

# Linked



The magazine for LUPC members and suppliers

SPRING 2016

*LUPC – a member of Procurement England Ltd.*



## *In or Out?*

## The professional impact of Brexit



### APPLE CASE STUDY:

Our innovative agreement protects electronics workers' rights



### HIGHER EDUCATION GREEN PAPER:

Expect changes to staffing and teaching standards



### PROCUREMENT MATURITY ASSESSMENTS:

The sector's progress so far

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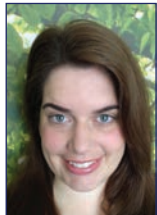


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**Andy Davies**  
LUPC Director

## Collaboration in Action

Now that the winter looks to be finally behind us here in London, your team is now busily preparing for our annual one-day conference and exhibition on 15 June. As always, it's completely free for Members to attend (see page 4). Indeed, this year's event promises to be our very best yet, with something for everyone, whatever you're involved in purchasing for your institution.

And what's more, for the very first time, we're staging it jointly with colleagues from our sister consortium, SUPC, hence the theme: *Collaboration in Action*.

The programme is just about the most varied and packed I've seen, with the chance to hear from experts in a range of spend categories who are ready to share effective practice with you and bring you up to date on the hot issues in our sector such as ethical procurement and performance improvement.

And if you're new to using framework agreements to buy goods and services, there'll be advisors on hand to guide you through the process and get the best value from them. And, of course, it's a great opportunity to meet and chat with our exhibitors in an informal setting. Make sure you register and come along – we look forward to seeing you!

Also, don't miss our very own Mike Kilner's article about the new deal for the supply of Apple products (on page 9), and our innovative approach to ensuring workers' rights are protected in the supply chain for these products. It's an important step towards making LUPC a professional buying organisation that exists to generate savings and better value for our Members without causing harm to others.

Finally, you can also read about LUPC's shortlisting for Outstanding Procurement Team at the annual Times Higher Education Leadership & Management Awards (THELMAs) (page 4). Fingers crossed for the awards ceremony on 23rd June!

**Andy Davies**  
April 2016

**CREDIT CONTROL**   **Collections**   **Court Action**  
*LITIGATION*   **Judgment**   *Enforcement*

### Debt Recovery Legal Practice

As one of the first debt collection agencies to achieve an Alternative Business Structure by the Solicitors Regulation Authority we can now conduct the debt recovery legal process in-house without the involvement of a third party law firm

Let us handle your debt recovery requirements expertly and seamlessly from collections to legal actions  
*all under one roof*

*LRC are education sector specialists and a LUPC framework agreement preferred supplier*

Call Michael Whitaker on Tel: 0115 9342984 or 07866 840983  
michaelwhitaker@legalrecoveries.com  
www.legalrecoveries.com



# Conference 2016



LUPC has opened bookings for our annual Conference & Exhibition, free for Members to attend, on **Wednesday 15th June 2016** at Mary Ward House in London.

Delegates can look forward to keynote speeches from Professor

Marc Day from Henley Business School and Claire Taylor MBE of SUMS Consulting on getting the most from collaboration in procurement, as well as sessions on the Impact of 'Brexit'; Spend Analysis; the Modern Slavery Act; Electronics Watch and more.

Delegates can also meet more than 55 approved agreement suppliers in our Exhibition, and round off the day with a drink in the beautiful Dickens Library and courtyard, with a one-man performance from actor Gerald Dickens, great-great grandson of the author himself.

This year's event will be the first joint conference between LUPC & SUPC, a collaboration that aims to maximise the benefits for our memberships, offer wider networking and perspectives,



Mary Ward House

and reflects the large number of shared national and regional agreements tendered and managed collaboratively by the sister consortia.

Delegates are welcome from procurement teams, as well as wider institutional buyers, senior managers and academics.

Members can book their free delegate place at [www.lupc.ac.uk/conference2016](http://www.lupc.ac.uk/conference2016). We look forward to seeing many of you there.

## THELMAs 2016

LUPC has been shortlisted in the Outstanding Procurement Team category of the Times Higher Education Leadership and Management Awards 2016.

The Times Higher Education Leadership and Management Awards (affectionately known as the THELMAs) showcase and celebrate the best examples of innovation, teamwork and enterprise within the higher education sector.

LUPC's entry focuses on our leadership in the area of sustainable and ethical procurement, notably our lobbying for contract clauses to protect labour rights in electronics supply chains; our success in achieving Level 4 of the Sustainable Procurement Flexible Framework; publication of our Slavery & Human Trafficking Statement; and our collaboration with the University of Greenwich's Business, Human Rights & the Environment Research Group led by LUPC Board Member Dr Olga Martin-Ortega.

LUPC faces competition in this category from five other universities, including the University of Cambridge and University of Leicester.

LUPC Director, Andy Davies, said: "This is a great achievement for LUPC, and an important opportunity to raise the profile of ethical procurement across the sector through these prestigious awards.

"As a smaller outfit, we're facing stiff competition in this category from well-established universities, but we hope that our shortlisting will propel the issue of labour rights within supply chains further up the sector's agenda, and spread the message that 'good' procurement is about much more than saving money."

The awards dinner and ceremony will take place on Thursday 23 June at the Grosvenor House Hotel, Park Lane, London.

See the full shortlist at [www.thelmawards.co.uk](http://www.thelmawards.co.uk)



## Welcome Jill



LUPC welcomed another new face to the consortium last month – Jill Christiaens has joined LUPC as a Senior Contracts Manager, taking over from Clemmie Smith and covering the Professional Services and Library categories.

Jill's procurement career began in the not-for-profit sector in 2009, at the European Medicines Agency, where she held contract management and procurement posts in the facilities department. She also held the role of Procurement Project Manager at the European Bioinformatics Institute.

Jill has also completed an MCIPS-accredited Master's degree in Strategic Procurement Management awarded by Plymouth University.

Members can contact Jill on 020 7307 2771, [j.christiaens@lupc.ac.uk](mailto:j.christiaens@lupc.ac.uk)



# Shared Service launched



From left, Kat Humphries (Ensemble Purchasing); Marcus McDonald (Royal College of Music); Barry Douglas (Trinity Laban Conservatoire of Music & Dance); and Ensemble Purchasing Chair Judith Barber (Royal Academy of Music).

Ensemble Purchasing, London higher education's new shared procurement service, opened for business in January with the start of its first full-time Senior Procurement Manager, Kat Humphries.

This 'first-in-sector' collaboration offers a complete, longer-term, shared procurement service to LUPC Members and was created to address the need for professional, high-quality procurement resource within smaller institutions.

Initially, the Royal College of Music, Royal Academy of Music and Trinity Laban Conservatoire of Music & Dance have chosen to participate in the service. The Royal College of Art was also confirmed as participating at Ensemble's launch event held on Thursday 17 March. Other eligible LUPC Members are welcome to join in future, including those from outside the higher education sector.

