

# Linked



The magazine for LUPC members and suppliers

SPRING 2017

*LUPC – a member of Procurement England Ltd.*



## Responsible Procurement

Students and staff  
come together for change



**POSTING ABROAD:**  
Managing staff  
mobility in an  
increasingly  
global sector



**BIG DATA:**  
An information  
revolution  
in facilities  
management



**A RISK TOO FAR?**  
Universities  
respond to shifting  
perceptions of  
travel-related risk

Director's report	3
News	4-5
Commodity updates	6-8
■ LUPC's Responsible Procurement Advisory Group	9
■ Managing Global Mobility	10-11
■ Shifting views on travel-related risk	12
■ Big data and a revolution in facilities management	13
■ Case study: Successful refurbishment at London Metropolitan University	14
■ An 'outside-in' approach to managing rodent risk	15
■ Member interview: Mandy Morgan, Procurement Manager, National Physical Laboratory	18
■ Focus on: The economic impact of international students on English regions	19

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**Andy Davies**  
LUPC Director

## Involving students in responsible procurement

Springtime at LUPC is invariably busy as we prepare for another Conference and Exhibition. This year's event will once again be held in collaboration with our friends at sister consortium SUPC, this time at the historic and prestigious County Hall on London's South Bank.

It's not often you get to network, join in the debate on the hot topics of the day and see as many as 60 great suppliers

all in one day, all of whom have won a place on our framework agreements after a rigorous competitive process. As I write there are still some free places left for Members, so whatever involvement you have with buying goods and services for your institution, there'll be something to interest you. Visit [www.lupc.ac.uk/conference2017](http://www.lupc.ac.uk/conference2017) to register today!

Neither is it very often that I get a chance to work alongside students these days, so it's been really refreshing to be part of LUPC's new Responsible Procurement Advisory Group and have

them join with procurement managers and sustainability officers to develop a new Responsible Procurement Policy and Strategy for the consortium. Read their take on the work of the Group on page 9.

LUPC has won a creditable reputation in the legal services market and it's been our pleasure to lead a new national procurement for our Members, you can read more on page 4.

As always, we've an issue of *Linked* jam-packed with useful articles on everything from supporting globally mobile employees, travel-related risk, Big Data and the revolution in facilities management. And on page 14 you can see how one of our Estates Maintenance & Minor Works contractors has completed a refurbishment project at London Met four weeks ahead of schedule. But I have to say I'm intrigued by the 'outside-in' approach to managing rodent risk... !

**Andy Davies**  
April 2017

## Expert Legal Advice

Top ranked firm on the **LUPC Legal Services Framework**, VWV has a national reputation for experience and expertise on legal issues spanning education and charities.

VWV understands the complex interplay of law, regulation and best practice and are always on hand to give you practical legal solutions.

Please visit [www.vwv.co.uk](http://www.vwv.co.uk) for the full range of services.

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## Legal Services agreement

LUPC has awarded a new agreement for legal services, starting in May 2017. The agreement runs until 30th April 2020 with the option of a one-year extension.

The new agreement is the second iteration of the national Legal Services framework, previously tendered by LUPC's partner consortium APUC. The existing LUPC Legal Services Agreement, for London and the South East only, will continue up until its final possible extension date in August 2018, to assist our existing Members using legal services providers under this agreement.

The new agreement tender process is a collaborative exercise between all the English and Welsh higher education procurement consortia, with the participation and support of HE Shared

Legal, the British Universities Finance Directors Group (BUFDG), Association of University Legal Practitioners (AULP), Universities HR and Association of University Directors of Estates (AUDE).

The new agreement is split into seven specialist lots, including Property (Estates); Human Resources (including Human Resources dispute resolution); Dispute resolution (all dispute resolution/litigation except Human Resources dispute resolution); Governance (constitutional, charity, higher education, academic registry); Commercial; Student Matters; and a One-stop-shop.

The agreement provides an OJEU compliant route for contracting legal services and offers a choice of suppliers who are experienced in delivering services to higher education and other public sector Member institutions.

A variety of call-off options is available including direct award, desktop award or mini-competition. The recommendations within each call-off option have been structured to cope with the different requirements of Member institutions, whilst allowing for maximum flexibility.

LUPC Director Andy Davies says: "This new agreement, in our growing Professional Services category, will help meet the needs of our Members, both here in London and nationally. It's another fine example of how working collaboratively with our Member institutions, other purchasing consortia and partner organisations from the sector, we can deliver meaningful, professional agreements that offer savings in both costs and tendering time, as well as meeting the legal services needs of our Members."

For more information about this agreement, visit [www.hecontracts.co.uk](http://www.hecontracts.co.uk)

## Responsible procurement collaboration

LUPC has signed an agreement with its Scottish partner consortium APUC (Advanced Procurement for Universities and Colleges) to formally collaborate more closely within the scope of its Modern Slavery project.

LUPC kicked off its Modern Slavery project in January, to gain the knowledge necessary to enable the consortium to embed new processes in public procurement and human rights, and to produce tools and techniques to assist Members in promoting respect for human rights in their supply chains.

APUC has also engaged in developmental activity aimed at promoting respect for human rights in its procurement. Its plans have much in common with LUPC and it was the first UK purchasing consortium in UK public service to affiliate to Electronics Watch, an international organisation for monitoring the global electronics industry for human rights abuses, acting for a range of affiliated European public authorities – of which LUPC is also a founding Member.

Early areas for co-operation include investigating options for sharing a software application that APUC has built for gathering important ethical and sustainable data from the supply base and "co-badging" new guidance for public procurement practitioners now under development by LUPC - LUPC will be launching its first free guidance on *Protecting Human Rights in the Supply Chain: A*



*guide for public procurement practitioners* at our Conference on 24th May, and the Chartered Institute of Procurement & Supply (CIPS) plans to distribute the guidance to public procurement practitioners worldwide.

LUPC also recently submitted written evidence to the Parliamentary Joint Committee on Human Rights' inquiry on *Human Rights and Business 2017: Promoting responsibility and ensuring accountability*. Its report has now been published, mentioning LUPC's inclusion of Electronics Watch clauses in last year's contract for Apple products as an example of good practice in the UK, and incorporating the consortium's feedback on the Government's National Action Plan to tackle human rights abuses in public procurement.

# COUP 2017

The Higher Education Purchasing Consortium, Wales (HEPCW) has opened bookings for the Conference on University Purchasing (COUP) 2017. COUP is held every two years and is hosted in turn by each of the UK's regional purchasing consortia. This year's event will be held at Swansea University from 5th-7th September.



The Conference programme is suitable for Heads of Procurement, category managers and buyers as well as individuals based outside the procurement functions such as technicians, business managers and academics – in fact, any staff member who has an interest in procurement.

Exhibitor and sponsorship opportunities are also available to approved suppliers to consortia frameworks, and details are available online.

For more information visit: [www.swansea.ac.uk/coup2017](http://www.swansea.ac.uk/coup2017)

## LUPC & SUPC Conference

The next LUPC & SUPC Conference takes place on Wednesday 24th May at County Hall, London and with just weeks to go, now is the time to book your free Member place if you haven't already done so.

