet the greatest needs of our communities and the front-line organizations working to treat and contain COVID-19 around the world.”

Hon Hai Foxconn, China’s largest ODM, went on a PR offensive, publicly sharing the list of incentives used to encourage the return and recruitment of more employees at its major assembly plants in Shenzhen and Chengzhou, China. This included free shuttle-bus commuting and meals and accommodation for workers in addition to thorough disinfection operations at plant sites. They reportedly also raised the extra bonus from previously CNY (Chinese Yuan) 3,000 (US c. \$430) to CNY5,000-7,000 for both returning and newly recruited employees seeking to ease labour shortages as soon as possible.

Despite these efforts, any worker-led grievances are very likely to be suppressed across both social and written media alike. Key word algorithms will be used to constantly check and where necessary remove offending materials in order to present the rosier possible picture to the outside world.

We did follow-up in a number of areas including whether effective measures had been put in place by the OEMs to replace in-person monitoring at their ODM partners for example. Obtaining anything of greater value has been very difficult at this time although others may have had more success.

One of the potential outcomes arising from COVID-19 is companies moving out of China to Japan and India. Two articles refer to this possibility in [Japan](#) and [India](#).

We will continue to monitor the situation and apply pressure on Chinese factories to ensure compliance with legal requirements to protect workers’ rights.

**The Electronics Watch Webinar** on the impact of COVID-19 on electronics: from mining to manufacturing and public procurement is now available as a recording, [click here](#).



Photo by Fachri Mochamad on Unsplash

## Electronics Watch reports on workers' conditions during COVID-19 pandemic

Electronics Watch has created a [COVID-19 section](#) on its website “to raise awareness of the impact of the COVID-19 crisis on the workers who are central to our health and well-being. Following our mission, we focus on workers in the electronics supply chain and what public buyers can do to protect their rights and safety even, and especially, today.”

Electronics Watch has also developed a new assessment tool ‘[Human Rights Due Diligence and COVID-19 – Assessment of Public Buyers’ ICT supply Chains](#)’, to support public buyers in their efforts to ensure human rights due diligence in their supply chains during the COVID-19 pandemic. This tool has been developed jointly with the UN Development Programme and consists of questions that public buyers can pose to their suppliers about occupational health and safety, labour rights, and other supply issues. Public buyers can use the tools as a self-assessment questionnaire for suppliers and/or guidance for human rights due diligence.

### Andy Davies elected onto Electronics Watch board



Andy Davies, procurement manager at the Natural History Museum in London, has been appointed to the board of Electronics Watch. He has over 30 years’ experience in both public and private sectors and is a strong advocate for promoting respect for human rights in public supply chains.

## Company Performance Tracker launched

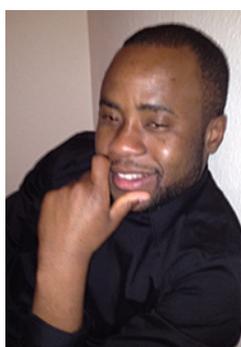
Electronics Watch has released a new tool that will allow affiliates to track the performance of companies in their supply chains. Developed with critical input from affiliates, the Company Performance Tracker (CPT) evaluates a company’s performance against their contractual obligations to protect the rights of workers in electronics supply chains.



Responsible public procurement.  
Rights of electronics workers.

# PPE volunteers reflect on their experiences during the COVID-19 crisis

**Nicola Hill** caught up with four of the procurement specialists who volunteered to help the government at the beginning of the COVID-19 pandemic. She asked about their experiences and what they have learned.



**Jean-Claude Simba**, category manager at the University of East London started volunteering at the end of March and continued until the end of June.

## Why did you want to volunteer?

I worked in the NHS for 10 years, prior to joining my current employer – so I was keen to take up the opportunity to help the country at a time of crisis and to stand in solidarity with the NHS and the nation. Therefore, when I was approached by LUPC to be part of the PPE Project, I could not hesitate to get involved and play my part in saving lives and stopping the spread of the virus.

## What have you achieved during your secondment?

I have felt a sense of honour to be able to support our front-line services by being a part of the team that contributed to the ordering of over 5.6 billion items of vital PPE, enabling front-line health and social care services to deliver effective care safely.

## What have you learned from your secondment?

I had to deal with suppliers across the world, working at different times, and it was surprising to realise the size of the PPE market. With this in mind, we had to be vigilant when assessing suppliers, especially as it pertained to reviewing certification to ensure they meet the NHS standards.

In terms of lessons learnt, I think the project has been an eye opener to me as it took me out of my comfort zone; for instance we were required to constantly deal with issues as they arose, and within very tight deadlines, which tested my resilience skills.

## What do you think the procurement sector can learn from the experience?

The need to make our procurement structure as flexible as possible while continuing to champion our profession, not only within our respective organisations but also to everyone we come into contact with, in a range of settings. In addition, in the event of a second wave, we will have the relevant skills, expertise, and knowledge to cope better with anticipated challenges.

## What do you think are the challenges ahead for the sector?

The main challenge will be the need to cope with the future demand for procurement professionals; we are all responsible for ensuring that we continue to promote our profession in any way, shape or form.



**May Lee**, category manager, commercial and procurement for the Met Office in Devon, volunteered to help the UK Government source PPE. She worked within the Opportunity Cell5 Team from the beginning of April to the end of June.

She says: It was great to work with a team of enthusiastic procurement officers across government and from various ranks, and we all had one common goal to source the best quality PPE for the NHS with the shortest lead time.

## What did you do for the government?

I had to allocate cases on the Mendix government database from a list of prioritised opportunities, contact the suppliers and understand what they were offering. I coordinated the technical review of products, to ensure they met the required standard, and acted as a point of contact for the potential suppliers. If the products met the required standards, the details would be handed over to the buying/closing team to generate purchase orders.

## What have you achieved during your secondment?

I have worked with a team of enthusiastic volunteers across government (MoD, Dept of Education, NHS, Cabinet Office, Crown Commercial Service, Dept of Health & Social Care, private contractors, etc.) to source the best quality PPE with the shortest lead time for our front-line health and social workers.

## What have you learned from your secondment?

I have learned that technology has enabled us to work faster and more efficiently across government. I was surprised how quickly the Mendix case management system was developed and implemented for the suppliers and volunteers to use, and for senior managers to run management reports to ensure we are buying the right products at the right

time in order to meet demand. We also used Microsoft Teams for the volunteers to stay in touch, share information to improve how we communicate with suppliers and standardise the way we work. Lessons for me to take back to my normal day job were to make the procurement process as simple as possible and encourage more team working across my organisation, and to collaborate on bigger projects across government organisations. We can achieve a lot more when we work as a team with a common goal.

**What do you think are the challenges ahead for the sector?**

We need to improve the accuracy of the demand for PPE in real time from our frontline health and social workers to enable procurement to source the right equipment at the right time to reach those who need it most.



**Declan McAlister**, head of procurement at Tate, volunteered in early April and is still working in the evenings, weekends and lunchtimes.