The Service is directly owned, managed and funded by its participating Members, who each have a seat on Ensemble's Board. At its inaugural Board meeting, Judith Barber, Director of Finance at the Royal Academy of Music was elected the group's Chair.

LUPC Director's Andy Davies said: "We're hugely excited about the launch of this new shared service, which will provide an in-house procurement resource for our smaller institutions, helping them deliver maximum value from their spend."

"Not only is this service a first for higher education, but we're also delighted that three music colleges are the first pioneers to be part of Ensemble, demonstrating the strength and potential of collaboration that exists in the sector. The service is entirely managed and funded by the participating institutions, not LUPC, but we're pleased to be able to offer our expertise to get this off the ground."

Chair Judith Barber said: "It would be difficult for the Royal Academy of Music to employ a dedicated procurement resource on its own, let alone worry about training, development and so on, so it makes sense to come together with other London-based, like-minded institutions."

"As a Member of LUPC, we've come to expect excellent value and high quality, so we will demand nothing less from this service."

For more information, visit [www.ensemblepurchasing.ac.uk](http://www.ensemblepurchasing.ac.uk)

## NEW AGREEMENTS



### Apple Products & Services

Start date: 1/4/2016

End date: 31/3/2018

### Veterinary Supplies

Start date: 25/1/2016

End date: 24/1/2020

### Plumbing, Sanitary & Heating Equipment, Supplies & Services

Start date: 1/3/2016

End date: 28/2/2018

### National Education Printer Agreement (NEPA)

Start date: 1/4/2016

End date: 31/3/2018

### Jisc Telephony Purchasing Services

Start date: 4/1/2016

End date: 3/1/2018

### Serials

Start date: 1/5/2016

End date: 30/4/2018

For full information on all agreements, visit [www.lupc.ac.uk](http://www.lupc.ac.uk)

## NEW MEMBERS

College of Haringey, Enfield & North East London

Fashion Retail Academy

Havering Sixth Form College

Alexandra Park & Palace Charitable Trust

## DATES FOR YOUR DIARY

### LUPC & SUPC Conference 2016

Weds 15th June

Mary Ward House, London

Book your free Members' place at [www.lupc.ac.uk/conference2016](http://www.lupc.ac.uk/conference2016)

### HEPA Conference 2016

8th - 9th September

The Golden Jubilee Conference Hotel, Glasgow

To book, visit [www.hepa.ac.uk](http://www.hepa.ac.uk)

The initials next to each agreement indicate the LUPC Contracts Manager you should contact for further information about a particular agreement (contact details on page 2).

JC Jill Christiaens  
 JK Joyce Kadri  
 MK Mike Kilner  
 SS Suzanne Stokes  
 DW Darran Whatley

## ESTATES

**Audio Visual Consumables – National** DW  
 This agreement ended on 31 March 2016 and will not be renewed, the scope covered in this agreement is now part of the ITrap framework.

**Cleaning & Security Services** SS  
 This agreement is due to end on 14 August 2016. For the re-tender it has been decided to separate this framework into two; one for Cleaning Services and one for Security Services. Additional lots for each of the framework areas have been added.

The *Cleaning framework* will have three lots:

Lot 1 One-stop-shop cleaning and associated support services;  
 Lot 2 Residential cleaning services (student and staff accommodation);  
 and Lot 3 Non-residential cleaning services.

The new agreement will commence from 15 August 2016, the OJEU notice has been issued and this is at PQQ stage in a restricted process.

The *Security Services framework* will comprise:

Lot 1 Security Services: Guarding and Reception (Large) - contracts over £250k per annum; and  
 Lot 2 Security Services: Guarding and Reception (Small) - contracts under £300k per annum

This agreement will commence in late September 2016, the tender documents are currently being prepared and expected to be issued by the end of April.

**Electronics (NUWPEC) – National** MK  
 Additional LUPC technical representation remains an objective for this agreement. If you wish to be involved further or know of anyone in your organisation that could assist, please contact Mike Kilner, m.kilner@lupc.ac.uk

**Furniture (Residential, Bespoke Teaching Space & ICT Security) – National** DW  
 This agreement has now been extended until 31 August 2016 to allow time for the retender by NEUPC.

**Removals, Relocations & Associated Services – National** JK  
 This agreement has now lapsed, a new one is expected to be in place in summer 2016 and is being tendered by NEUPC, it will include a new lot for International services.

**Safety - Personal Protective Equipment – National** DW  
 The current agreement has been extended to 2 May 2016, a new agreement is being awarded now, which will start from 3 May 2016.

## ICT

### National Education Printer Agreement (NEPA) MK

The new agreement commenced on 1 April 2016, the following table lists the suppliers:

Lot	OEM Bidding	Reseller 1	Reseller 2	Reseller 3	Reseller 4
1	Xerox	SCC	Academia	Banner	DTP
	Dell				
	Canon				
	HP	Misco	XMA	Softcat	
	Brother	XMA	EE	Banner	
	Kyocera	Stone	Altdigital		
2	Ricoh				
	Samsung	Danwood	Vision	Banner	Document Solutions
	Xerox	SCC	Academia	Banner	DTP
	Canon				
	HP	Landscape	DTP	Softcat	Danwood
		XMA	EE	Banner	
3	Kyocera	Stone	Fujitsu	Capita	
	Sharp				
	Toshiba				
	Konica Minolta				
	Samsung	Danwood	Vision	Banner	Document Solutions
	Xerox	SCC	Academia	Banner	DTP
4	Canon				
	Sharp				
	Toshiba				
	Konica Minolta				
	Xerox	SCC	Academia	Banner	DTP
	Canon				
5	HP	M2	DTP	Softcat	Danwood
	Brother	XMA	EE	Banner	
	Kyocera	Altdigital	Danwood	XMA	
	Samsung	Danwood	Vision	Banner	Document Solutions
	Wyse Solutions				
	Transend 360				

### IT Related Accessories & Parts (ITRAP) MK

The tender programme is, at this time, progressing as expected. The remaining dates are:

Contract award 26 April 2016  
 Implementation 27 April 2016  
 Agreement start date 01 June 2016

Fourteen tender submissions were received in March including those from several existing HE agreement suppliers; Academia, Insight, Misco UK Ltd, MAE Ltd T/A Primo IT, Softcat, Stone Computers and XMA Ltd amongst them.

### PCs with Apple Operating Systems MK

Nine bids were received on 9 February and the University Apple Computing Group (UACG) met at LUPC on 29 February having undertaken a full evaluation of the received responses during that month. It was unanimously agreed to not award Lot 1 as this offered inferior value for money versus Lot 2 and with both potentially awarded bidders also present on Lot 2. UniBuy has been populated with details of the agreement including the Buyer's Guide, which will be visible to users from the start date. A preliminary draft of the guide was circulated to the Computing Group at the conclusion of the standstill period. A suite of meetings were convened with the four parties at UCL on Wednesday 23 March as part of the implementation



**Interested in shaping our agreements and working with fellow Members?**

You can get involved in LUPC's tender working groups. For more information contact:  
 Don Bowman, d.bowman@lupc.ac.uk

process including live demonstrations of their online ordering capabilities. Members will be able to learn more about the new agreement at the LUPC & SUPC Conference on 15 June.