Members can take a look at our Conference programme on the Conference website (see link below) and see a full list of the 60 exhibiting suppliers.

New features recently announced include an Advice Bar for buyers to meet with consortium procurement staff to discuss agreements and upcoming tenders. Delegates and exhibitors can also enjoy our complimentary drinks reception, sponsored by legal firm Veale Wasbrough Vizards, with a talk on the London riverside given by further education lecturer and London tour guide Eleanor Jackson.

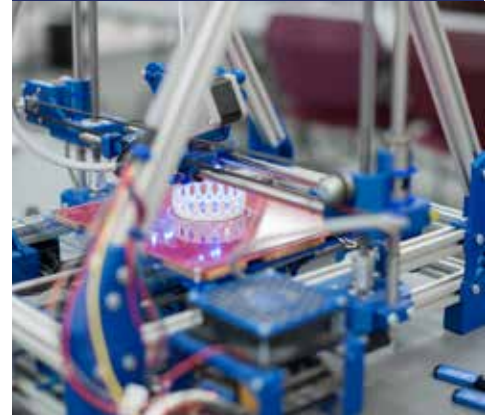
Buyers from across Procurement, as well as directors and budget-holders from wider departments are very welcome to join us. Visit [www.lupc.ac.uk/conference2017](http://www.lupc.ac.uk/conference2017) to register today!



### Estates success!

CIS Security, an approved supplier to the LUPC agreement for Security Services – Guarding & Reception, has won the Estate Team of The Year Award, an award voted for by Goldsmiths' stakeholders. The CIS Security Team were recognised for their service and contribution for the past year. This is the first time Security or any other contract partner has ever won this award. Congratulations to the full team!

### NEW AGREEMENTS



**3D Printers & Scanners**  
**Removal & Relocation Services**  
**Legal Services**

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

### TENDERS IN PROGRESS

**National Desktop & Notebook Agreement (NDNA)**  
**Fire Extinguishers, Fire-Fighting Products & Supplies and Training**  
**Graduation Services (gown hire and photography)**  
**Liquid Handling Robotics & Laboratory Automation Systems**  
**Catering Consultancy Services**  
**Catering Outsourced Services**  
**Furniture**  
**Taxi & Taxi-type Services**  
**Life Sciences Consumables**  
**Life Sciences Services**  
**Life Sciences Equipment**

For full details and award dates visit: [www.lupc.ac.uk/in-the-pipeline](http://www.lupc.ac.uk/in-the-pipeline)

### DATES FOR YOUR DIARY

**LUPC & SUPC Conference 2017**  
24th May 2017  
County Hall, London

Last few remaining free Member spaces available, book at: [www.lupc.ac.uk/conference2017](http://www.lupc.ac.uk/conference2017)

**Conference on University Purchasing (COUP) 2017**  
5-7th September 2017  
Swansea University

[www.swansea.ac.uk/coup2017](http://www.swansea.ac.uk/coup2017)



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:

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Other useful contacts:

<b>JISC</b>	<a href="http://www.jisc.ac.uk">www.jisc.ac.uk</a>
<b>TUCO</b>	<a href="http://www.tuco.org">www.tuco.org</a>
<b>TEC</b>	<a href="http://www.tec.ac.uk">www.tec.ac.uk</a>

Please note the categories for this update match the headers in the HE Contracts system (HEC), [www.hecontracts.co.uk](http://www.hecontracts.co.uk)

- Audio Visual
- Catering
- Estates & FM
- Furniture & Furnishings
- ICT & Telecoms
- Library
- Office Supplies & Equipment
- Professional Services
- STEMEd & Laboratories
- Travel & Accommodation
- Utilities
- Other

## CATERING

Please see the TUCO website for updates: [www.tuco.org](http://www.tuco.org)

## ESTATES & FM

### Cash & Valuables in Transit JK

This has been extended until 30 September, the re-tendering process commenced in February.

### Catering Consultancy Services – PROPOSED SP

This will be a new framework for the sector. All consortia, including TUCO, are working with LUPC on this framework. It is anticipated that 6-8 suppliers will be on this framework and they will be able to provide consultancy for in-house or outsourced catering operations. The SQ is scheduled to be issued on 28 April and a strategy document has now been issued to the Tender Working Party for comments. LUPC is also working with the Chairman of the Foodservice Consultants Society International (FCSI) on the specification and key tender documentation. It is anticipated the framework will commence in September 2017.

### Catering - Outsourced Services – PROPOSED SP

The framework for Outsourced Catering Services will commence after award of the consultancy tender. There will be a national lot (generally for larger contracts) and a Greater London lot to capture some of the smaller/niche requirements. The tender for this will be issued September 2017 with an anticipated start date of January 2018.

### Cleaning Services – Regional SP

The first six monthly review meetings were held in March 2017. As part of the contract management process, the first submission of suppliers' Modern Slavery in the Supply Chain Action Plans have been received and additional supporting information requested where required. Four Members are currently running further competitions under this framework.

### Electrical Materials & Associated Products MK

The current framework agreement has been extended until 30 June 2017 to provide sufficient time to ensure an EU compliant re-tender. All incumbent suppliers have agreed to the extension period.

### Electronics (NUWPEC) MK

RS Components has offered to host a NUWPEC review at its distribution centre in Nuneaton as part of an opportunity to inspect and discuss its operation in more detail. The next meeting will be held in September in Scotland as guests of APUC. Additional LUPC technical representation remains a long-standing objective, if you wish to be involved further please contact Mike Kilner.

### Removals, Relocations & Associated Services JK

The new agreement is now in place initially for two years with two possible one-year extensions. The agreement includes two new lots for Crate Hire and for the Purchase and Removal and Relocation of Laboratory Equipment and Furniture. A meeting has been arranged with all suppliers to introduce them to LUPC and to agree how to market the agreement to the LUPC membership.

### Security Services (Guarding and Reception) SP

The first six month supplier reviews were held in March 2017. As part of the contract management process the submission of the suppliers' Modern Slavery in the Supply Chain Action Plans have been received, reviewed and additional supporting information requested where required.

### White Goods – National MK

Following a recent meeting with Stearn Electric, a contract special offer for the period from April to the end of the current university year (31 July) has been agreed, please contact Mike Kilner for further details.

## FURNITURE & FURNISHINGS

### Furniture (Residential, Bespoke Teaching Space & ICT Security) DW

The strategy for the future tender has been agreed, and it will include furniture for AV-IT integrated, auditoria, executive dining, office, classroom, breakout, reception, meeting, conference, café, bistro, laboratory, residential, library and museum display cases. The tender process started in March and the new agreement is expected to start in September.

## ICT & TELECOMS

### National Desktop & Notebook Agreement (NDNA) MK

The NDNA price benchmarking exercise was last updated in early April and circulated to NDNA Group members, these are available, along with minutes or review meetings, on the NDNA web pages <http://ndna.lupc.ac.uk/>

The OJEU notice and tender documentation for the new agreement due to start in August 2017 was published on 7 February and eight tenders were received by the deadline of 30 March. These are presently being evaluated and bidder clarification meetings have been arranged for the University of Bath on 19 and 20 June. Volunteers for the Hardware Evaluation stage, which commences at the end of May and completes in early July, are being sought from the LUPC membership. Institutions interested in doing so are asked to contact Mike Kilner.