**Why did you want to volunteer?**

Initially it was quite self-centred, as my employer gave everyone three weeks of annual leave at the start of lockdown, so I signed up as a way of not getting under my wife’s feet – we were both working in the same one-bedroom flat. I thought if I was not playing on the Xbox I’d be less of a distraction! But on a serious note, I enjoy being busy and giving something back – I usually volunteer as a Special Constable. This was the perfect opportunity to use my procurement knowledge for the good of the nation.

**What did you achieve during your secondment?**

I managed to help in securing many millions of items of essential PPE – including a few billion ‘Type IIR’ surgical masks. While I was but one link in the chain and everyone had their role to play, I was extremely pleased that I could play a small part. Even in communicating with and filtering out those suppliers who in the end weren’t able to supply was a worthwhile task, as time was saved elsewhere in the process.

**What have you learned from your secondment?**

I’ve learned some extremely valuable knowledge about Asian supply chains and sourcing – I’ve also gained in-depth knowledge of different PPE types, which proved invaluable as we prepared our sites for re-opening – I actually knew what people were talking about when they mentioned FFP2 masks!



**Mandy Johnston** MCIPS, TUCO category manager

**What have you learned from your experience?**

The NHS PPE supplier database system

escalated on a daily basis moving from a spreadsheet to an E-supplier database within weeks. I deeply admired the national spirit, seeing the thousands of suppliers who wanted to help in such a great cause, either by supplying PPE as an agent or re-engineering their production lines to create PPE products and ventilators.

The process reminded me how much I enjoy procurement and actually buying a product. The recollection of Incoterms (International terms of trade for the sale of goods), took me back to my CIPS training, having to differentiate between ‘delivery duty paid’ and ‘free on board’ etc.

**What will you take back to your day job?**

At this early stage, we are all still very much learning from this pandemic. Having returned to normal duties at TUCO on 1 July, we have already begun talks to host a PPE/Disposables/chemicals webinar over the summer.

We are hoping to provide a platform for members to discuss what PPE is available and look at research that’s been carried out on cleaning products, which will hopefully help TUCO members return to their roles as safely as possible. Identifying the correct products needed, such as type I masks, visors and catering disposable gloves/aprons is vital, rather than stocking up on essential medical devices needed for frontline key workers.

The webinar will also give an opportunity for catering managers and DIPCHEM suppliers to discuss how members can reopen in a safe environment as well as any ‘lessons learned’, during the Pandemic.

I have witnessed so many suppliers adapt their businesses, such as vending suppliers adding PPE into their vending machines and creating sanitiser stations.

TUCO has been working with suppliers since the start of the Pandemic and will continue to work with them, to offer help where possible, in this process.

**What do you feel you achieved in your role as a volunteer?**

This has had such a positive effect on me personally. I felt immensely proud to be part of a team who ordered over 5.6 billion items of vital PPE to front-line services. Although none of the PPE team met face-to-face, there was definitely a sense of community within the group of volunteers during the somewhat challenging times.

Knowing I helped some suppliers through these very uncertain times, to escalate their products and services to the correct departments and hopefully contribute to the cause was very satisfying.

**What could other procurement specialists do differently in light of this experience?**

This whole experience has brought about the realisation of how dependent we are on international trade and, when supply and demand comes to the forefront, the UK along with other countries, paid a high price (cost of product and shipping costs) for PPE products.

Talking with some UK suppliers throughout this process, they were aghast at the high prices being put forward by suppliers who pivoted from selling their day to day products to buying PPE products in developing countries without the correct planning and thoughtful execution. Therefore, in the long term, operating an open book policy could help alleviate future price spikes.

Organisations should now recognise that the workplace has changed dramatically and the ‘business as usual’ is now the new normal. Working more effectively as a department, whether it be working from home or standardisation of products/supplier documents, would make better use of staff time and resource in any department. Organisations have had to put trust in staff to carry out their work from home, and, hopefully the majority of staff have stepped up to the mark, making this a feasible option moving forward.

# How the procurement sector can add social value at a time of crisis

**Nilesh Pattani**, head of scientific supply chain & procurement, finance & commercial directorate, Public Health England offers his thoughts on how the sector has helped during the COVID-19 pandemic and considers what else we could do to support unemployed young people.

Firstly, on behalf of Public Health England (PHE), a huge personal and professional thank you to the University Purchasing Consortia and my team for supporting the COVID-19 work. We managed to scale up the testing capacity within the country to a peak of just over 250,000 tests a day, no small achievement I am sure you would agree. This has been a Herculean effort and I sincerely believe our combined efforts have saved lives. This has been the most intense period for supply chain management of diagnostic products. During this period, we all came together to support the UK's response to the demands of COVID -19 and have seen great examples of cooperation and altruism.

During this period, we also witnessed the senseless killing of George Floyd as well as the disproportionate effect of COVID-19 on the BAME community. I have been inspired by the open letter that progressive companies have signed, acknowledging the issues in their organisations and their thoughts about how we could support a diverse workplace that will benefit us all in the longer term.

I was hoping to present this case study at this year's LUPC conference and ask the question: Should we expect suppliers to create social value without embracing it in our own procurement teams?

Readers will be aware that The Public Services (Social Value) Act 2012 requires public sector bodies to consider social value in their procurements. **Porter's value chain** has been developed further suggesting that organisations should work to create shared value that provides societal benefits. This builds on the previous attempts of implementing Corporate Social Responsibility (CSR) within our organisations.

I would suggest, as commercial professionals, we can deliver more for society by creating social value, starting with our own teams. This perhaps could have a much more profound effect on the



society we live in than the money we save in our day to day work, by helping to level up our communities. To achieve this, we need a concerted, collective effort.

## So how can we help effect change?

In 2014, I inherited a team with HR issues, spend outside contract, no strategy, and unsatisfied stakeholders, I am sure you have all come across similar issues! It became clear that this would need drastic action and lateral thinking. One innovation was offering opportunities through DWP's movement to work scheme. This helps unemployed young people showcase their skills and develop new ones. Most new starters do not know what procurement is, so we coach them. So far, we have given eleven young people opportunities at PHE. No questions are asked about background or judgments made and allocation is made by the DWP job coach. We celebrate the unique voices individuals bring and the fresh pairs of questioning eyes. We learn a lot from them. So far, some of the things they have delivered are a Sharepoint site for Supplier Relationship Management (SRM) and built a sourcing pipeline on

Jira, a proprietary issue tracking product developed by Atlassian that allows bug tracking and agile project management. They have also directly supported the purchase of diagnostic testing.

Several have been successful in obtaining paid jobs in my team and starting their CIPS training through the apprenticeship route and are on the path to becoming the commercial leaders of the future. Others have developed important office skills and used the scheme as a stepping-stone to other roles outside of procurement. We have therefore been able to generate social value as a result.

The results have been striking, not only have we built much needed capability and capacity, but it has also created a very diverse team, bringing new ideas to our work.