Apple Direct did not bid for the tender, we will need to work closely with the appointed suppliers to ensure that our members are fully utilising the new agreement.

**Computing – Routing and Switching Equipment – JISC/Regional** MK

Fortinet have acquired Meru, therefore the Lot 10 Meru will become obsolete and the suppliers in Lot 10 Meru will move to Lot 10 Fortinet, with Ampito Group remaining the preferred supplier.

HP has acquired Aruba and the company is now known as Aruba Networks. There are still two distinct product ranges, so both lots will remain as is on the framework. Providing they are accredited, suppliers on Lot 6 can sell HP plus Aruba, and suppliers on Lot 1 can sell Aruba plus HP, however customers will need to go to mini-competition.

BT IT Services have served Jisc notice that that BT IT Services will be moving into the parent company BT (British Telecommunications plc, company number 1800000)

**Computing- Server & Storage Agreement – National** MK

A supplier event was held on 26 January in order to fully brief the market on the intended contract strategy and to elicit additional feedback from those present.

The final scope of the new 2+1+1 year agreement has been broadened to include software-defined storage and backup solutions, converged, hyper-converged, HPC and associated infrastructure with the intended lot structure presently:

- Lot 1 Servers Only
- Lot 2 Storage Only
- Lot 3 Solutions
  - Sub lot - 3a – converged, hyper-converged, hybrid and other solutions
  - Sub lot - 3b – High Performance Computing (HPC) or Data Intensive Computing (DIC)
- Lot 4 Reseller Solutions

The key dates remaining within the tender programme are as follows:

Stage	Date
Tender submission deadline	26 May 2016
Notification of award	23 June 2016
Standstill period conclusion	23 June 2016 – 4 July 2016
Award of agreement	4 July 2016
Agreement start date	1 August 2016

**Computing - Shared Datacentre** MK

Infinity have recently sold the Slough datacentre to Virtus. This is expected to result in little contractual change to the initial 5-year agreement. The following page has been created to provide further information on the service: <http://virtusdatacentres.com/locations/slough-data-centre/>

**Software License Resellers – National** MK

The new Software Licence Resellers Agreement is due to start on 1 November 2016. The Group is yet to define the specific timelines but is hoping to have the strategy developed during April/May in readiness to issue the OJEU notice sometime in June.

**Telecommunications inc. landline and mobile (CCS)** MK

The most recent HE National Telecommunications Group (NTG) meeting was held in March at LUPC. It was agreed to hold back the intended presentation of the JISC project into small Cell/NOTspot mobile solutions until the next NTG meeting.

The NWUPC-led Telecoms Equipment framework agreement is now up on uniBuy and available for Members to use.

Crown Commercial Service is presently planning their next national aggregated further competition for mobile voice and data services

under Network Services (RM1045). The anticipated timescales for the project are outlined below, however, they may be subject to change depending on the number of organisations that take part:

- March 2016 - May 2016: gathering expressions of interest from customers and compiling customer spend and usage data for inclusion into the Invitation to Tender.
- June 2016 - July 2016: finalising customer requirements and carrying out the competition under Lot 6 of the Network Services agreement.
- August 2016 onwards: award to winning bidder and customers enter into contract.

**Telephony Purchasing Service (JISC)** MK

For the period between 4 January 2016 – 22 March 2016

- Jisc has now published information on the new service on the community pages at <https://community.jisc.ac.uk/groups/telephony-0>
- Included in this community site are documents such as the Buyer’s Guide, list of suppliers, and a mini-competition template that buyers can use. These will also be updated to uniBuy before the end of March.
- The new service runs from 4 Jan 2016 to 3 Jan 2018 with an option to extend for a further 2 years. As this is a DPS (Dynamic Purchasing Service), new suppliers are likely to join throughout the course of the agreement.

**INSURANCE**

**Insurance brokerage** MK

The brokerage tender process has formally commenced and is presently running to schedule as outlined below. A series of pre-tender meetings took place with interested parties following the issue of a PIN in early January. There are presently several potential brokers attached to the project including both the previous (Aon) and current (AJG) service providers.

The joint ZM and Weightmans map-based solution that allows the logging and management of claims and risk within an institution was formally launched to Insurance Group members during January. Interest has been very good with 25 taking part in the first phase. A bespoke report is now being built and the first cut of the data is anticipated before the end of March. The forthcoming LUPC customer day in May will include further information on the process and an overview of the results to date.

The anticipated, member-level claims benchmarking process being coordinated by AJG was also launched in January and has also attracted a similar number of participants.

Closing date for return of broker tender submissions 12.00hrs	18/04/16
Tender opening 12.01hrs	18/04/16
Evaluation of tender responses and composition of marks ITSG by	18/05/16
Panel clarification session between ITSG and each individual broker	20-27/05/16
Post-session clarification and submission of final comments by ITSG panel - final assessment	14/06/16
Provisional award to broker - start of 10 day standstill period by	28/06/16
End of standstill period at midnight	8/07/16
Brokerage agreement commences	1/09/16
Award notice placed (by)	30/09/16
Underwriting procurement (stage two) commences	Early 2017
Underwriters appointed to Insurance Group – transition commences (where required)	June 2017
New insurance underwriting arrangements commence	1/08/17



## LABORATORY

**General Laboratory Equipment** DW  
The new agreement will start 31 May.

**Laboratory Consumables (IRLA)** DW  
A new pricing proposal from Fisher has been accepted, and will be valid from 1 April, the overall impact will be -1.1% cost change (-5.3% on the core and 0.5% on the list less).

**Laboratory Gases (National)** MK  
After a number of logistics-related issues, BOC has revised its dry ice trucking within the UK in order to attempt to minimise sublimation issues.

Progress with the next tender is going as anticipated and a sector-wide survey was launched on 14 March with a deadline of 29 April to all Main Purchasing and Regional Laboratory contacts. The present tendering timetable is given as follows:

**Laboratory – Radio Chemicals for Use in Teaching & Research** DW  
Agreement has been extended until 31 March 2016. It will need to be extended until 30 June 2016 to allow for the retender. New agreement planned to go live 1 July 2016.

**Veterinary Supplies – National** DW  
LUPC will be running an implementation session for all suppliers during May.

**Other Laboratory – Updates**  
Other areas in research are Medical equipment low value, clinical trials and data collection service, engineering non-destructive test equipment and virtual labs.

## LIBRARY

**Books** JC  
The LUPC Books Sub-group meeting was held on 8 March 2016 at LUPC. Feedback from the Members represented was compiled. This feedback will be presented on 28 April 2016 at the National Book Tender Working Group meeting organised by Susan Wright of SUPC and taking place at LUPC.

A Library Commodity Group (LCG) meeting has been scheduled for 25 May 2016 and will be hosted by the University of Greenwich.