### National Education Printer Agreement (NEPA) inc. Managed Print Services MK

Apogee acquired Danwood on 2 March 2017 and, at present, both will continue to trade as separate organisations until their legal entities have merged, which is expected to occur in summer 2017. Supplier reviews with the manufacturers were set to take place in April.

### Networking Supply & Services – National MK

The current NEUPC-led framework for Networking Supply & Services expires at the end of this year. The process for the re-tender is commencing shortly and we are requesting volunteers from either a Procurement or a technical background, to actively take part in the Tender Working Party. Please contact Mike Kilner if you are interested.

### PCs with Apple Operating Systems – National MK

The new rankings following the outcome of the re-pricing exercise amongst the current suppliers exercise are (from first to last): Academia, XMA, Stone and Insight.

Stone is now taking on new customers having recently completed the change of their Apple distributor partner, which is opening up a number of additional services as a result.

XMA is, until further notice, offering a 1% rebate payable to institutions for staff and student sales as well as a four-year inclusive warranty on all Mac and iPad.

#### Staff and student Apple purchases

A number of the resellers now have websites that offer discounted products to staff and students of Members, these can be found as indicated below:

**XMA:** [www.theedustore.co.uk](http://www.theedustore.co.uk)

**Stone:** <https://www.getyourtech.co.uk>

**Academia:** <https://applehe.store.academia.co.uk>

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

The first supplier review meetings for the new national agreement will take place 24-26 April at Reading, with 20 suppliers attending.

#### Telecommunications inc. landline and mobile - led by Crown Commercial Service (CCS) MK

Commercial discussions are continuing with CCS around the potential participation of regional consortium members in the CCS Mobile Voice & Data Services agreement, via a dedicated competition on behalf of the sector.

#### ICT general matters not covered elsewhere MK

A new *Student Records framework agreement*, which is a collaboration between APUC and Glasgow Caledonian University, and open to LUPC Members, is presently out to tender. This is due to start in September.

APUC's existing *Finance and HR/Payroll Agreement* has been extended to November to allow further development time on the successor agreement. Potential stakeholders within LUPC are asked to come forward if they are interested in assisting with the agreement's development. The strategy document is in progress and may look at the inclusion of ERP.

Jisc Services have established a single supplier framework agreement let through Khipu Networks, for the purchase of a *Simulated Phishing Service and Associated Training*. The service, which commenced 11 April on a two-year + two-year basis, will allow for both the development and sending of simulated phishing communications and the associated training provision.

### LIBRARY

#### National Books Agreement JC

The tender responses for the new agreement commencing in August 2017 were received on 6 April 2017. The number of submissions is 16, distributed across seven lots. The quality submissions are currently being evaluated.

The next Library Commodity Group (LCG) meeting will be held on 15 May 2017.

LUPC met with a number of organisations interested in joining the Books Agreement. Following these meetings, the Bank of England, the Houses of Parliament and the Royal College of Nursing have now signed up as Associate Members, to provide them with access to the new Books agreement.

#### Serials (LUPC and NWUPC) JC

Jan Donnelly has left LM and has been succeeded by Jon Reid. A review meeting with Jon Reid will take place in April. Harrassowitz held a client day on 13 March 2017, where the supplier presented its services and innovations to a number of clients. A review meeting with EBSCO is being scheduled for May 2017. JC is working together with the other consortia with the objective of unifying the approach to exchange rate management.

### OFFICE SUPPLIES & EQUIPMENT

#### Franking Machines JC

The new agreement will go live during the month of April. All information will be made available on HEC.

#### Office Supplies JC

Lyreco has been removed from the agreement owing to what LUPC believes to be a breach of the terms of the agreement. They imposed price increases on Members without justification/approval by LUPC and without following the correct procedures as laid down in the agreement terms. After a number of meetings, telephone calls and further correspondence, Lyreco did not remedy the alleged breach and it was not possible to reach an agreement with them. All the Member institutions using Lyreco have been informed.

Office Depot has submitted a price revision request. The first stage of the request has been processed and an audit carried out and the increase has now been approved. The price revision will go live during the month of April. This was submitted prior to Lyreco leaving the framework and was acceptable and within the agreed terms of the agreement.

NWUPC Members will be joining the national framework agreement very soon.

### PROFESSIONAL SERVICES

#### Debt Collection JC

A new agreement is due to start in September 2017, an initial meeting has been held and Members using the current agreement have been contacted about the future re-tender and will be kept up to date.

#### Insurance MK

The underwriting stage of the new tender process has commenced and tender submissions are due back by mid-May, with award recommendations likely to be made by mid-June.

LUPC Insurance Group members have had the opportunity to attend two events in the first part of the year covering a variety of topics; the ZM Annual Insurance Seminar on 1 March included a mock trial situation, and the AJG Annual Risk and Insurance Seminar on 23 March. The presentation slides and hand outs to the latter are available from MK. The next events are the AIRMIC Conference in Birmingham and the Northern Universities Insurance Conference, both of which take place in June.

#### Internal Audit Services JC

The research stage of this new tender has recently commenced.

#### Legal Services – National – NEW JC

The evaluation stage of the ITT is now complete and the new agreement will go live in May 2017. All the documents and marketing actions are being prepared and will be uploaded to HEC prior to the launch.

#### Legal Services – Regional JC

This framework is now extended until August 2018 to allow Members access to their existing suppliers, while they consider transitioning to the new agreement.

#### Occupational Health Services JC

Price increases have been requested by two of the suppliers and accepted after evaluation by LUPC.

Research for a new agreement, to commence in 2018, is now being undertaken.

#### Patents, Trademarks and IPR – PROPOSED JC

The research stage of this tender has now commenced. The initial Tender Working Party meeting took place in January 2017. The new agreement should be in place by late 2017.

#### Temporary Staff – Regional JC

Research for a new agreement for Temporary Staff, to commence in 2018, is now being undertaken. Initial discussions with suppliers

indicate that the market is very volatile at the moment owing to various reasons, including the new IR35 regulations. An event for Member institutions with regards to the IR35 legislation, in partnership with Reed, took place at LUPC's offices. The event was well attended and received excellent feedback.

New legislation regarding apprenticeships has become effective from 1 April 2017. The information provided by the different suppliers and their approaches is available on HEC.

## Training Services – NEW

JC

The tender responses were received on Tuesday 4 April 2017. The evaluation stage has now commenced. Approximately 35 submissions were received.

## STEMed & LABORATORIES

### Gases (IUPC)

MK

The first quarterly management information for the new IUPC Gases agreement is now available for download from the IUPC site. The first supplier reviews are likely to be held during September and will either be held during COUP in Swansea or adjacent to the NUWPEC meetings at APUC, as a number of IUPC working group members sit on both groups.

### General Laboratory Equipment, Supply, Installation & Post Installation Services

DW

A visit to Fisher Scientific, Loughborough, to discuss scope, reporting, price changes and post install services updates took place in March. We discussed meeting with senior Fisher Scientific people to discuss supply chain mapping and ethical labour standards.