So, what have you got to lose? Why not try and effect similar change within your organisation?

To find out more, contact:  
**The Department for Work Pensions.**  
Also: **Movement to work.**

# Procurement specialists need to take centre stage to achieve greater efficiencies in the ‘new normal’

LUPC’s **Nicola Hill** summarises the LUPC/SUPC webinar delivered last month by **Joel Arber**, managing consultant and group head of business development, SUMS consulting and **Linda Crotty**, associate consultant, Procurement Shared Services. They looked at how universities need to become more efficient in the wake of the coronavirus pandemic.

Joel started by setting the scene; before the pandemic, universities were already in the middle of a ‘perfect storm’ with increased competition for students, debates about value for money, fewer 18-year-olds, greater regulatory burdens, rising pension costs and the impact of Brexit. Out of the 194 Higher Education Institutes (HEIs) that submitted data to the Higher Education Statistics Agency (HESA), 119 (61%) were in deficit at the end of 2018/19. And then COVID-19 came along.

In a remarkably upbeat talk, Joel advised embracing the financial challenge and using it as a compelling reason to transform structures and systems for good. Given that we have now all been forced to use IT to conduct meetings, conferences, lectures, webinars and tutorials, Joel believes universities should capitalise on this digital transformation. He suggested re-shaping physical spaces and creating smaller, higher quality, high-tech campuses.

He also advocated a radical re-think of the university calendar, which would make business models more robust. “COVID-19 exacerbated the reality of universities’ reliance on a rigid calendar. We should be more student-centric to allow students to access learning at multiple start dates, so they don’t miss out on a whole academic year if something goes wrong, while de-risking universities’ income streams.”

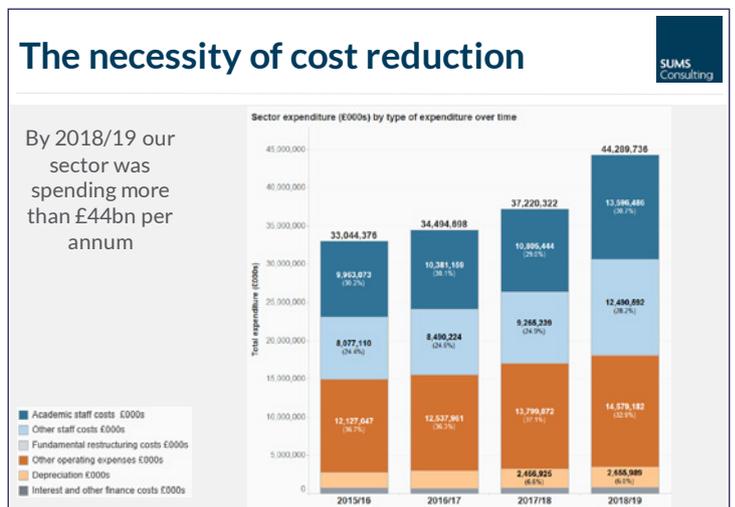
COVID-19 presents sharp income challenges, colliding with escalating operating costs, especially as universities have large infrastructures given their size. HESA’s data returns show only 29 universities had more than 20,000 full time equivalent students in 2018/9. Yet, 64 had more than 2,000 staff, 39 had more than 3,000. On top of this, more than half of HEIs have more administrative staff than academics, with 22 universities having ratios above 60:40.

Before the pandemic, many universities were looking at needing to make savings of up to £20m; now some universities are talking about having to find savings of up to £100m, which is an unprecedented level of cuts.

In light of this, Joel advised that procurement needs to be seen as a source of innovation and a starting point for driving efficiencies. Procurement specialists should present a balanced view of outcomes from procurement activity aligned to the strategic aims of the university.

Linda Crotty outlined what’s required to achieve sustainable change:

- A firm and clear commitment from leadership to make the change



Graph: Sums Computing

- A simple and consistent description of success and clearly endorsed benefits
- A clear focus on outcomes, not deliverables
- An appropriate level of stakeholder support and engagement at all levels in the organisation
- Skills to sustain the change

She advocated asking the following questions:

- a. Where to start?
- b. Where do we want to be?
- c. How can we deliver further efficiencies?
- d. What changes do we need to make?

The process of reaching the goals involves benchmarking, spend analysis and stakeholder engagement, cost-benefit analysis and prioritising the savings plan. Crotty said now is the time to make tough decisions about programmes and services that are no longer required. HEIs need to consider mergers, as well as sharing spaces and resources.

Crotty urged universities to act quickly and decisively not just to save next year’s finances, but to reshape their long-term financial future. “Procurement should be central to executive thinking. It should be about changing institutional behaviour and culture and acting as a strategic partner.”

Joel concurred, adding that universities will need to be creative and think ambitiously. COVID-19 has created a ‘burning platform’ to drive innovation in operating models. Facing up to these challenges could mean universities exploring shared space, shared services, special purpose vehicles or even mergers. Taking a strategic approach to procurement and the savings it can realise is a great starting point.

**What do we want the perception of procurement to be?**

Post Covid-19 how procurement could be perceived in the new normal.

- Procurement needs to be seen as a source of innovation.
- There is a need to present a balanced view of outcomes from procurement activity – aligned to the aims of your university.
- We need to sell the narrative about how procurement adds

value, and, live up to this narrative.

- Procurement needs to take the lead on managing the supply base and driving strategic alliances.
- We need to ensure that the procurement key performance indicators drive the right culture, behaviour and outcomes.
- We should be seen as proactive commercial partners.

If you would like to watch the full webinar, you can access the recording on the LUPC and SUPC Events YouTube channel [here](#).

Slides from the talk are available [here](#).



**Joel Arber** joined the SUMS Group in February 2019 to take a leadership role in higher education consultancy balanced with leading business development across the Group’s services. He has an extensive background in marketing and communications and was previously a Pro Vice-Chancellor at the University of Central Lancashire.



**Linda Crotty** is a senior procurement professional with over 18 years’ experience within the public and private sectors, working with clients to achieve performance improvement through procurement.

<https://www.hesa.ac.uk/>

<https://sums.org.uk/>

# Case Study: How can the HE sector help to develop ethical products and services?



**Dr Nicola Hogan**, sustainability manager (operations) King’s College London.

Readers will be only too aware of how UK higher education institutions procure for the best possible deal on products and services (HINT, it’s via the purchasing consortiums). Procuring via a consortium ensures items are ‘fit for purpose’ and

purchased at an affordable price, thereby offering long term value for money.

The ethical and sustainable performance of a company or product is also a criterion in the decision-making processes. The lifecycle of a product and its recyclability are considered before being added to the framework.