A meeting took place on 8 March 2016 to introduce Don Bowman and Jill Christiaens to Karen Carden from University of the Arts (Chair of the LCG), Frances Shipsey from Royal Holloway University of London (Deputy Chair of the LCG) and Helen Ward from Kingston University.

**Serials** JC  
The tender for the new Serials agreement was concluded in March. The result in ranking order is as follows:  
1 LM  
2 EBSCO  
3 Harrassowitz

The new agreement commences from 1 May 2016. Information will be on uniBuy on this date

## OFFICE

**Franking machines** JC  
The current agreement expires this summer and a new agreement is currently being tendered by APUC, which LUPC Members will have access to.

**Multifunctional Devices & Services, Managed Print Services & Print Audit Services** DW  
This agreement has now expired and will not be renewed, any print requirements should be sourced through the NEPA agreement in future.

## Office supplies – National DW

The second review meeting was held on 3 March 2016. All five suppliers presented progression of their implementation, transition and marketing plan, communications with members, sustainability across the supply chain, auditing, monitoring and reporting, customer and technical support and confirmation of reporting responsibilities as usual, risk assessment was also added.

## Post, Courier & International mail services JC

The most recent National Postal Group meeting was held on Thursday 11 February. Supplier review meetings were due to be held in the week immediately following this. The previous National Postal Group Website will be restarted having been neglected over recent years. The feedback questionnaire is still to be circulated and this will instead be issued as an email requesting general feedback. The traditional questionnaire will be updated for the purpose of future review meetings.

## PROFESSIONAL SERVICES

### Childcare Vouchers JK

At present this agreement has very low take-up, a meeting is arranged to discuss marketing plan and how to promote the agreement in LUPC member base.

### Debt Collection – National DW

Discussions are ongoing with Moriarty Law to ensure they meet the performance as specified under this contract.

### Global Mobility Services JC

Preparation is under way for a new, national framework agreement for Global Mobility Services, led by NWUPC. This will focus on legal, tax and other advice for Members with inbound and/or outbound movement of staff between UK and other overseas territories. This is a growing area of activity within the HE sector (and other linked sectors) and it is estimated already to account for up to £10 million spend annually across the UK. Jill Christiaens is representing LUPC and its Members on the Tender Working Party, along with Lizzy Conder of University of London. Pre-tender market engagement meetings have now been held with a sample of suppliers (including top-tier accountancy firms and legal providers) and the lot structure for the framework agreed by the Tender Working Party. The intention is to publish the OJEU Notice in May 2016, with the agreement awarded by the end of 2016.

### Legal Services Regional JC

Supplier review meetings are currently taking place.

### Training Services JC

A meeting is scheduled with NEUPC, who are leading on this agreement, in May. The tender process will begin soon after. An initial scoping meeting has confirmed that this agreement is likely to cover some/all of the following areas:

- Professional/accredited training and education
- Executive coaching and facilitation
- Leadership and management
- IT training
- Compliance training (health and safety, first aid, safeguarding etc.)
- Engineering training
- Apprenticeships/NVQs
- Ad-hoc business training.

Members who would like to get involved in the process should contact [j.christiaens@lupc.ac.uk](mailto:j.christiaens@lupc.ac.uk).

(Correct as of April 2016)

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



# Case study: Ethical supply chains and Apple products

Bespoke contract clauses will ensure supply chains are well monitored and labour rights protected within the new Apple agreement, says **Mike Kilner**.

The new collaborative agreement for Apple products and support services kicks off this month, expertly tendered by our partners at Higher Education Purchasing Consortium, Wales (HEPCW) and with input from a range of Member buyers across the sector.

As well as additional savings and a range of value-added services provided by the four resellers, staff and students will also be able to access discounts on Apple products directly through the resellers, an attractive benefit for the iPad generation and a real coup for UK student experience.

If students, staff and buyers look under the bonnet of this agreement however, they can also be assured of a greater commitment to ethical electronics purchasing, a development from the last framework and an area that LUPC, as pioneers in the area of ethical collaborative procurement, is only just starting to develop across all of its agreements.

In 2015, LUPC set objectives to address labour rights violations in our corporate strategy, and we are now using our profile and position within UK collaborative procurement to sensitise the wider buying community to these issues and use our collective buying power to demand change from our suppliers.

One high-risk area of spend and concern to LUPC Members is electronics. Collectively, the public sector in the EU spends €94 billion on electronics annually, and many products commonly bought and used by UK universities and the wider public sector are sourced by our distributors from producers in low-cost countries in Asia, Africa and South America, where workers are exposed to harmful materials and chemicals, forced to work excessive hours, and denied access to healthcare or union membership.

To combat this, LUPC invested in becoming a founding member of Electronics Watch (EW) in 2014, an international, independent monitoring organisation working to achieve respect for labour rights in the global electronics industry.

When the Apple agreement came up for re-tender last year, LUPC lobbied our sector to secure the inclusion of new monitoring clauses, developed for the consortia by EW, within the framework terms.

External monitoring of supply chains is seen by campaigners as the only viable option for improving workers' rights, as corporate codes of conduct and social auditing practices are failing in transparency and effectiveness. With big name brands, not just Apple, frequently using the same factories, we can start to make a difference to workers' conditions, pay and health by setting out our expectations as buyers from the very outset.



The new clauses require suppliers to disclose information on factory locations, comply with international labour standards, facilitate EW access to factories and commit to concrete steps towards improvement of working conditions at factory level.

Crucially, these clauses aim to not only identify risks to human rights in supply chains, but to then work with suppliers (who we do believe want to partner with us on tackling these issues) to enact real change.

LUPC will also ensure such clauses become the norm in our tendering processes from hereon in, and we're already looking at additional clauses for the next iteration of the national PC and Desktop agreement (NDNA), to be tendered by LUPC in 2017 and worth £100m per year across the higher education sector.

Nobody can claim that supply chains, monitored or otherwise, are 100% 'ethical' and that no labour rights violations occur in the production of goods used by staff and students alike. However, through these innovative contract clauses we send a clear message that the UK public sector expects labour rights to be respected in its supply chains, and to influence wider organisations in their own tendering practices.



**Mike Kilner** is a Trustee of Electronics Watch and Senior Contracts Manager at LUPC, with responsibility for the ICT category. Contact: [m.kilner@lupc.ac.uk](mailto:m.kilner@lupc.ac.uk)

Read more about the Apple agreement at [www.lupc.ac.uk](http://www.lupc.ac.uk), and Electronics Watch at [www.electronicswatch.org/en](http://www.electronicswatch.org/en)

# In or Out?

What would the legal impact of 'Brexit' be for LUPC Member organisations?  
**Robert Gray** delves behind the rhetoric.



As June's referendum on Britain's membership of the EU approaches, political debate over the potential implications of a vote to leave the EU intensifies. What are some of the potential legal implications for Members of LUPC, should the UK vote for 'Brexit'?