Wolf Labs had a price audit on 10 February, following a price increase requested as per the framework terms. All products were price method checked, with 100 products checked on their system for manufacturing pricing and agreed margins, the new agreed pricing is valid from 6 March.

Fisher Scientific had a price audit conducted on 14 February, their new pricing was approved and is valid from 6 March.

### Laboratory Consumables (IRLA)

DW

New pricing has been agreed with SLS, Dutscher UK, Triple Red and VWR for 2017. Review meetings have been set for 26-28 April.

### Laboratory – Life Sciences – Antibodies & Sera NEW

DW

The tender response date has been extended to 21 April, with evaluation during May and June. This new agreement is due to start in July 2017.

### Laboratory – Life Sciences – Equipment NEW

DW

This new agreement is currently being researched, with an anticipated start date of December 2017.

### Laboratory – Life Sciences – Services NEW

DW

This new agreement is currently being developed, the scope will include sequencing, genotyping, DNA/RNA extraction services, genomics, pharmacodynamic, proteomics and bioinformatic services. It is anticipated to start in December 2017.

### Laboratory – Radio Chemicals for Use in Teaching & Research DW

This agreement ends in May 2017 and is likely to be extended to allow for the new agreement, currently being researched, to commence in December 2017.

### HVLE Imaging - Lot 2 Transmission Electron Microscopes DW

A successful further competition was run on behalf of a Member by LUPC, with DW acting as the consultant.

### 3D Printers, 3D Scanners & Associated Consumables - NEW DW

A new agreement commenced in March 2017, with the following suppliers:

Lot	Description	Appointed Contractors
1	Stereolithography machines, including all related consumables	1. Abergower 2. Instant Makr 3. Creat3d 4. Express Group
2	Free-form fabrication machines, including all related consumables	1. Abergower 2. Instant Makr 3. Creat3d 4. Express Group 5. Ultimaker GB
3	Selective laser sintering machines, including all related consumables	1. Abergower 2. Ricoh 3. Instant Makr 4. ES Technology
4	3D scanning devices, including all related consumables	1. Abergower 2. Instant Makr 3. Creat3d 4. Express Group 5. Central Scanning

### Other Laboratory – Updates

DW

The National STEMed group met during March 2017, and the chair has now changed to LUPC.

## TRAVEL & ACCOMMODATION

### Travel Management Services

DW

DW met with China Southern, Emirates, Malaysian Airlines, Air China and Norwegian to discuss existing and potential route deals. A contract was renewed with EasyJet. A meeting with Cathay Pacific will be held in April. A Buyer's Guide for airline contracts is due to be issued in May 2017.

### Vehicle Hire, Car Club & Leasing

DW

A new framework agreement commenced on 1 April 2017 with the following suppliers appointed:

Supplier	Lot 1 Vehicle Hired	Lot 2 Car Club	Lot 3 Vehicle
Co-Wheels		✓	
Days Rental	✓		✓
Enterprise Rent-a-Car	✓	✓	
Eurocar	✓	✓	
Thrifty Car & Van Hire	✓		
SG Fleet Hire	✓		✓
SHB Hire Ltd	✓		✓
U-Drive Ltd			✓
Wessex	✓		✓
Zipcar UK Ltd		✓	

## UTILITIES

### Fixed Priced & Fixed Term – Electricity & Natural Gas

DW

DW is working with TEC on the new agreement due to commence in October 2017.

### Water Supply - NEW

DW

The tender process has started for this, led by The Energy Consortium (TEC), working with the Crown Commercial Service (CCS). For more information visit the TEC news pages at [www.tec.ac.uk/news](http://www.tec.ac.uk/news).

(Correct at April 2017)

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





# Taking responsibility

Students **Chris Saltmarsh** and **Najma Salan** explain why student involvement in LUPC's new Responsible Procurement Advisory Group is a win-win for all.

LUPC's Responsible Procurement Advisory Group, created in early 2017, is composed of a mix of students from London universities, representatives from People & Planet, staff at LUPC, procurement professionals and sustainability officers from London universities.

The group was initially conceived by LUPC as an 'ethical and sustainable' procurement group. However, we broadened the scope out to 'responsible procurement' to include everything from considering climate change and other environmental harms; human rights abuses including low wages, poor working conditions, and restrictions on unionising; plus the points at which these all intersect; and the systems which create them.

After establishing our priorities, we have been drafting a Responsible Procurement Policy and Strategy for LUPC. The strategy's ambitious vision will guide LUPC's work on supporting Members to procure with greater responsibility.

In the short-term, there are a number of projects to be undertaken to kickstart its implementation. These include supporting Members to map their supply chains; student engagement; and research into partnerships between the higher education (HE) sector and social enterprise. In the longer-term, the group will thrust LUPC into a leadership position, in HE procurement and beyond, to promote responsible procurement. It will help Members improve procurement practices where possible within current legal and economical restrictions, while also working to address the human rights abuses and environmental harms of current supply chains, reimagining procurement in terms of process and priorities.

As students, it's challenging entering an environment that can feel intimidating because of its high level discussion and technical jargon about procurement practices that can sometimes throw us off. It's also a very different culture of conducting meetings and decision-making than we're used to. Nevertheless, the group members are always willing to fill in the blanks and help bridge that gap. It's a learning curve that requires adaptation for all group members.

Having little to no experience in policy-making, it's a great learning opportunity too. Being able to apply a student perspective to the formation of this landmark strategy, and help lay the foundations of a successful long-term drive towards responsible procurement at LUPC and throughout the sector,

is exciting and epic. We think it's safe to say that we're both conscious in a global sense of being a part of something that is bigger than us, a motivation in itself to be a part of such a group.

In terms of how the group is making a difference in institutions like ours, it's essential to remember that universities are huge procurers of goods, and students have a huge financial, reputational and moral investment in those procurement decisions.

Within universities important choices, like those around procurement, are mostly left to senior management or administrators (rather than consulting staff and students) who are often more motivated by financial prudence and reputational risk than social and environmental responsibility.

The Responsible Procurement Advisory Group is a great opportunity for students to better understand where their money goes, to have input on the procurement of their institutions' goods, and to influence those important political and moral calls, because to procure is a political act with real world consequences that universities are responsible for.

LUPC's focus on modern day slavery can help universities understand their supply chains and combat the human rights abuses that take place within them. Universities are reputable public institutions and therefore need to lead the way in responsible procurement. Students and progressive staff need to find new ways - everything from grassroots campaigning to working through LUPC - to exert power over their institutions to push them towards positions of leadership in ridding their supply chains of abuses and harms.



*Chris Saltmarsh is a campaigner and studies Politics & Philosophy at the University of Sheffield.*

*Najma Salan is studying International Relations and Development at the University of Westminster.*



# Managing a global workforce

The increasingly international nature and exportability of UK higher education poses challenges for institutions in managing regulation and compliance issues, explain **Stephanie King** and **Dinesh Jangra**.

Global Mobility means different things to different people in different organisations. Simply put, the term is used when individuals move and work across borders and it can take a variety of forms in higher education institutions (HEIs).

