

# Linked



The magazine for LUPC members and suppliers

WINTER 2016

*LUPC – a member of Procurement England Ltd.*



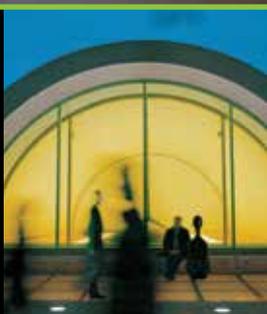
## *Procurement power*

## Improving worker rights in electronics supply chains



### **MAKING A STATEMENT:**

LUPC publishes first statement tackling slavery and human trafficking



### **BUYING IN CONCERT:**

Launch of our Shared Service offering in-house procurement resource



### **GLOBAL MOBILITY:**

Managing your people on the move abroad

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**Andy Davies**  
LUPC Director

# Welcome back and Happy New Year!

It was a busy run up to the festive break at LUPC. In partnership with the University of Greenwich's Business, Human Rights and the Environment Research Group (BHRE), we ran our first ever Symposium on Socially Responsible Public Procurement of Electronic Products on Friday 4 December at the university's impressive Old Royal Naval School campus. This was a pioneering event that gave leading public sector

procurement professionals, human rights lawyers, academics and international delegates from civil society organisations across the globe the chance to meet and share information, ideas and design practical solutions to these issues.

It was clear early on that the day was going to be exciting, challenging and at times somewhat emotive – images and stories about the conditions faced by workers in factories used by several of the world's biggest electronics brands were often shocking, and certainly change the experience I have when using these products. There's a more detailed report on the day's discussion on p.10-11.

I'm also incredibly proud that LUPC published its first Statement on Slavery & Human Trafficking last month, the first UK public service consortium to do so. Sceptics may query whether a statement is really going to change conditions on the ground, but it's a step in the right direction and one which clearly spells out to our suppliers that LUPC, and its Members, expect serious human rights violations to be identified and remedied if our spend is going through these factories and production lines. You can find out more on page 4.

Finally, I'm excited to introduce Members to our new Assistant Director (Procurement), Don Bowman. Don joins us from the University of Kent and will be joining the LUPC team in mid-January. We're also delighted to welcome Kat Humphries, formerly of UCL, to our new Shared Service which kick starts this month – this is a hugely exciting partnership, and really demonstrates just how far LUPC has come in the last few years. You can read much more on page 12.

**Andy Davies**  
January 2016



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**University of Kent**

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# Tackling modern slavery



LUPC has published its first Slavery and Human Trafficking Statement, committing the consortium to tackling slavery and human rights abuses in its supply chain.

The statement, the first from a UK public service consortium, is designed to satisfy the requirements of Part 6 of the new Modern Slavery Act 2015, and inform LUPC Members, suppliers and the wider public about LUPC's policy towards modern slavery, human trafficking, forced labour and labour rights violations in its supply chains.

Although the consortium's turnover is below the threshold for businesses required to publish a statement under the Act, LUPC's

Board is committed to improving transparency in its supply chains and acquiring goods and services for Members without causing harm to others.

Dr Olga-Martin Ortega, LUPC Board Member and head of the University of Greenwich's Business, Human Rights and the Environment Research Group says: "LUPC's initiative is a very important step towards a wider goal of combating human rights violations in the supply chain. It demonstrates that the consortium takes its social responsibilities seriously and is a pioneer within the sector.

"I believe that even companies that are not legally required to submit the Slavery and Human Trafficking Statement will want to follow LUPC's example".

LUPC is already a founding member of Electronics Watch, a global monitoring organisation which aims to improve labour conditions across the electronics industry.

LUPC's statement sets out how the consortium will work with a wider range of companies in supply chains that are higher risk for human rights violations, such as cleaning, security and office supplies, to encourage more suppliers to commit to the Ethical Trading Initiative (ETI) Base Code. Read more on page 9..

## New recruits

Kat Humphries is the very first appointment to the new Shared Procurement Service, Ensemble Purchasing, which kicks off this January.