The legal impact of Brexit will largely depend on what relationship the UK may seek to adopt with the EU in these circumstances which, at this stage, remains unclear. Most commentators agree that a bespoke arrangement would have to be negotiated to provide for the terms of the UK's continuing relationship with the EU upon leaving. As a minimum, this might include a free trade agreement providing for the free movement of goods between the UK and the EU, but all would depend on what the EU would require in return as part of the negotiation.

Whichever exit model is applied one issue that is likely to be of particular interest to LUPC Member organisations is the extent to which freedom of movement will be preserved and the potential impact on mobility of staff and students. Information produced by the pro-EU campaign group Universities for Europe indicates that EU staff make up 15% of the academic workforce in the UK and EU students comprise 5% of the UK student body. They also suggest that students from other EU countries generate £2.27 billion for the UK economy and support 19,000 British jobs.

If the UK were to leave the EU then citizens of other Member States might no longer enjoy an automatic right to travel to and work in the UK (and by the same token UK citizens would no longer enjoy EU citizenship rights of freedom of movement in the EU). Similar issues may arise in relation to EU students, who can currently study in the UK without the need to be sponsored by the institution at which they are studying.

It is expected that in the event of a vote to leave, the EU would demand some form of free movement of people in return for the UK enjoying free movement of goods, as part of the negotiations for a new relationship with the EU. However, there is no guarantee that such negotiations would deliver this outcome with

the result that the current EU/UK free movement of people could end, possibly to be replaced by the points-based type system currently applied to non-EEA/Swiss nationals.

Similarly, the EU would, in the absence of an agreement with the UK to allow free movement, be free to impose their own restrictions on the movement of UK citizens, which could affect cross-border employment and the movement of students to and from the UK.

Other potential legal changes may result from Brexit. The extent of these changes, and how quickly they are likely to be seen, will depend largely on the outcome of negotiations post-Brexit. For example, it is possible that we may see some EU employment laws being rolled back in the event of the UK leaving the EU. However, in our view the likelihood of major legal changes in this area are small, at least in the short to medium term. Instead, delay and uncertainty followed by piecemeal change, which would depend on the terms of the UK's relationship with the EU after it leaves, is more likely.

Similarly, Brexit may also impact on rules relating to procurement and state aid. However, it is likely that the more the UK pushes for access to the EU Single Market following a vote to leave the EU, the more likely it is that the EU would require the UK to abide by existing public procurement rules. Again, the specific implications would depend on the terms of the UK's exit from the EU.

As well as the potential legal implications of Brexit, there has been significant debate over the potential economic impact of withdrawal on the higher education (HE) and not-for-profit sectors. For example, Universities for Europe claims that the UK secured 15.5% of all allocated funding under the former 'FP7' programme (the EU's main instrument for funding research in Europe between 2007 and 2013).

Others have identified the importance of the UK HE sector's relationship with the EU in the context of structural funding (for example, through the European Regional Development Fund and European Social Fund) and the potential impact of withdrawal



in these areas. Similar arguments have been expressed in the not-for-profit sector, with organisations such as the National Council of Voluntary Organisations expressing concerns that UK charities would lose access to ERDF and ESF funds. The ‘Britain Stronger In’ campaign has suggested that in 2014 UK charities received over £217m in funding from the EU, which may be lost were the UK to leave the EU.

Leave campaigners have countered that overall funding for the sector would not be significantly affected by Brexit. They argue that much of the funding provided by the EU derives from the UK and could be allocated to the sector directly by the UK government. It is also suggested that given the sums currently paid by the UK into the EU, withdrawal would mean that the UK would have more resources available to support the voluntary sector.

In conclusion, despite the difficulty of forecasting the impact of Brexit, some themes do emerge. On the one hand, the complexity and lack of precedent bring significant legal, financial and commercial uncertainties. On the other, a vote to leave would not result in overnight change. Instead, a negotiation of the UK’s relationship outside the EU would commence, possibly lasting years.

Dring that negotiation, the more the UK pushes for continuing access to the EU’s Single Market, the more the EU is likely to require, in return, the UK to abide by EU regulations, the free movement of people and other EU derived obligations. Both the legal and financial implications for organisations are unlikely to be fully understood until those negotiations have concluded.



# EVERSHEDS

**Robert Gray** is a Principal Associate at Eversheds, a provider to both the national and LUPC Legal Services agreements. Contact: [RobertGray@eversheds.com](mailto:RobertGray@eversheds.com).

Members can attend a breakout session on ‘In or Out: the Professional Implications of Brexit’ at the LUPC & SUPC Conference on Weds 15th June in central London. For more details, and to book your free Member place, visit [www.lupc.ac.uk/conference2016](http://www.lupc.ac.uk/conference2016)

# EVERSHEDS

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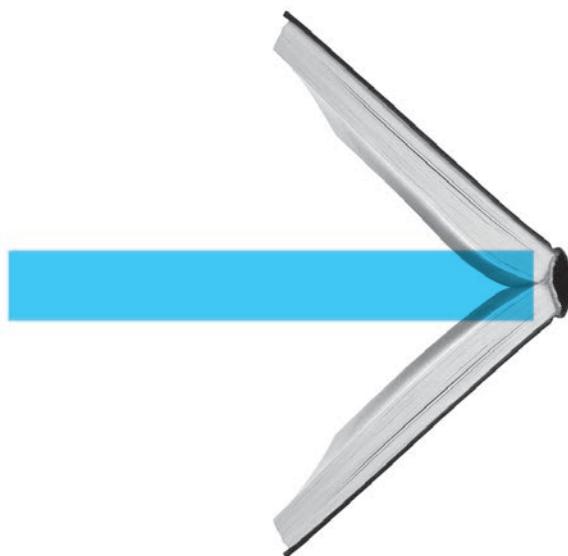
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**Jane Byford** examines the latest Green Paper, and what universities’ HR teams should be doing in preparation for the proposed changes.

The Higher Education (HE) Green Paper has been heralded as proposing some of the most important and far-reaching changes in HE for decades. *‘Fulfilling our Potential: Teaching Excellence, Social Mobility and Student Choice’* sets out a number of proposals for reform of the HE sector. From an HR perspective, the key proposals are those with the aim of driving up teaching standards and the opportunities that might present themselves by giving HE Corporations more autonomy.

Academic performance, whilst it was not something that was really talked about 15 years ago, is now a key issue for HE institutions (HEIs). Until recently, because of the Research Excellence Framework, this has tended to focus on research but students have become more demanding as a result of higher fees and expect to get value for money. The proposed Teaching Excellence Framework (TEF) will shine the spotlight firmly on teaching to the extent that future rises in student fees will be linked to the TEF.

There are few details about how the TEF will operate in practice and what criteria and metrics will be used, but assessments are likely to be based on factors such as student retention and attainment, satisfaction data and employment rates.

In preparation for the new regime universities would be well-advised to review their organisational structure to ensure that it is fit for purpose. Teaching has in the past sometimes been seen as the poor cousin to research but the TEF is likely to engender a more equal balance between the two and this may involve a significant cultural shift for some universities. There is also likely to be increased competition between universities for both staff and students, who are likely to be drawn to those institutions with higher TEF ratings.