In HEIs, Global Mobility is becoming an increasingly prevalent issue as international borders are broken down and more students travel into and out of the UK to study. HEIs are responding to this demand in order to service the needs of foreign students in the UK, as well as the delivery of learning services outside of the UK. In addition, the recruitment, deployment and development of teaching professionals, researchers and academics deployed by UK HEIs is often increasingly international and cross-border in nature.

Some specific drivers for Global Mobility include the requirement that academics and delivery professionals are present in the countries where there is a demand for services, dispatching talent to global universities and research hubs and delivering learning services outside the UK. In addition Global Mobility issues may need to be considered when overseas campuses are established or when operating in partnership with foreign HEIs. The hiring of UK based staff from outside of the UK to fill required roles may also have a global mobility impact.

As a result of the above drivers, we are seeing more short-term business visitors, domestic transfers, international transfers and permanent relocations in and out of UK HEIs.

Global Mobility brings with it a number of challenges that organisations need to address including tax and social security issues, employment tax reporting and payroll issues, employment law and immigration issues. Organisations that identify these obligations, and to address and manage them, are able to better manage the cost associated with a global workforce, whilst reducing exposure to the penalties, interest and reputational damage that can arise from non-compliance.

For HEIs in particular, some of the key risk areas include:

- immigration considerations and the need to obtain the correct work permits
- the social security implications of moving employees between countries
- identifying and setting up the local payroll, and
- considering the compliance rules associated with setting up an overseas entity.

The EY Global Mobility team carry out a survey each year (The EY Global Mobility Effectiveness survey) to help us better understand what the Global Mobility landscape looks like in practice. The results are eye-opening. First and foremost, 75% of organisations surveyed admit to needing greater insights into their global compliance risk and 52% said they didn't even have access to the necessary data to bring insight into their own Global Mobility programmes.

Our survey showed 58% of respondents listed compliance and regulation as their biggest challenge in managing Global Mobility. In the case of short-term business visitors (STBVs), this could be failing to track STBVs to meet the reporting requirements required by HMRC or the new Public Sector IR35 rules. A notable statistic from our survey showed that the number one perceived risk faced by responders is business traveller activity: an issue HMRC in the UK has identified as a focus for compliance activity.

If any of the above sounds familiar within your organisation, what are the actions that your organisation needs to undertake? We have highlighted below some key points to consider:



1. Firstly, do you know who your globally mobile employees are and where they are? If not, obtaining workforce data around employees, where they are and where they travel to will be an important first step.
2. Are you aware of the organisation's obligations in respect of these employees? As discussed above there are a number of obligations that should be considered:

#### **Payroll:**

Different countries will have different payroll regimes. As a consequence, the set-up of payroll, related registrations and year-end reporting will all differ by location. In this context, are you meeting your payroll obligations?

#### **Labour law and immigration:**

There will be different work permits and immigration requirements in different countries. It is crucial to understand the requirements for your entities and your employees.

#### **Compliance and reporting:**

In order to remain compliant, there are varying tax payment and filing obligations worldwide that your employees and the organisation must adhere to. Additionally, having an understanding of the implications of overseas work can ensure your employees are not in a position that could compromise their access to social security and healthcare.

#### **Set-up of overseas entities:**

When working in partnership with institutions abroad or when setting up an overseas entity, various regulatory obligations should be considered.

As you can see, mobility will be present to some degree in HEIs as they respond to the global forces at play. It is a complex and technical area where local expert support is required. As the world continues to be impacted by globalisation, demographic change, technology, innovation and political and economic change, HEIs will be required to adapt quickly and recognise and respond to these disruptive forces. Managing the impact of today's global economy and adapting to market disruption are major challenges for HEIs determined to mobilise their workforce to succeed.



### **Who is the client?**

- ▶ A UK headquartered organisation who deliver services around the world with significant operations in more than 100 countries.

### **What issues were they having?**

- ▶ Understanding how the presence of their people in a particular location and changing nature of their business leads to compliance obligations and the risks associated with non-compliance.
- ▶ Understanding when payroll taxes are triggered and how they differ by employee types: expats vs locals vs contractors. Also, the in-country mechanisms for the organisation to settle its obligations.
- ▶ Understanding how working outside their home location was impacting the social security and related entitlements of their employees.
- ▶ The financial and reputational impact of non-compliance.

### **What did they do about it?**

- ▶ Through a systematic review of country by country employee-related risk, they prioritised the highest risks and then took action to identify the correct business operating model and the resultant employee compliance obligations.
- ▶ In-house capabilities were up-scaled and expanded around Global Mobility issues including the on-boarding of a specialised employment tax expert.
- ▶ Home and host tax briefings were provided to help staff to understand and act on their own compliance obligations such as filing tax returns.

### **The result**

- ▶ Senior management prioritisation of employee compliance issues is leading to a reduction of compliance penalties and errors.
- ▶ Through better understanding of the compliance obligations the organisation is better able to work in collaboration with tax and fiscal authorities to mitigate audits and non-compliance.
- ▶ The organisation has confidence that the correct compliance obligations are being met at a corporate and individual employee level.



**Ernst & Young (EY)** is an approved supplier to the consortia agreement for Global Mobility Services. For more information please contact:  
**Stephanie King:** 0207 197 9217, or  
**Dinesh Jangra:** 020 7951 2473,  
 djangra@uk.ey.com





# A risk too far?



Key Travel’s annual survey into perceptions of travel-related risk reveals NGOs and universities are improving the safety of travellers, but more needs to be done says **John O’Sullivan**.

For the third year running, NGOs (non-governmental organisations) and university professionals are expressing greater sensitivity towards the risks of business travel. Their employers have responded through improved travel risk management programmes but the data - and frank feedback from our recent survey respondents - suggests that further progress is needed.

Key Travel, an approved Travel Management Company (TMC) on the LUPC Travel agreement and specialists in travel for the humanitarian and academic sectors, conducted their annual survey with travellers and travel booker respondents to get a better understanding of how NGOs and universities are managing travel-related risk within their organisations. This included how employees feel about travelling in a riskier environment.

Nearly 2,000 workers across UK and European third sector organisations contributed to the survey, with the overall findings reflecting a sea change in awareness of the travel risk issue and what organisations are doing to manage this.

Nearly half of survey respondents felt global incidents, political unrest and viral outbreaks had impacted the sense of security that they or their colleagues feel when travelling. Whilst over a third of respondents (a drop of nearly 10% from last year) are not put off travelling to higher-risk places – with a higher tolerance amongst NGO workers than university people – nearly two thirds stated that world events have impacted their decision to travel.

People are rightly showing caution when booking travel and taking trips and we believe organisations are doing more to raise awareness through pre-trip risk assessments and other risk management actions.

67% of respondents said that their organisation required a risk assessment to be carried out for either all or some trips prior to booking travel; the number of respondents stating risk assessments are carried out for all trips is up 6% on last year.