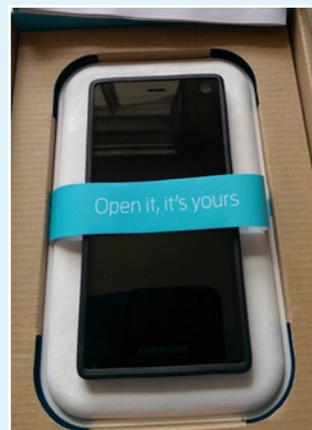
However, the HE sector’s role in procuring for more sustainable and ethical products should not stop at purchasing. They should also play a role in the market research of such products particularly if it means supporting smaller companies that would benefit from sector support. By effectively ‘trailing’ such products and offering feedback,

universities and colleges can further support such businesses while at the same time expand their sustainable and ethical credentials.

One such example that comes to mind was a trial of the Coop’s Fairphone 2. The aim of the trial was to add Fairphone 2 to the list of staffs’ work phones. While the phone was noted as having a number of good features, the trial showed that in this instance, it was not robust enough for a busy facilities manager.

Even though Fairphone 2 was not added to the institution’s list of staff phones, feedback to the Coop proved useful as they worked on improving their product and have since launched Fairphone 3.

Trialling ethical and sustainable products and sharing the findings with the sector is a practical means by which the sector can more broadly support a fairer and more ethical marketplace. For this reason, perhaps ‘product trialling’ could be added to the procurement process for the HE sector?



# QA Your questions answered

This is our regular dialogue page with our members posing questions to our senior category managers.

Please send in any questions about procurement to [Suzanne Picken](#) – you can remain anonymous if you prefer.

## Q1 *“Colleagues keep forwarding me calls from suppliers on frameworks. This takes up valuable time – is there any way you can help?”*



**Antonio Ramirez**, senior category manager says: These conversations can be disruptive and time consuming but they can be turned into influencing opportunities with your colleagues, asking about their department’s needs and taking a few minutes to explain how to respond to calls from suppliers by sending them the link to LUPC’s [Supplier Area](#). If the supplier

needs further information, they can look up their offering in our [Agreements](#) section to find the most appropriate framework agreement and the relevant contract expiry dates. Staff can advise the suppliers that they can contact the relevant consortia category manager, if necessary.

Use this as an opportunity to advise your colleagues and stakeholders about the range of categories they can access through LUPC frameworks, as well as other practical resources such as previous issues of [Linked Magazine](#), [Training](#), [Category Events](#) (for subject matter experts), [Webinars](#), and our [Responsible Procurement Guidance Documents](#) (which offer time-saving ready-made tender questions to adapt.)

## Q2 *“We are worried about the risk of internal fraud with less visibility due to home working”*

**Antonio** says: Fraud is a serious matter and needs to be handled very delicately and can be stressful for those who become aware of this type of misconduct which can range from petty theft to more serious cases such as P-Card fraud or collusion with suppliers. Any type of evidence gathering can be extremely time consuming as internal fraudsters usually understand finance systems, workplace cultures, and the psychological intricacies of lines of authority and trust. Most HEIs will have an anti-fraud policy and a whistleblowing policy designed to protect the institution and the individuals who witness such activity. Staff who are aware of any type of misconduct should read both policies carefully and follow the guidance, which often exists on the intranet. Often, this entails approaching their HR representative for a confidential or anonymous conversation.

To manage stress and emotional wellbeing, many HEIs will have a [Staff Wellbeing](#) contract in place, which usually includes an anonymous helpline that can offer advice and support. Further insight on this topic can be found by running a “Fraud” word search on [HEPA](#), and in the [Summer 2019 edition](#) of [Linked Magazine](#). Additional discussion and support can be accessed via the [HEPA discussion boards](#), which allow anonymous posting, so colleagues can communicate with others in the sector who might have experienced this issue. It is important that staff understand they are not alone as this is not an uncommon problem.

## Q3 *“What should I do if my supplier isn’t performing as they should?”*



**Emma Keenan**, deputy director, says: Good contract management is the missing link in the great work of many procurement teams. Regular reviews, good communication, monitoring performance against KPIs and practising a good relationship are key to setting yourself up to manage well if there is an issue. If there is a problem, early identification will be easier, discussion around the impact will be quicker and a solution will be reached more easily.

If you haven’t been undertaking good contract management to date, the first step is to gather clear evidence of performance (good and bad) from a variety of stakeholders, identify exactly what the problem is (note: sometimes the issue stems from something internal rather than the supplier’s behaviour). Ensure you clearly understand the issue, what the contract says and means, who has been engaged in any discussions to date and be definite about what you expect for the future. If you need any advice or support with a specific issue, the LUPC team is always happy to support you.

## Q4 *“Can I still do a call-off during lockdown?”*



**Roy Dennis**, senior category manager, says: During lockdown (and the easing of) call offs from our frameworks remain as defined in the buyer’s guide for the framework.

LUPC has remained in contact with framework suppliers to ensure that they continue to meet obligations to supply goods or services to our members. Understandably, the furlough of suppliers’ staff may result in contact name changes or small delays in response.

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This section will give you an update on any new agreements in place, or news on existing agreements. Please note this is not the full list of available agreements, just those where there is some news to report. For the full list of agreements and for further information on any of the agreements listed here, please visit the [HE Contracts \(HEC\) site](#):

The initials next to each agreement indicate the LUPC Contract Manager you should contact for further information about a particular agreement, these are as follows:

<b>JG</b>	Antonio Ramirez	07932 646741	a.ramirez@lupc.ac.uk
<b>DW</b>	Julie Gooch	07546 050 410	j.gooch@lupc.ac.uk
<b>JK</b>	Joyce Kadri	07884 551 949	j.kadri@lupc.ac.uk
<b>MK</b>	Mike Kilner	07932 347 182	m.kilner@lupc.ac.uk
<b>RD</b>	Roy Dennis	07419 583 838	r.dennis@lupc.ac.uk

Other useful contacts:

**JISC** [www.jisc.ac.uk](http://www.jisc.ac.uk)    **TUCO** [www.tuco.org](http://www.tuco.org)    **TEC** [www.tec.ac.uk](http://www.tec.ac.uk)

**AUDIO VISUAL**

**Audio Visual Products and Services – HEPCW, LUPC and SUPC MK (Going to National)**

A total of 28 Small Lot and 25 Large Lot bids were received by the tender deadline. The evaluation is currently being undertaken, which includes completed input from LUPC.

There are several outstanding Quality Questionnaire evaluations to be received from members of the working party ahead of a necessary period of scoring moderation, followed by the award recommendation process.

**ESTATES & FM**

**Catering Consultancy Services – National JG**

A one-year extension period is to be exercised and research to be carried out to investigate both market and current agreement usage to assess future agreement requirement.

**Catering Outsourced Services – National JG**

The option of a first year extension has been taken and agreed by suppliers.

The one-day catering event scheduled for May was postponed due to the current COVID-19 situation and will be re-scheduled at a later date.