As Senior Procurement Manager, she will work directly for the Member institutions who will be using the service from January: Royal College of Music, Trinity Laban Conservatoire of Music & Dance and the Royal Academy of Music.

Kat was previously Procurement Manager at University College London, where she managed the Office Supplies, Office Services, Professional Services, Libraries and Travel categories. She also has experience of working in procurement for the NHS and the Treasury Solicitor's Department.



LUPC is also welcoming our new Assistant Director (Procurement), Don Bowman (left) to the team this month. Don comes to us from the University of Kent, where he was Head of Procurement for nearly five years. He has over 20 years' experience in public and private sector procurement, including Parliament and government departments; catering and food production; and broadcast sales.

Full details of how to contact the LUPC team are available at [www.lupc.ac.uk](http://www.lupc.ac.uk)

## NEW AGREEMENTS



### Telecoms Equipment

Start date: 1/12/2015  
End date: 30/11/2019

### Photographic Equipment

Start date: 1/12/2015  
End date: 30/11/2018

### Recycling Bins & Street Furniture

Start date: 1/10/2015  
End date: 30/09/2017

For full information on all agreements, visit [www.unibuy.com](http://www.unibuy.com)

## NEW MEMBERS

The Institute of Ismaili Studies

Sotheby's Institute of Art

## DATES FOR YOUR DIARY

### HEPA Conference

8-9 September 2016  
More details will be available shortly at [www.hepa.ac.uk](http://www.hepa.ac.uk)

### Legal Seminars

LUPC Legal Service provider Eversheds is running a variety of free legal seminars in London throughout 2016  
For a full programme visit [www.eversheds.com/training](http://www.eversheds.com/training)

### HEPA events

HEPA has a range of upcoming training courses in London – visit [www.hepa.ac.uk](http://www.hepa.ac.uk) for details

Congratulations to LUPC Chair Dr Andrew Young, who takes up a new role as Chief Operating Officer (COO) at London School of Economics and Political Science this month. Andrew, who remains as LUPC Chair, was previously COO at fellow LUPC Member London School of Hygiene & Tropical Medicine.



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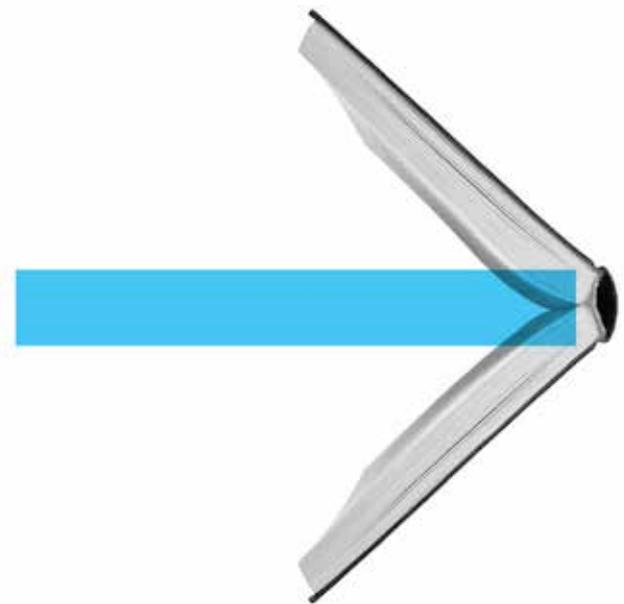
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## ART & PHOTOGRAPHIC

### Photographic Equipment & Consumables

A new framework agreement commenced on 1 December and has been awarded to seven suppliers for a range of products.

## ESTATES

### Cleaning & Security Services

A tender working party has been established for the re-tender of the agreement, with representation from the Courtauld Institute of Art, Royal College of Music, Royal Holloway, London South Bank University, St Paul's School, Birkbeck, Royal College of Music, Royal Veterinary College, Barnet & Southgate College and the University of East London. The OJEU Contract Notice and Tender are due for issue by the end of February.

### Estates Maintenance

A launch event for the new agreement was held on 19 October at the Museum of London with attendance by 32 Members. The first pair of training workshops were held on 12 January, focusing on maintenance and on minor works and explaining how to get the best from the agreement. Other dates will follow in response to demand.