Political unrest and terror attacks in what were considered to be ‘traditionally safe’ destinations such as European capital cities were among the greatest travel fears affecting respondents. For the first time, Turkey featured in the responses as a reason for not travelling. Similarly, Brussels and Paris were deemed by some as unsafe locations and, for the first time, we saw comments about choice of connecting airports and restricting the time spent ‘airside’ in airports.

The survey suggests there is still more work to be done by employers. Two thirds of respondents were aware that their organisation had an agreed way of communication in the event of an emergency. But the procedures behind such communications were less clear, with half of respondents stating they were either unaware of an established procedure to follow in an emergency situation or that a procedure didn’t exist at all.

A formal travel risk policy, enforced risk assessments and clear well-communicated protocols play a useful role in increasing sense of safety and security across third sector organisations. To address inconsistencies and gaps within organisational risk management policies and processes, these must be robust and carefully applied.

Key Travel, works with thousands of charities, universities and faith organisations globally. With multiple respondents saying they would value travel disruption alerts and traveller tracking features, Key Travel has been teaming up with Amadeus and security experts International SOS to offer a range of practical solutions to increase traveller safety and security, including a travel app.

**John O’Sullivan** is Key Travel’s Group Marketing Director.



**KEY TRAVEL**

# Big data, big revolution

Big data and the ‘internet of things’ are revolutionising facilities management. A modern procurement strategy should reflect this, says Skanska’s **Dave Grimshaw**.

A revolution is underway in facilities management, with big data driving it forward. The challenge is to make the most of it.

Today, new technology is giving us huge amounts of information about every aspect of facilities management: big data. It’s totally changing the whole industry’s approach. With the right information, you can easily identify the root causes of any problems and introduce the changes needed to improve performance. Without it, you do not have the foundation for change.

The internet of things, where almost anything can be linked to the internet, helps create some of that big data. Sensors on equipment can tell you how well it is performing. This information can be entered automatically into a database and sent to an engineer with the right skills to fix it, if there is an issue. Maintenance is optimised, the customer gets the best price and there is less administration. Downtime of valuable assets is also minimised. The possibilities are endless.

With the drive to save money in the public sector, building information modelling (BIM) is increasingly important, with its ability to support more efficient building management. In new facilities, that means building in operational efficiency from the start through greater understanding of the management systems and processes needed. With existing buildings, laser scanning can be used to create 3D BIM models, to help improve the management of current assets.

Using 360-degree cameras builds up a detailed visual inventory for a building. Asset information, such as the model number and manufacturer, can then be overlaid on the images in clickable hotspots. This supports everything from training engineers to providing detailed information to sub-contractors.

External building surveys can be carried out by drones, providing safe access to hard-to-reach areas. Thermal cameras help to identify significant heat loss, which might indicate a problem with a building’s fabric or its plant.

With an internet-enabled workforce using tools like these, you can transmit a whole range of asset information to and from engineers by mobile phone, making them more efficient in the field and ensuring the central database is updated in real-time. This has a huge range of benefits. It ensures you can trust your data, supports operational efficiency and drives higher utilisation and productivity.



Our engineers used to refer to books to check the servicing schedule and what was included in a service. Now, their mobile phones tell them the steps to take. They tick off each step as they do it and, when the service is complete, the report is forwarded to the client automatically.

There are wider benefits. Sensors can monitor how a building is being used by the people in it. By linking the data to a virtual map, it’s possible to see which areas are being used more than others, and target resources accordingly. This information also helps with space management strategy.

In addition, consider the benefits of a greener energy strategy. The link between cutting carbon and cutting costs is clear. Retrofitting existing buildings with new, greener technology – such as LED lighting – reduces energy usage significantly, providing long-term financial benefits, as well as cutting carbon emissions. Updated air conditioning and ventilation make buildings healthier places to work, supporting greater productivity in the workforce.

Taking on board the potential benefits of the latest technology is an important part of developing an up-to-date facilities management procurement strategy. To reap the maximum gains, any facilities management supplier should use a fully integrated computer-aided facilities management system that is linked to an asset management database.

I think the industry will continue to see huge change, mainly driven by technology and how we harness data. The big challenge for procurement professionals and facilities managers is keeping up with that change to ensure they continue to get the best value for money.

## SKANSKA

**Dave Grimshaw** is a General Manager in Skanska’s facilities management arm, and has a background in using data systems to improve contract performance.

# Case study: Successful refurbishment at London Met

**Nigel Stephens** explains how T&B delivered a £250k refurbishment scheme, four weeks ahead of programme, for London Metropolitan University.

Following our successful bid and inclusion as an approved supplier on Lot 5 of the LUPC Estates Maintenance & Minor Works framework, T&B (Contractors) Limited have been introduced to a number of new university clients including Queen Mary University of London, King's College London and the London School of Hygiene and Tropical Medicine.

Most recently, through the framework, we have delivered several projects for the London Metropolitan University, another new client for T&B. Works were procured in spring 2016 and comprised the refurbishment of the third floor classrooms at Electra House in Moorgate.

Once we were awarded the projects, we liaised closely with London Metropolitan University's Project Manager David Meredith and end users to understand the key concerns and requirements for the new classrooms. During a value engineering exercise, instigated by T&B's project lead Contract Surveyor Mark George, we were able to upgrade the carpet specification to meet the client's expectations, whilst offering a significant cost saving.

Works were successfully carried out whilst the building remained fully occupied by staff and students. Our close liaison with end users and the Building Manager meant that we were able to work around the facility's timetable and keep disruption to a minimum, undertaking all noisy works during student breaks or out-of-hours allowing occupants to continue to use the existing facilities.

As with all our projects, we were able to draw upon our approved supply chain to ensure that local people were employed on the scheme. For example our electrical sub-contractor, who has partnered T&B on a number of similar contracts, are based locally to Electra House, Moorgate in London and we were therefore able to ensure that local labour was employed to undertake the works on site.

Our project team were in constant close liaison with the end users and client's Project Manager regarding progress and any potential issues arising on site. This collaborative approach meant that the classroom refurbishments were handed over four weeks earlier than anticipated at tender stage, which was largely down to the



commitment and focus of the delivery team, supply chain and client at the University.

Our T&B Site Manager, Trevor Hardcastle said "It was an absolute pleasure to work on this project at the London Metropolitan University."

The London Metropolitan University's David Meredith said "It was refreshing to be working with professionals who identified both best practise and cost savings. T&B took up the challenge and fast-tracked works whilst still maintaining the high quality finishes.

"A special thank you from the University must go to Trevor Hardcastle, Site Manager and Mark George, Contract Surveyor, who were both excellent in making this project a success."

We continue to deliver projects under the LUPC framework and are delighted with the introductions generated from the framework allowing us the opportunity to get involved with new clients, interesting projects and potentially larger schemes.

#### **LUPC's Estates Maintenance & Minor Work agreement**

includes several approved suppliers across six lots: Estates Maintenance (Large) and Minor Works; Estates Maintenance (Small) and Minor Works ; M&E Maintenance; Water Management Services; Minor Works Large; Minor Works Small.

The framework, tendered by a Member-led working party, offers competitive pricing with elements fixed at framework level and a range of added benefits, including volume and efficiency discounts. Suppliers also have the opportunity to win business and improve their pricing at mini-competition stage, and will therefore be incentivised to offer competitive quotations.