**Cleaning Services – Regional/Estates Maintenance and Minor Works – Regional/Security Services (Guarding and Reception) – Regional JG**

A draft strategy has been produced to tender a new agreement which will combine cleaning, security and estates maintenance and minor works. An online supplier engagement meeting took place on 16/4/20 to obtain market input into the process. Due to the COVID-19 situation, it has been agreed that the current framework agreements should be extended for a one-year period. Existing providers have been approached to obtain agreement of extension. All framework agreement suppliers have signed and returned their extension agreement. It is likely that the process for the new agreement will be picked up again in September, but is still subject to on-going review.

**Electronics (NUWPEC) – National MK**

Suppliers are working with reduced teams as well as with the Government to support the NHS.

The National Group will convene on 23 July for the first set of reviews since the new agreement commenced. Amongst the agenda items will be Packaging and Sustainability, Savings (cashable) opportunities during the next 24 months and the consolidation of orders.

**Floor Coverings (NEUPC) – National JG**

Closing date for return of tenders was 30/6/20. Evaluation is currently underway.

N.B. The initial submission deadline of 11/05/20 was changed via a Corrigendum notice.

**Furniture Supply and Installation AR**

In April the NWUPC issued a questionnaire to all suppliers on this framework to understand how their business is reacting and adapting

to disruptions caused by the COVID-19 crisis, and what products and measures they are offering to assist customers as they gradually return to work. This engagement has provided considerable insight which is being distributed via regular communications to the Furniture Category Group. This information is being made available to members via various means such as the LUPC and NEUPC’s COVID-19 support webpages.

**Lifts - Consultancy, Maintenance and Refurbishment – National JG**

NEUPC shall be extending the current framework agreement under Reg 32 to the end of March 2021. This is due to the fact that the majority of the technical stakeholder base have been on furlough and unable to form an effective tender working party.

**Mail Services – National JG**

There is currently no framework in place for Domestic Business Mail, and the provision for International Air Mail, included in the previous Couriers Framework Agreement, has now expired. The new Framework Agreement will cover all business mail services for letters and packages below 2kg. Lot 1 will be for UK Domestic Mail and Lot 2 will be International Mail.

NEUPC has circulated the commodity strategy for review by 14/07/20. The aim is to issue the ITT by the end of July, with an indicative commencement date of 1/10/20.

**Pest Control – National JG**

APUC are not planning on re-tendering this requirement. Uptake has been very low in recent years, with most members preferring to source outside of a framework agreement.

**White Goods – National MK**

Market engagement commenced through the publication of a Prior Information Notice (PIN), with some individual engagement meetings still to be completed. There has been a healthy level of interest from both manufacturers and distributors. Work is ongoing on the strategy and the tender documentation, with the first draft of the strategy issued to the working party in early July. The opportunity is scheduled to be advertised to the market in September with an agreement start date of 01/03/21.

On the current agreement, all participating suppliers have returned signed extension letters in accordance with the decision to extend the agreement through the process established by the UKUPC Joint Contracting Group in response to COVID-19. The HE Contracts site has been updated accordingly.

**ICT & TELECOMS**

**Computing - Data Centre Management Equipment and Infrastructure – National MK**

Contract implementation meetings have now been completed. Responses to COVID-19 questions on supply chain and availability have been positive overall. All suppliers remain operational under COVID-19 and many can offer routine and emergency maintenance, albeit using additional safe working practices as required. Several are assisting critical functions within key customers to ensure business continuity.

**Computing- Desktop and Notebook Agreement - National ('NDNA') MK**

Sales figures by region and OEM (including resellers) for the agreement up to and including Q3 2019/20 shared with the working party and the suppliers as well as hosted on HEC for institution visibility. Year-on-year notebook spend has increased, demand partly driven since lockdown commenced.

Pricing discussions with XMA have taken place.

After several years in the role, Dell’s NDNA Framework Manager Andrew Barnes will be departing his role at the end of July to be replaced by Tim Beeby, who currently shadows AB on SSSNA and has been with Dell for 16 years. Dell have been asked to populate the specifications and pricing for their new models using the NDNA benchmark modelling.

Lenovo quarterly price and new product review took place 24.

The HP quarterly price and new product review is set for 14/07/20.

Dynabook (Toshiba) have commenced sending in the necessary details in support of their request to include Sharp as a third reseller, as permitted.

The NDNA framework will be initially extended to 31/08/21 once July's price reviews have been settled.

### Computing - ITRAP (IT Related Accessories and Parts) – National MK

The old framework officially expired at the end of May. All suppliers are working during the current period and can deliver to home addresses.

### Computing - Networking Supply & Services – National MK

Suppliers have been approached for updated information on the impact of COVID-19 and responses have been broadly positive. All have been keen to promote partner initiatives to help the current way of working including Webex and working from home solutions for example.

### Computing - National Education Printer Agreement 'NEPA' (Provision of Print Equipment and Managed Print Services) - National MK

The new ITT was due to be issued by NEUPC mid-June but has since been delayed further.

The working party had previously submitted comments on the draft ITT during May.

### Computing - PCs with Apple Operating Systems – National MK

The decision was taken to extend the current agreement until 31/12/20 and the timescales for the procurement exercise for the new agreement delayed until such time that the supply base was in a better position to respond.

Tender documents are currently being drafted and it is anticipated that the new agreement will be awarded from mid-late November 2020.

Academia's Education Team continue to update their events page with both forthcoming Apple-related events and the materials from those held previously.

### Computing - Server, Storage and Solutions National Agreement ("SSSNA") MK

The current framework agreement has now been extended for a further six months and will expire on 30/4/20. All suppliers have agreed to the extension with the exceptions of Atos, where there has been a change of Framework Agreement Manager (work is continuing with Atos to agree the extension) and MCSA, which was acquired by Park Place Technologies. MCSA declined to extend and will no longer be on the framework agreement after October 2020.

The tender working party is now in place for the re-tender and work on this is likely to commence in August.

### eProcurement System AR

Currently four call off contracts have been awarded under this framework.

Considerable marketing activity was carried out in this quarter: in May the NWUPC ran an interactive system demo webinar to approximately 20 of their members. LUPC and SUPC jointly hosted two further system demonstrations on the 30/06/20 and 09/07/20 with a total of 72 members joining the webinars. Feedback on the system and sessions has been consistently positive.

LUPC is engaging with other consortia to arrange future sessions.

### Jisc Network Equipment Framework MK

Due to heavy workloads and staff shortages, the service reviews covering the Feb-April quarter were not held as calls with each of the 28 suppliers. Instead, they were provided with email updates covering the usual areas of performance, reporting/invoicing, framework usage updates. Normal quarterly service review calls will resume with each of the suppliers in August covering the May-July period.

The uptake on the framework continues to be very healthy with a total of 65 different organisations purchasing via the framework to date.

### Jisc Telecommunications Framework MK

A total of 31 different customers have placed orders since the start of the framework. Service reviews for the previous quarter were undertaken via email updates with the next service reviews due to take place in early August.

### Jisc Vulnerability Assessment Services (VAS) Framework MK

The new Vulnerability Assessment Service and Tools Supply Framework has three suppliers, CCL Solutions Limited, IP Performance Limited and Khipu Networks.