HR teams should also consider reviewing their performance management procedures to ensure that they are robust enough and that they measure the right things. More importantly, where there is a reluctance to use them, managers should be trained so that they have the competence and confidence to address any performance issues that arise.

Academics are often appointed and promoted on the basis of their research, rather than teaching, profiles; with the introduction of the TEF, universities may want to consider their recruitment processes so that teaching skills are adequately assessed. The same may also apply to criteria for promotion, and rewarding teaching excellence will be key to universities retaining their best teachers.

The other change which is likely to have HR implications is the proposal that HE Corporations will have more institutional autonomy and may no longer require Privy Council consent to make certain changes to their Instrument and Articles of Government. This raises the possibility of changing the standard provisions in relation to suspension and dismissal of staff. This could include moving the detail out of the Articles into policies and procedures and being

less prescriptive about who takes decisions, perhaps removing the necessity of involving the Board of Governors except where the issue involves a very senior member of staff.

The devil is in the detail, as the proposals are developed through consultation. Although raising challenges for HR professionals, the changes may allow for greater flexibility and the ability to reflect modern best practice.

*“There is likely to be increased competition between universities for both staff and students.”*



**Jane Byford** is an Employment Partner at Veale Wasbrough Vizards, a provider to the LUPC Legal Services framework.

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# How do you **measure up?**

## The Procurement Maturity Assessment (PMA) Programme reports on progress in higher education

The Procurement Maturity Assessment (PMA) programme has been hailed as a game changer for procurement in the higher education sector. Since the rollout of the programme across English higher education in 2010/11 (it's been running for much longer in Scotland), over 95 institutions have taken part and there has been a continuous improvement of sector-wide scores in each category of assessment.

A nationally recognised service, the PMA programme provides independent detailed assessment of a higher education institution's (HEI's) procurement function and provides a bespoke action plan for improvement.

Participants undertake a full PMA every four years, followed by an interim PMA around every two years. Institutions receive a tailored report that benchmarks their procurement maturity against other institutions across nine areas including Governance; Reporting and KPIs; Resources and Skills; and Supplier Strategy. It also provides an action plan to help them improve from a 'Developing' or 'Tactical' stage of maturity, through to 'Planned' or 'Superior'.

Now, our partner consortia SUPC's Procurement Shared Service, which runs the PMA programme, has released a report outlining the higher education sector's progress towards improved procurement maturity.

In total, 99 HEIs have participated in the programme, accounting for about 70%, or £6.5 billion, of impactable spend in England's higher education sector.

The findings confirm that the assessment is comprehensive and challenging – 71% of institutions are in the lower maturity levels, and only two HEIs demonstrated 'Superior' performance.

Smaller institutions (those with an income below £100m) are predictably less mature, on average, than larger institutions.



*“University of West London increased its procurement maturity by 23% and saw savings rise from 3.4% to 5.2%”*

Across the assessment, Skills; Collaboration; and Organisation are, on average, the strongest areas within institutions, with Systems and Sustainability the weakest.

However, the purpose of the programme is to help institutions to understand and improve the efficiency and effectiveness of their procurement functions, which can, in turn, lead to significant efficiency savings. For example, the University of West London increased its procurement maturity by 23% and saw savings rise from 3.37% to 5.24%, while through additional support, the University for the Creative Arts made £1 million of savings.

Indeed, anecdotally, we know that LUPC Members have used their PMA reports to increase awareness of knowledge gaps in their team (helpfully bridged by the Higher Education Procurement Association's training programme, which is shaped by the sector's PMA results), or build an internal business case for greater resource.

All round, there has been a significant increase in scores for institutions who have been re-assessed; the average increase between their first and second PMA is 13 percentage points. Beacons of 'Superior' performance also now exist across all areas, presenting a valuable opportunity for sharing best practice.

Moving into 2016, the PMA programme has plans to include a value-for-money dimension into the assessment, and to extend benchmarking to allow universities to compare their performance against organisations in the commercial and other sectors.

LUPC is a key supporter of the PMA programme and the improvements it is helping to support in the sector. Whilst originally set up for the higher education sector, a PMA would be equally relevant to LUPC's non-higher education Members and we've already had take-up from these types of organisations within our membership.

LUPC is able to fund the cost of any of our full Members to undertake a PMA, so if you're interested contact Andy Davies, we: a.davies@lupc.ac.uk, t: 020 7307 2767.

For more information and case studies visit [www.supc.ac.uk/enhance/procurement-maturity-assessments](http://www.supc.ac.uk/enhance/procurement-maturity-assessments)



# Harness employability data for student recruitment

Competition among universities to secure students is greater than ever and, as **Malcolm Paice** explains, a strong student employability programme can be a key advantage.



Pick up any university prospectus and it's apparent how much more competitive the landscape has become in the fight to win prospective new students for the next academic year.

High tuition fees and the urgency to achieve value for money means students are taking far more considered decisions than simply looking at the academic record of an institution.

Universities now need to demonstrate - with real tangible evidence - that their graduates have a better chance of finding decent, paid work and will leave the university well-equipped for the fiercely competitive jobs market. Any university that can cite the success of their alumni will have an edge over one that does not have such evidence - or simply doesn't know.

And *knowing* is a key challenge. Many universities will be familiar with the difficulties in gathering the data needed for the Destinations of Leavers from Higher Education (DLHE) survey - not least because keeping in touch with students after they have graduated can be so inconsistent. With many universities seeking to attract overseas students the problem of tracking graduate success can only get tougher as they depart the UK to find work in their home nations or abroad. Increasingly the concept of having a team of people 'ringing round' graduates as part of the DLHE drive seems remarkably outdated and inefficient.

Data is key in not only being able to handle the DLHE survey requirements effectively, but also to effectively demonstrate a university's credibility when it comes to student employability. If a university does not know what the employment path is for their graduates and alumni then it cannot use that in effective marketing to the next wave of prospective students.

The winners in this battle will be the universities that can harness their students' work activity during and following their studies. They can then deploy real, hard data that provides the evidence needed to show how studying at that institution means you gain crucial employability skills and experience whilst studying - and then have a better chance of landing a decent role once graduated.

What would you prefer to see as a prospective student seeking the university that will hopefully lead them to a career - a few paragraphs about 'excellence' or hard data showing how many students gained paid work experience during their studies last year and the average salary of the university alumni?

Better still, why not show the sectors your graduates work in and the number of hours work experience gained while they studied?

All too often the reporting capabilities available to universities are limited by analogue processes and systems. However, the move towards improved technology to link students to employers means that

this data is now available, and available in dynamic fashion, potentially making light work of the DLHE process and improving marketing collateral for the university.

Having a rich student portfolio online also helps to market your students and graduates to potential employers, as you can dynamically show a business partner the kind of talent you have in your university and thus bring the 'Job Fair' concept into the 21st century, by making information available 24/7 around the globe.