For more information on the LUPC agreement, see [www.hecontracts.co.uk](http://www.hecontracts.co.uk) or contact Suzanne Picken, [s.picken@lupc.ac.uk](mailto:s.picken@lupc.ac.uk).



# Minimising rodent risk

An 'outside-in' approach is best for pest prevention, explains Ecolab's **Mark Williams**.

Rodents threaten all businesses, from the damage they can cause to buildings, stock and equipment from gnawing, to the loss of productivity due to employee distress or illness from rodent borne disease. And let's not forget the reputational damage pests can cause. Considering these risks, and associated costs, pest prevention is a priority for business.

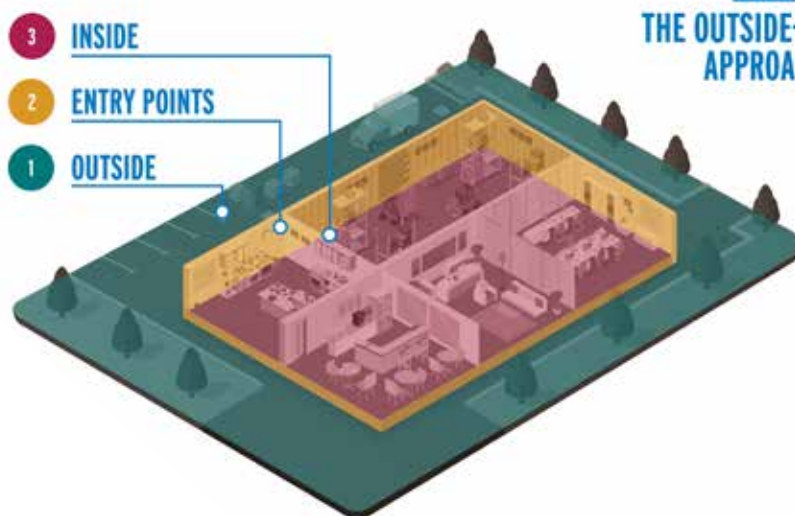
The best way to manage risk is an integrated approach using various techniques and tools to achieve long-term control. Central to achieving a successful integrated pest management programme is minimising activity by tracing back to root cause. A proactive approach places emphasis on solving rodent problems outside buildings before they can progress inside – this is called an 'outside-in approach', involving three layers of protection: exterior, entry points and interior.

Understanding rodent biology and behaviour, especially when around humans, is important to prevent and manage pest activity. Rodent behaviour is complex; they adapt to find food, water and harbourage. However, despite this complexity, rodents can also display predictable patterns of behaviour and understanding this is vital. So let's look at some rodent characteristics which give us insight into how they operate in 'our' world.

Vision is extremely important for rodents, but not in the same way as it is for humans - rodent eyes are designed for night vision, they possess poor daylight vision and rely on enhanced night vision to navigate through dark areas which provide protection. Rodents can't focus on close-up objects and use touch, primarily their whiskers, to examine immediate environments - including traps.

In new environments rodents 'hide' before finding permanent harbourage and seek dark areas from where they can explore whilst keeping a low profile. Once a permanent home is found, they establish routines. You may think this would assist rodent control, however this isn't always the case. When new objects, such as traps, are placed in familiar environments rodents exhibit neophobia – a fear of new objects – which causes avoidance, meaning it may take longer for new traps to become effective.

The exterior is the first line of defence against rodents. Creating an 'unattractive' environment for rodents outside your building to



keep them as far away from your building as possible is essential – remove potential shelter, as well as food and water sources. Identifying and reducing pest pressure externally is often an effective long-term solution for establishing and maintaining pest-free environments.

Rodents at building entry points are evidence that the building has, or is at high risk, of being compromised. The outside-in approach dictates that potential entry points are monitored and modified to reduce risk. Common entry points include open doors, structural holes or damage, gaps in expansion joints or around pipes, unscreened vents, loading bays and uninspected deliveries.

An effective outside-in approach minimises the risk of interior rodent activity and focuses on monitoring. Rodents found inside indicate there has been a breach across the first two layers of protection. Measures should be in place inside your building to compliment exterior activities. Educating staff about good food hygiene practices within the workplace is an ideal place to start and it is essential that strict cleaning procedures are in place to ensure potential food sources are removed.

It's evident rodents pose a serious threat to maintaining safe and clean environments. They are highly adapted to living with humans and easily find ways to use our buildings and other resources. Creating rodent-free environments in commercial structures requires a strong partnership with a professional pest control provider, who can identify conditions that may lead to rodent activity and use preventative measures and monitoring systems to ensure the risk is minimised. The outside-in approach plays a central part in any pest elimination programme and forms the framework for long-term protection against rodents.

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**Mark Williams** is Head of Technical UKIE at Ecolab Pest Elimination, a supplier to the Pest Control Services agreement.



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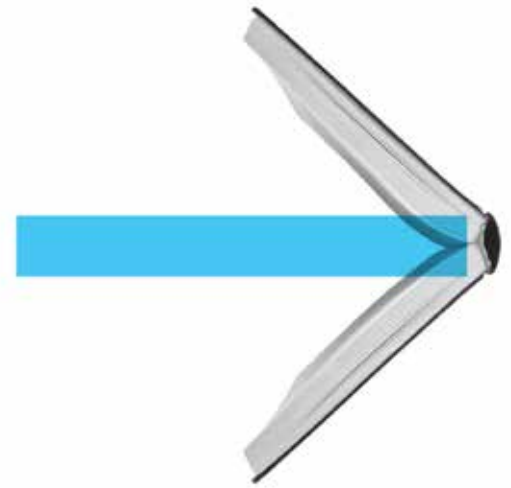
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# Let's talk...

**Mandy Morgan, Procurement Manager at the National Physical Laboratory.**

**How long have you worked at NPL?**

Seven months, I started at the beginning of October last year.

**How did you get into procurement?**

By accident - doesn't everyone? I started my career in Accounts and when I moved to London (some time ago) I was offered two jobs, one in Procurement and one in Accounts. I took the Procurement job and haven't looked back.

**What do you most enjoy about your job?**

Never knowing what you may be asked to buy next. One week it can be a Mechanical Testing Facility and the next some fishing line!

**What's the most difficult aspect?**

Explaining to stakeholders why we have to follow UK and EU Public Procurement and why it may possibly take 3-6 months for them

to be able to place an order when they want something next week! Also managing change as some stakeholders only tend to like certain suppliers, so having to explain that you have to run a compliant procurement process which means their preferred supplier won't win can be difficult.

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

Living in France and running a gîte in Brittany.

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

A boat. It was only a work boat but how often do you get to say I bought a boat this week!

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

I have always made sure to develop good relationships with Estates and IT in my previous companies and certainly within NPL as they tend to be our most repetitive customers. Being able to say "leave it to us, we will manage your procurements for you" is a huge value add and frees up their time so they can get on with doing their job.

**NPL is a Member of LUPC – what do you think have been the main benefits of joining the consortium?**

We will benefit from having access to compliant frameworks which will deliver savings to NPL.