The new framework contains options of a Lot for Vulnerability Assessment Services and additional Lots for Supply of Vulnerability Assessment Tools and the Supply and Support of other Vulnerability Assessment and Scanning Solutions.

### Jisc Web Filtering & Monitoring Framework MK

The previous Web Filtering & Monitoring framework expired in May. The evaluation for the new framework has been completed and award letters are due to be sent out w/c 6/07/20. An anticipated start date for the new framework is late July/very early August.

There will be two Lots on the new framework; one solution for where the architecture is predominantly cloud based and the other for where the architecture is predominantly local appliance based.

### Jisc Simulated Phishing Service and Associated Training Framework MK

The current framework has nine months left to run. Work on the replacement strategy for this framework is scheduled to take place in late 2020.

The framework to date has been used by 53 different organisations, with a steady and even spread across the three years of operation.

### Jisc SMS Framework MK

The Jisc SMS framework continues to be well used. March saw a massive spike in orders with 177, compared to a normal monthly average of 60, coinciding with the government lockdown restrictions announcement. A total of 11 new customers signed up in March, compared with the usual 3 or 4.

### Software License Resellers (SLRA) – National MK

The SLRA re-tender is due to be released the week commencing 13/07/20. Dates for the evaluation will be discussed with the tender working party and agreed during the next few weeks. The new agreement is scheduled to be live from 01/12/20.

### Telecommunications inc. landline and mobile – National (CCS) RM1045 MK

Aggregation opportunities and similar activities have been put on hold for now by Crown Commercial Services (CCS).

### Computing – General Matters not covered elsewhere

The National ICT Group continues to convene every two weeks with the next meeting scheduled for 17/07/20, which will then be followed by a separate spend analysis meeting on 29/07/20.

Conversations with Microsoft are ongoing however UCISA CEO, Deborah Green, has managed to negotiate an extension of the student use licenses for Adobe until 14 August to allow students to complete course work.

UCISA has also set up a working party headed up by Mark Bramwell of Oxford's Said Business School to negotiate on behalf of the sector with Kinetic. This is still very early days with one introductory meeting at time of writing. Anyone wishing to participate in the working party or generally be included / updated should email policy@ucisa.ac.uk.

### ITS1024AP Online Streaming and Training Services

APUC has advertised a framework agreement for online streaming & training services and is seeking members wishing to be involved in the procurement, which has two strands:

- Streaming of Online Content for library catalogues to assist with interactive and blended learning and teaching
- Online training services

The evaluation will take place in August and September, with an award in late September. Please contact Mike Kilner if you are interested in being involved.

**ITS1028AP - Library Management Systems & Associated Services**

This Framework Agreement is now live and available for HE/FE Institutions in the UK to use. The suppliers, including the tendered systems, are listed below in order of ranking:

**Lot 1 Library Management Systems**

1. OCLC UK Ltd (*WorldShare Services*)
2. PTFS Europe Ltd (*Koha*)
3. Ex-Libris UK Ltd (*Alma*)
4. EBSCO International Inc (*Folio*)

**Lot 2 Reading List Systems**

1. Ex-Libris UK Ltd (*Leganto*)
2. Kortext Ltd (*Keylinks*)

Call-off options include: Ranked, mini-competition and desktop calculator.

**ITS1040AP Virtual Learning Environment (VLE) and Associated Services**

APUC is currently re-tendering the agreement for Virtual Learning Environments (VLE) on a UK wide basis. Supplier engagement sessions have been held via MS TEAMS with D2L, Blackboard and Instructure. A national tender working panel is working on the scope and strategy.

*The IT Equipment Recycling and Disposal* arrangement with Computer Disposals Limited has been extended until 31 March 2021. This arrangement is not a framework agreement. As such, the current extension of the agreement is based on a revised proposal from CDL which expressly incorporates two different approaches to using the agreement depending on the priorities of the institution:

1. Free of charge collections for all redundant IT and WEEE items with the possibility of rebates for Apple equipment and large IT refresh programs.
2. Free of charge collections for IT assets only, to include a potential rebate for all PC's, laptops, servers, monitors, Apple equipment, in accordance with the grading system, for both 'business as usual' collections and large refresh programs.

Work continues on the re-tender, which will be a competitive process with a multi-supplier award.

Jisc has set up a new dynamic purchasing system (DPS) for Research Outputs Repository Systems, which has four suppliers currently: 4ScienceSrl, Elsevier, Figshare LLP and MyScienceWork.

The purpose of the DPS is to support institutions by providing systems that enable the deposit, publishing, sharing, discovery, access and citation of research related digital objects with differing file formats and sizes. The main outputs will be Journal articles, theses and research data.

The repositories will contain both public (open) and restricted (closed) outputs and outputs that are under embargo to a certain date. They will hold information about authors and contributors and their projects, e.g. author name, department, projects, publications, contact details, collaborators. This information will be made public by the repository. The agreement was added to Hunter and HEC on 10/07/20.

**LIBRARY****Books, E-Books, Standing Orders and Related Material – Inter-regional Agreement (SUPC-led) RD**

This has been a busy period of activity following the appointment of administrators by Bertrams, who own Dawson's Books. With over 450 staff made redundant, physical book supply ceased, and only existing ebooks remained available.

Working closely with Bertrams, SUPC, the LUPC Library Group Chair, and members we have assessed impacts and risk to members, provided regular and tailored updates to members, and continue to work to ensure access to licences and ebooks is preserved. Bertrams confirmed the sale of assets only (including ebook licences) and we are working SUPC to determine the impact of the sale on the framework agreement.

An LUPC-LG meeting was held in July with >35 members with further LUPC and joint LUPC/SUPC member meetings planned online for the remainder of 2020.

Short term focus from librarians will be on eBook supply with reduced dependency on hard-copy books.

The new framework tender working party (TWP) is continuing with SUPC. The tender expected to be issued in November. LUPC members are participating in the TWP. The new framework agreement is expected to go live 01/05/21 with the strategy document expected imminently.

**OFFICE SUPPLIES & EQUIPMENT****Office Supplies – National JK**

Supplier review meetings were arranged in July for Lot 1 suppliers. Suppliers have arranged with institutions for home delivery where required.

**PROFESSIONAL SERVICES****Ceremonial Gown and Photography Services—National JK**

In the current situation where graduation ceremonies are not possible, many institutions are looking at other ways to deliver these events. Following discussions with suppliers there are opportunities to conduct virtual ceremonies. Members have now been sent a short survey to determine interest in this route. If there is enough appetite, we will investigate possibilities to include options in the current or future tender. Your views are welcome, please email: Joyce Kadri.

**Debt Recovery Services – National RD**

HCR and Oriel joined LUPC for a webinar on Debt Recovery and current issues. This was delivered as a part of the Efficiencies webinar in June.

**Financial Services— National (NWUPC Led) RD**

There are some marketing limitations with this agreement. For some of the suppliers, we are required to gain permission to share material so please contact Roy Dennis for further information. NWUPC will be holding implementation meetings soon which will provide details of this requirement.