Ultimately, in the ever more competitive environment, universities can significantly improve their students' employability and their own marketing initiatives by harnessing modern technology and using the data it yields to better sell their story.



**Malcolm Paice** is Chief Operating Officer for Keystone Employment Group, a supplier to the LUPC Temporary Staff Agreement.

Contact: [malcolm.paice@keystone-jobs.com](mailto:malcolm.paice@keystone-jobs.com)



# Let's be rational...

Think you're a fairly rational, unbiased purchaser?  
Think again...

A bat and a ball cost £1.10. The bat costs £1 more than the ball. How much does the ball cost? Think about it. Answer? If you said 10p, you'd be wrong. The answer is in fact 5p. Think about it again\*.

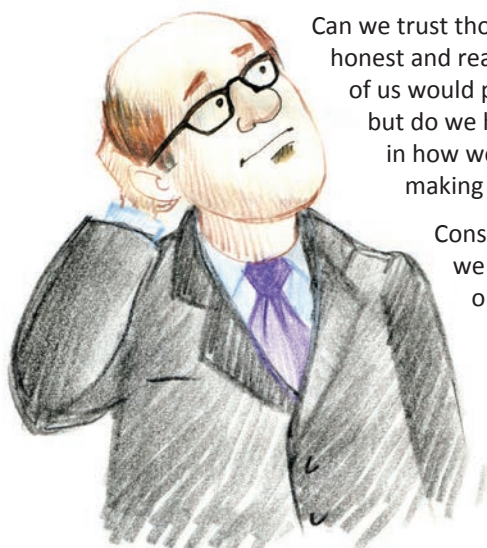
Mind twisters like this example just go to show how easy it is to make quick decisions, perhaps without really thinking about the problem before us. It's human nature to do so. Public procurement professionals, used to following guidelines and rules to keep on the right side of EU law, are perhaps more analytical and cautious than most, but are any of us truly able to make rational professional decisions, based on clear logic, all the time?

In 1978, Herbert Simon, a political scientist, economist and Nobel prize-winner said that most decision-making is less than rational. Decisions made within organisations are often 'bounded', and we make decisions by 'satisficing' – in essence, making do.

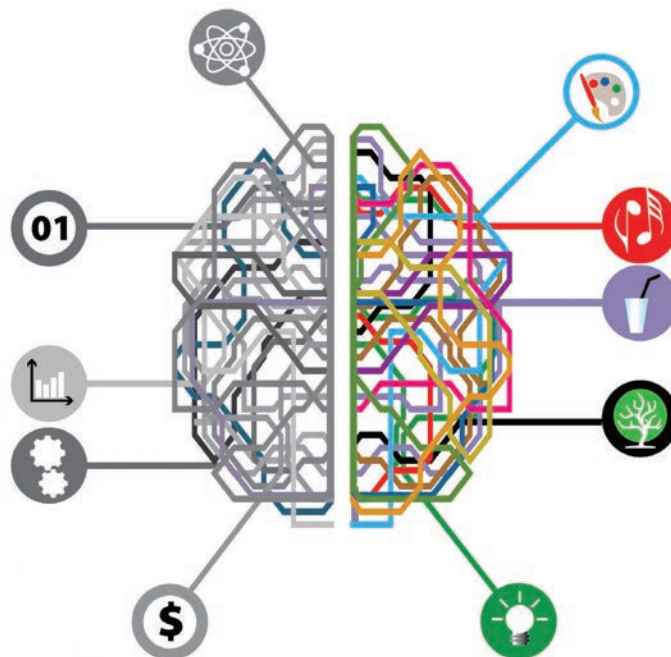
Learning to compromise on the amount of available information, and making decisions based on what you do know, are of course useful tools in getting things done. But this is where trust, of colleagues and suppliers, comes in. Taking time to build a network of good working relationships with these key stakeholders is crucial to minimising risk in situations where information is limited, risk is high, and we're often asked to make decisions under pressure.

Can we trust those around us to be honest and reasonable though? Most of us would pin ourselves in this box, but do we have any conscious say in how we behave in decision-making situations?

Consider this: research shows we estimate the probability or frequency of things by estimating the ease with which we can recall them from memory.



*"We make decisions by 'satisficing' – in essence, making do."*



Perhaps this explains why colleagues always seem to assume their current supplier is the only capable one in the market! It's certainly why suppliers are keen to contact you just before that big tender, to remind you they exist.

Apparently, we're also all unrealistically optimistic and have a self-serving bias towards our own abilities. This is well-evidenced by asking a room of people whether they believe they're an above average driver – you can bet more than 50% of hands will go up, which is statistically untenable. Are we all above average purchasers?

Or consider, in internal negotiations with an academic, who is the most rational party. Yes, often they absolutely must have the top spec equipment, and no they can't wait longer than a week for delivery. But statistically others can't be the least rational party every time, can they?

Sadly, procurement professionals' skills in navigating complex legislation, evaluating tenders or avoiding challenge through thinking rationally are all too often labelled as part of the problem, rather than the solution.

As, Rory Sutherland, vice-chairman of marketing group Ogilvy Group UK puts it: "The only people who act in real life as economic rationality says they should are procurement departments, people with severe damage to the amygdala and psychopaths. If everyone behaved like this, society would collapse in an orgy of mutual mistrust".

But let us not get disheartened as our heads start to hurt. Being aware of our own intrinsic biases and misjudgements is a key skill in building strong relationships with stakeholders, empathising with others and assessing risk appropriately – all key skills for purchasers.

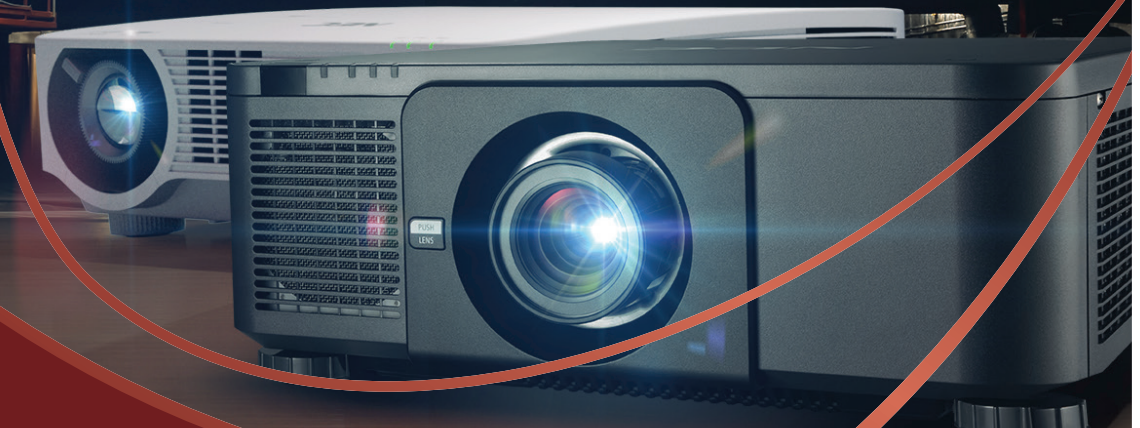
So, don't fret if you're not feeling particularly rational today. It's overrated anyway.