**What are the key challenges ahead for your organisation?**

Our challenge is to always provide cutting-edge measurement science, engineering and technology that has a positive impact in the real world. We deliver world-leading measurement solutions that are critical to commercial research and development, and support business success across the UK and the globe. Good measurement improves productivity and quality; it underpins consumer confidence and trade and is vital to innovation. Everyday NPL's measurements help save lives, protect the environment, enable citizens to feel safe and secure and support in areas such as the development of advanced medical treatments and environmental monitoring helps secure a better quality of life for all.

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

My team being shortlisted for the CIPS Awards and receiving a "Highly Commended" for the HSJ Awards for Developing A Best Practice Waste Contract which delivered savings of over 73% over five years (£901k cash releasing savings).

**What was the last film you saw/book you read?**

The last film I saw was *Hacksaw Ridge* and I've just finished reading *All the Light We Cannot See* by Anthony Doerr.

**Fancy being our next member interview?**

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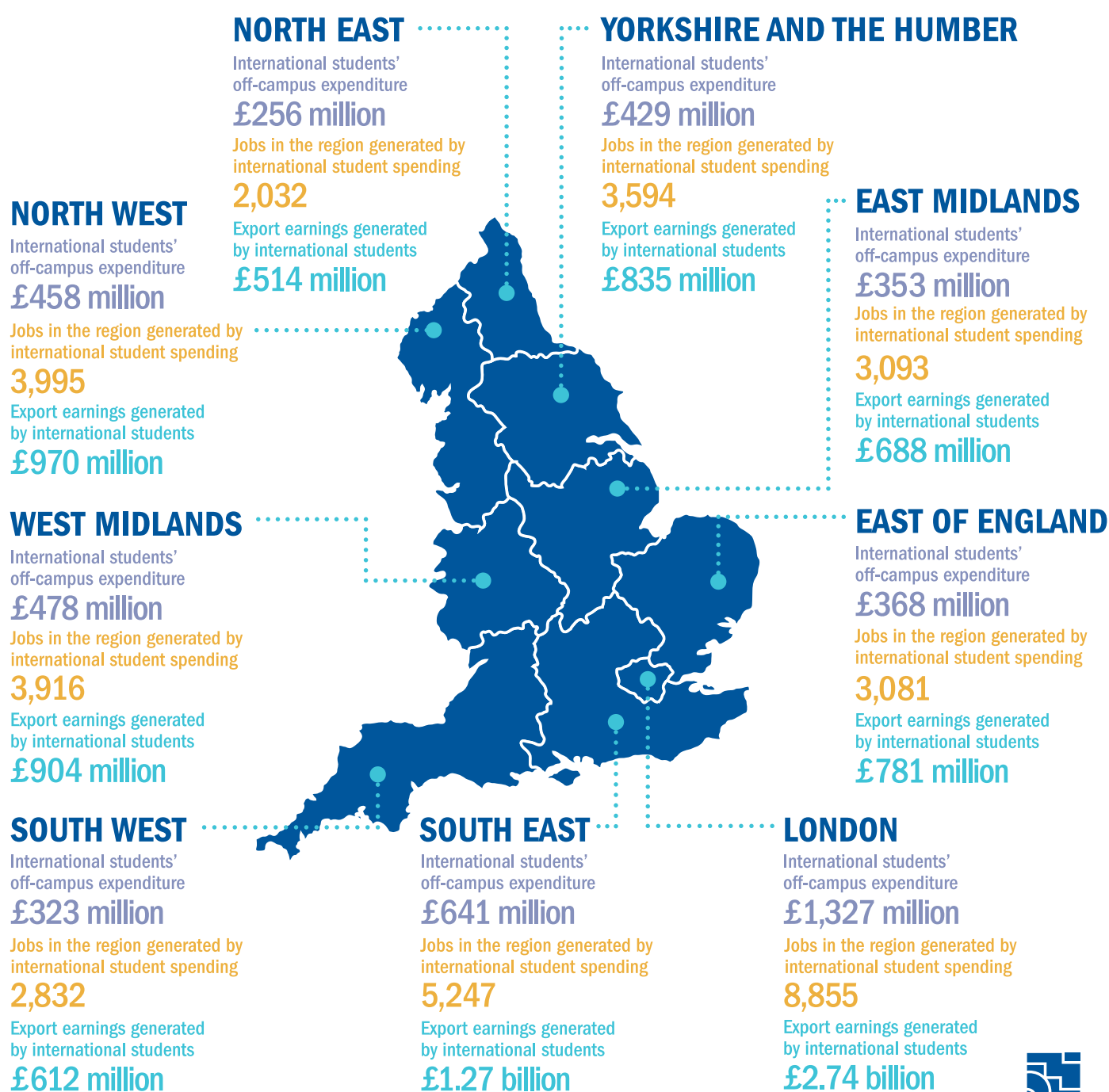


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# Focus on: Economic impact of international students on English regions

London has the largest contingent of international students, and the biggest economic impact generated by their attendance at London-based institutions.



Data taken from Universities UK's *The Economic Impact of International Students*, March 2017



Goldsmiths  
UNIVERSITY OF LONDON

## GOLDSMITH'S UNIVERSITY UPGRADE THEIR LECTURE THEATRES

Goldsmith's University of London is a public research university specialising in the arts, design, humanities and social sciences with 8,000 students. The University's teaching quality has consistently won the highest ratings. In 2014 the Research Excellence Framework rated Goldsmiths in the UK's top 25 universities for the quality of their research

### PROJECT BRIEF

Goldsmiths were looking for an AV company to undertake the supply, installation and commissioning of audio & visual systems into 91 rooms across the University campus.

Standardisation was implemented across 5 area types: large performance spaces, teaching spaces, seminar rooms, meeting rooms and mobile solutions. The project was originally to be undertaken over 30 months on a room by room basis to minimise disruption to teaching and learning.

### PROJECT DETAILS

CDEC built a strong relationship with the University and understood the critical factor for the success of this project was minimising the impact and amount of time the rooms were out of action during the physical onsite installations. In view of this CDEC worked closely with the rack build team to effectively enable us to 'wheel in' a completed room of kit: to this aim CDEC effectively built, configured and programmed the majority of equipment offsite. This meant the various spaces could be installed in minimal time allowing the room to be free for student bookings.

Because of the success of the programed offsite build process, what was to be a 30-month roll out was able to be condensed into a 9-month project. This allowed more rooms to be upgraded in year 1 and the completion of the enhanced learning environments to be implemented sooner.

**CLIENT:** GOLDSMITHS UNIVERSITY  
**PROJECT TIME FRAME:** 12 MONTHS  
**PROJECT VALUE:** £1.4 MILLION

### David Swayne, Chief Information Officer at Goldsmiths said:

"CDEC is the best AV company that I have worked with – the success of our project is largely due to the excellent and flexible attitude of the CDEC team and the quality of their work. We were asked to accelerate work that we had planned over 3 years to be completed in 12 months, which CDEC has achieved by creating an off-site assembly line and minimising the work that has to be done on-site, meaning that each teaching room is out of use for an absolutely minimum period (often just 1 day)."