Further information on the current agreement is available here.

**Global Mobility Support Services – National (NWUPC Led) RD**

The current Framework Agreement has been extended to the end of March 2021. Work on the re-tender began in April this year, however this has been postponed by approximately six months due to suppliers' ability to respond to the documentation. Work on the re-tender will recommence in the Autumn.

Further information on the current agreement is available here.

**Insurance – Regional MK**

Gallagher, LUPC, VC and Chairs of the Insurance Group have continued to hold weekly conference calls. The Financial Lines tender evaluation was completed on schedule and following a bidder clarification session, standstill correspondence was issued on 03/07/20. The new agreement commences on 01/08/20. Work is currently being undertaken on the allocation of the total group premium based on both LUPC and Gallagher's and RSA's separate methodologies.

Present PA/Travel provider, RSA, are expected to issue indicative renewal terms in July. A decision will then be made on whether to extend or re-tender in time for November.

The property and casualty lines insured via ZM will renew on existing premium ratings. With the HEI sector hit particularly hard by the COVID-19 pandemic, a meeting has been called with ZM to seek support and a partnership approach from its largest appointed insurer amongst Insurance Group members. This will feedback on the impact on both the Liability and Property position following campuses / university sites being in lockdown for a significant period, with a subsequent reduction in footfall.

**Legal Services – National RD**

Work continues to develop the strategy for the next legal services framework. The timeline has been delayed and will be re-issued with the tender working party to be assembled.

The option to extend the current framework has been formally advised to all suppliers, with the end date now set to 18/05/2021.

Turner Parkinson and Watson Burton were acquired by Knights Plc and Weightmans respectively. The Framework Agreements for these suppliers were not novated, so the suppliers have been removed from the Framework Agreement and HE Contracts.

Framework review meetings are currently in progress with all 22 suppliers to the framework.

Further information on the agreement can be found here. If you have any feedback, please contact Roy Dennis.

**Occupational Health Services – National** RD  
The agreement with Robens (University of Surrey) has been novated to Cordell Health. Members affected by this have been contacted.

Framework agreement review meetings are currently being arranged for early September.

## STEMed & LABORATORIES

**General Laboratory Equipment, Supply/Installation – National** AR  
The incumbent framework (LAB 5028) LU was officially extended for a fifth and final year due to the disruption and instability caused by the current COVID-19 crisis. This decision was taken by LUPC in line with regulation 72(1)(c) of the Public Contracts Regulations (PCR) 2015 and PPN 01/20. All 12 suppliers were issued contract extension letters in April to which all agreed. The new expiry date was published on all member facing documentation on HEC, and the relevant Modification of Contract notice (EN Standard Form 20) is in the process of being published on TED via EU Supply.

**Laboratory Consumables and Chemicals - Inter-Regional (IRLA)** AR  
Lot 4 of this framework provides Gloves for Laboratory use, and consists of three suppliers: Starlabs, Appleton Woods and Camlabs.

**Laboratory – Life Sciences – Antibodies and Sera** AR  
This framework has been extended for its final year. The agreement will expire in June 2021.

**Personal Protection Equipment, Clothing and Uniforms (PPE)** AR  
This new Framework Agreement was let by the Crescent Purchasing Consortium and consists of a total of nine suppliers across the following lots;

Lot 1: PPE	Lot 4: One Stop Shop
Lot 2: Clothing	Lot 5: First Aid
Lot 3: Uniforms	

An overview of the framework was given during the "Return to Work" webinar on the 11/06/20. Due to the COVID-19 outbreak, this framework has seen considerable activity and interest from consortia colleagues and members alike for obvious reasons. Periodic commercial and logistical updates have been made available to consortia by the NWUPC. This information is cascaded to LUPC members via our COVID-19 support page.

As part of LUPC's proactive work in response to a news item broadcast by Channel 4 highlighting supply chain risks at manufacturing source (rubber glove manufacturers in Malaysia), we surveyed all the suppliers of gloves on this framework and obtained statements from these suppliers regarding their measures to mitigate such supply chain risks. The vast majority of the suppliers responded promptly and robustly.

### Other Laboratory – Updates

The STEMed strategy group was due to meet in May 2020, however this session was postponed. It will now meet on the 22/07/20 via conference call. Although the agenda has not been distributed yet, we anticipate the topics will include how the frameworks in scope can be designed to increase SME involvement.

The Life Sciences Reagents, Kits & Consumables Framework Agreement (owned by NEUPC) has now been live for four months and the framework manager has requested other consortia contacts proactively engage members in directing them to this framework. Some stories in the trade press indicate that due to the high levels of COVID-19 testing, there is a shortage of supply in the market, however, we believe this may be inaccurate as the suppliers recently engaged in the framework tender and the market engagement carried out by Senior Category Manager Matt Johnson, seems to indicate otherwise.

The framework for APUC's Supply of 3D Printers, 3D Scanners and Associated Equipment is now entering its 4th and final year and the team are debating whether to re-tender the framework as spend has

been low. General member feedback does not indicate great interest in the requirement and APUC is currently considering their strategy going forward. The final contract extension expires in March 2021.

The Treasury's VAT exemption for high demand PPE items - which was due to expire on 31/07/20 - has now been extended to 31/10/20.

The full story is available [here](#).

## TRAVEL

**Travel Management Services – National (SUPC led)** JK  
This has been a challenging time for members and suppliers alike.

SUPC arranged a meeting with industry specialists the British Travel Association to understand the complexity around travel refunds including the response time and barriers to the refund process. Q&A from this meeting can be found at our COVID-19 Updates page under travel updates.

## UTILITIES

An ITT for a water framework is due to be published on 27/07/20 with an anticipated start date of 01/11/20.

The latest news on all TEC agreements can be found at [here](#).

## OTHER ACTIVITIES

### Publications

E-bulletins are now being published fortnightly for members.

The spring edition of Linked magazine was circulated at the end of April.

### Events

#### Recent Events

- Heads of Procurement virtual catch up events take place fortnightly, every other Friday.
- LUPC Conference webinars took place on 30.4.20 in lieu of LUPC and SUPC's annual conference.
- Back to work webinar took place on 11.6.20.
- Efficiencies webinar: reshaping universities for a more efficient future, and a Debt Recovery webinar took place on 16.6.20.
- Online demonstrations of the EU Supply e-procurement system took place on 30.6.20 and 13.7.20.

#### Upcoming Events

- 21st July, Capital Law are running contract law training for the HEPA, UKUPC L&D Group
- 6th August, an introduction to the ISO 20400 for sustainable procurement

#### Conference on University Procurement (COUP) 2021

LUPC are carefully considering the viability of this conference, the safety of participants being the primary concern. Further information will follow in the Autumn.

*(Correct at 10 July 2020)*

Full details of all agreements are available at [lupc.ac.uk](http://lupc.ac.uk)

## Linked Crossword - Answers

### Answers to the Spring Edition crossword

(compiled by Michael Flagg).