With thanks and possible plagiarism of Prof Chris Dewberry, Birkbeck, University of London.

\*Ball 5p + Bat £1.05 = £1.10.

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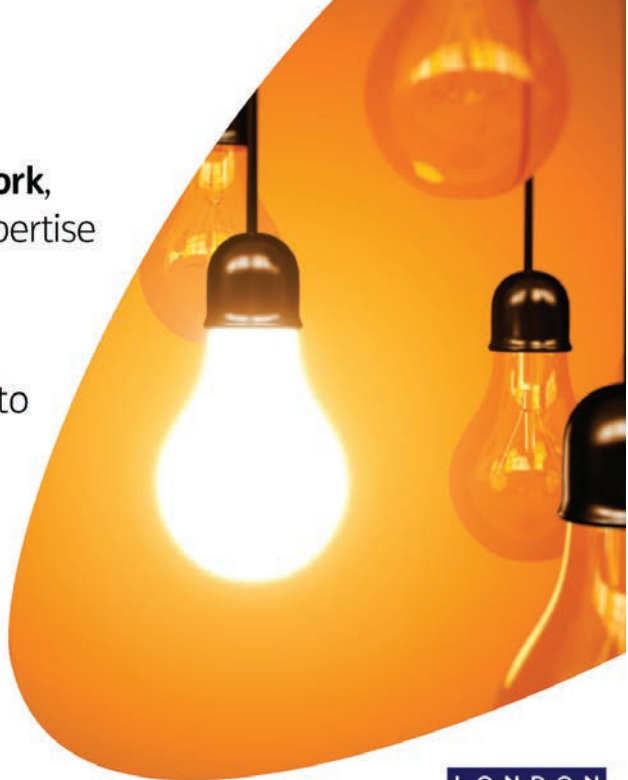
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# Let's talk...

This issue, we talk to **Michael Burke**, Head of Procurement at Regent's University London.

*How long have you worked at Regent's University?*

Since January 2016.

*How did you get into procurement?*

My first job within a week of leaving school at 17 was as a stock control clerk reporting to my line manager, who was the Procurement Manager. His job was far more interesting and rewarding so I made my mind up quickly that was what I wanted to do.

*What do you most enjoy about your job?*

The impact effective procurement can have on everything from cost, our carbon footprint to enhancing the student experience.

*What's the most difficult aspect?*

Some procurement projects bring about significant change, which can meet with resistance.

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

Any job on Cape Clear Island, Ireland's southernmost island.

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

Contracting a well-known pop star to record a single for the organisation I worked for at the time.

*In your view, what value can working with the Procurement team bring to other areas such as Estates or IT?*

In devolved environments, I believe that the perception of procurement as a trusted advisor is key and there lies the value of procurement to wider colleagues.

*Regent's University is a Member of LUPC – what do you think have been the main benefits of joining the consortium?*

Obviously the savings achieved on accessing framework agreements but



Regent's University London

perhaps less obvious is the amount of contract management and reporting undertaken by the LUPC on Members' behalf.

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

It was for a former employer where I'd set up an international procurement network and wrote their first procurement standard.

*What was the last book you read?*

*Seek the Fair Land* by Walter Macken.

**Fancy being our next member interview?**

**Contact: [l.compton@lupc.ac.uk](mailto:l.compton@lupc.ac.uk)**

## LUPC & SUPC Conference 2016

### Wednesday 15 June, London

LUPC and SUPC are hosting our first joint Conference & Exhibition, free for our members to attend, on Wednesday 15th June 2016 at Mary Ward House in central London.

This will be an opportunity for members to hear from prominent speakers, visit an exhibition of 55+ approved agreement suppliers, attend a comprehensive workshop programme and network with colleagues.



Procurement professionals, as well as senior managers, academics and wider buyers are more than welcome to register to attend.

The conference will be rounded off by a complimentary delegate and exhibitors drinks reception, sponsored by Legal Services provider Veale Wasbrough Vizards, to continue informal networking over drinks, canapés and entertainment.

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# UK universities' estates spend

UK universities' estates are a growing area in terms of spend, space and students.

- UK university estates have a total income of **£28 billion**, equivalent to the annual spend of the Department for Business Innovation and Skills and **£8 billion** more than the annual government spend for Northern Ireland.
- Total revenue expenditure on property is almost **£2 billion**.
- Capital expenditure is over **£2.5 billion** - the highest annual spending recorded to date.
- Over a dozen institutions spent in excess of **£40 million** (four with expenditure over £100 million).
- UK universities now occupy almost **21 million m<sup>2</sup>** of space, an expansion of just over half a million within a year.
- Five institutions have estates that are larger than **500,000m<sup>2</sup>**, although roughly half the sector operates with an estate of less than **100,000m<sup>2</sup>**.
- At last count, the UK university population included **1,698,452** students. 2013/14 saw **412,581** first-year students attend university, equivalent to the population of Bristol.

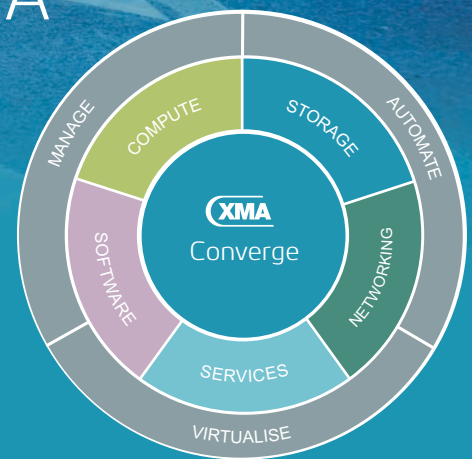
*Information taken from the Association of University Directors of Estates (AUDE) Annual Report 2015. Data from 2013-14.*





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## 3. HPE offers best in class infrastructure management tools

- HPE OneView delivers simplified, automated and software-defined IT infrastructure management to reduce cost.

## 4. HPE is the right choice to reduce risk, IT costs and increase agility & flexibility

- As the no.1 server brand with the broadest portfolio, delivering right-sized solutions with best in class infrastructure & support management tools HPE Servers can help customers reduce risk, cost and deliver agile and flexible solutions.

## 5. Market Position

- We are a compliant route to purchase, with presence on local and national frameworks for hardware, software, supplies and services.
- NSSA Lot 1 with HPE servers
- SUPC
- NEUPC
- RM1054
- UKSBS/RCUK Contract Vehicle
- Healthtrust Europe

## 6. Our Services

- XMA's services team is there to assist at every stage of a project or just in specific areas to support you where and when needed for your compute project. Our knowledge covers complete infrastructure solutions enabling you to work with one partner for all your Data Centre requirements:
- Roadmap Sessions
- Assessment Services
- Pre and Post Sales Consultancy
- Project Management
- Delivery and Implementation
- Migration and Disposal Services
- Service Desk and Support.