#### Across

(1) INSURANCE. (4) SOCIAL VALUE. (9) WASTE. (10) SUPPLY.  
(12) COLLABORATION.

#### Down

(2) SPA. (3) ANALYSE. (5) ORGANICS. (6) INSTALL. (7) LAB.  
(8) UKUPC. (11) LOKI.



# Let's talk...

This issue, we meet **Alan Hill**, head of procurement at The Institute of Cancer Research, London.

*If you weren't in procurement, what would you be doing?*

Being an aging rock star.

*What's the most interesting item or service you've had to buy?*

Budgie poo, don't ask!

*In your view, what value can working with the procurement team bring to other areas in Estates, IT etc.?*

To be honest, we all have something to bring to the table and when teams collaborate, share experiences, recognise their strengths and acknowledge their own limitations, results should be greater than the sum of the collective areas of expertise and therefore improve value for money.

*What advice would you give to people who are new to the sector?*

Communication is key, listen to your customers, remember that you provide a service so apply your skills not constraints and become the 'go to' department.

*What do you think have been the main benefits of joining LUPC?*

LUPC offers exceptional return on investment for the membership subscription. Access to frameworks and other LUPC resources offer valuable support to the ICR's procurement, sustainability and value for money strategies and objectives. The heads of procurement meeting is a relatively new

initiative but is proving to be a real success providing the platform to collaborate, network and discuss current issues.

*What are the key challenges ahead for your institution, especially after the outbreak of COVID-19?*

In the run up to lockdown it was all about contracts, securing essential services and enabling staff to work from home. The ICR re-opened its labs at the start of June and it took an incredible amount of teamwork across the ICR to deliver a safe working environment to resume the research. Financially, expectations are that there will be a fall in funding income to the ICR, so we will be supporting cost saving initiatives, adopting new ways of working, managing supply chain challenges – and Brexit is less than six months away now so that is another major factor in our planning.

*What achievement are you most proud of (and why)?*

Performing a card trick on the stage at the Magic Circle, and it worked!

*What would be your favourite book and luxury on a desert island?*

It's an audio book – the complete works of Gary Moore, Phil Lynott & Thin Lizzy, and a Karaoke machine!

**If you would like to be featured on this page, please contact [Suzanne Picken](mailto:Suzanne.Picken@lupc.ac.uk).**

*How long have you worked at your organisation?*

I started in February 2000 so have been in post for 20 years

*How did you get into procurement?*

I started out in life sciences initially as a microbiologist, before moving into medical diagnostics manufacturing with several roles in laboratory, production, materials management and logistics. My roles increasingly involved buying stock and equipment so following redundancy in 1992, I specialised in procurement, achieving MCIPS professional qualification in 1996 and an MSc in Procurement in 2010.

*What do you most enjoy about your job?*

Working with a fantastic team of people and helping to provide the best procurement services to support the research at The Institute of Cancer Research (ICR). Then there is the absence of routine and not getting bored, the last 20 years have been both enjoyable and challenging, from problem solving to taking part in a complex negotiation, and I've had the opportunity to engage with some great people along the way.

*What's the worst thing that's happened in your career and how did you overcome it?*

As a young lab technician, while attempting to be inconspicuous returning from a late lunch with a colleague, we walked into the car park full of staff during a fire alarm – they thought we were both missing and may still be in the building. This was swiftly remedied with a six-month written warning.



# Creative approaches to save money



The impact of the Coronavirus crisis has brought the role of procurement into sharp relief. With organisations facing significant reductions in their income and price hikes affecting expenditure, the spotlight is on procurement teams to deliver hard cash savings. LUPC's senior category manager, **Antonio Ramirez** identifies some quick wins.

While strategic category management can deliver savings for the medium term and beyond, procurement teams are looking at initiatives that will have a quicker impact on the bottom-line.

## Reducing 'Single Quote' spend thresholds to drive competition further

Which is more valuable, time or money? Temporary changes to the internal financial regulations, such as reducing the threshold at which clients can "single source" a requirement, can deliver savings from increased competition. If purchasing is devolved to the business, procurement should oversee that savings are being logged and reported correctly to finance departments.

## Effect temporary changes to the company Purchasing Card scheme

Purchasing card spend is retrospective, with transactions reported long after the expenditure has been made. De-activating a significant number of cards, or tasking Procurement/Finance staff to carry out these purchases should ensure procedures are met and purchases justified. Reducing a card's permitted spend categories and lowering transaction limits can yield instant, if controversial, results.

## Consider carefully the price versus quality criteria on all forthcoming Most Economically Advantageous Tenders (MEAT).

Many organisations in the sector are already deferring capital investment and major purchases. The continuation of some large projects is, however, unavoidable for many. In these cases, a robust risk assessment of the deliverables in question must take place. Procurement will need to work closely with wider stakeholders to sharpen up specifications and investigate where quality can be achieved at a lower price.



Photo by William Iven on Unsplash

## Vigorous contract management

Teamworking is essential; if contracts will be owned by clients, it is essential they are involved in the drafting of specifications and robust terms instead of relying on generic or historic examples. Cases where unnecessary spend is incurred, because the supplier simply understands the contract better than the client, are sadly not uncommon. Contracts should be managed closely and proactively for the best outcome.

## How can this succeed?

None of the above tactics are new or even original, but urgency is now providing real opportunities to apply bold change for the good of the organisation.

## More capacity please

That these measures will cause increased strain on existing procurement teams is stating the painfully obvious, especially where members have furloughed staff or are already experiencing pay and recruitment freezes.

Institutions should identify which of their staff have the necessary experience of the finance tools and systems to support the procurement department. For example, staff could be drafted in from teams such as travel booking, conference services, student support, room bookings and

reprographics teams; all areas that will have seen reduced activity over the past few months.

If those staff can assist with low risk but time-consuming procurement tasks, such as tactical Request For Quotations (RFQs), Purchase Order (PO) validation, PO approvals, Selection Questionnaire (SQ) evaluations, database maintenance and contract administration, they will free up procurement staff to focus on savings as well as providing a better understanding of basic procurement throughout the business.

Logistical challenges could be met through MS Teams and SharePoint. Staff can be trained and supported remotely via the Virtual Learning Environment (VLE) or Digital Lecture Capture system. Bodies such as HEPA have ample eLearning resources in place that are available to our members.

## It takes courage...

We all know that support from senior management, Finance Director level or above, is critical. Before implementing any measures, these must be fully assessed in a formal paper and signed off at Board level, so Procurement has full confidence that they will be supported by their institution. They must also be empowered to identify, reverse, and report wilful non-compliance with few or no exceptions. Without true commitment, new measures risk being ignored, and savings compromised.

Join our heads of procurement meetings (fortnightly) or **get in touch** if you have ideas which you could share to benefit others. See our **events page** for more details.  
21 July @ 14:00 – HEPA & UKUPC L&D Group contract law training with Capital Law – **Book here!**