### Furniture (Office, Residential & Bespoke Teaching Space)

Following approval by the Executive Committee during November, LUPC will be supporting an inter-regional agreement with NEUPC, SUPC and HEPCW for the entire furniture scope, with a view to award by the summer of 2016.

### Electrical Materials & Associated Products

The current framework agreement will be extended into its final year to 13 March 2017, while a tender working party for the renewal of the agreement is to be formed during March 2016. Volunteers should contact us via [m.kilner@lupc.ac.uk](mailto:m.kilner@lupc.ac.uk)

### Electronics (NUWPEC)

The current agreement has been formally extended to 7 November 2016. We still need a technical representative from LUPC's membership for this agreement! If you'd like to get involved please contact [m.kilner@lupc.ac.uk](mailto:m.kilner@lupc.ac.uk).

## ICT

### National Desktop & Notebook Agreement (NDNA)

The price benchmarking exercise continues to be regularly updated and circulated to NDNA Group members for sharing with their colleagues, the NDNA suppliers using coloured price clouds and the LUPC Computing Group. All details have been updated to both uniBuy and the NDNA site, the most recent update being made in mid-October 2015.

### National Education Printer Agreement (NEPA)

The lotting strategy, workbooks, award criteria and specifications for the new tender have been finalised. Managed and Non-Managed (i.e. Catalogue) print procurement will be separate lots, together with Production Print, Print Auditing and a One-Stop Shop Lot.

The tender timescale is as follows:

Stage	Planned Date
OJEU Notice issued	1 December 2015
Invitation to Tender published	1 December 2015
Deadline for receipt of questions relating to the tender	21 December 2015
Answers to questions issued	22 December 2015
Tender submission deadline	18 January 2016
Notification of Intention to Award	27 January 2016
Standstill Period conclusion	8 February 2016
Award of agreement	9 February 2016
Agreement commencement	15 February 2016

### IT Related Accessories & Parts (ITRAP)

Tammie Purdue joined SUPC as a new Category Manager at the end of November with the intention of leading their ICT category, which includes Telecommunications and Audio-Visual for SUPC. Elisaveta Kaneva will continue to lead the national ITRAP agreement.

The ITRAP Tender Working Group has finalised the strategy document and key dates in the tender programme are as follows:

Stage	Planned Date
Strategy signed off	15 December 2015
Supplier engagement event	28 January 2016
Publish OJEU & ITT	29 January 2016
Tender deadline	11 March 2016
Tender evaluation – completed by	24 March 2016
Evaluation Report – comments by	13 April 2016
Notification of Award	14 April 2016
Contract Award	26 April 2016
Implementation	27 April 2016
Agreement commencement	1 June 2016

### PCs with Apple Operating Systems

An OJEU Notice was sent for publication together with the tender documents on 17 December. The new agreement is anticipated to commence on 1 March 2016 for an initial period of two years, with two permitted extensions to 29 February 2020.

### Data Centre Management Equipment and Infrastructure

The new agreement went live on 29 September and further details have been uploaded to uniBuy and circulated to Members, including a Buyer's Guide and contract briefing sheet.

### National Server & Storage Agreement (NSSA)

The most recent supplier review meetings took place at LUPC on 28 and 29 October. A part extension to the agreement was agreed and implemented with the existing suppliers in order to meet the requirements of the tender timescales.

The latest draft tender strategy was circulated to the working party on 22 December. The scope of the agreement has been broadened to include software-defined storage and backup solutions, converged, hyper-converged, HPC and associated infrastructure.

Key dates for the tender programme are as follows:

Stage	Planned Date
Strategy signed off	14 January 2015
Supplier engagement event	26 January 2015
Tender documents drafted	2 February 2016
Tender documents finalised	18 February 2016
Publish OJEU & ITT	1 March 2016
Tender deadline	27 April 2016
Tender evaluation	28 April 2016 – 19 May 2016
Evaluation Report issued	20 May 2016
Evaluation Report – comments by	3 June 2016
Notification of Award	6 June 2016
Standstill Period	7 June 2016 – 20 June 2016
Contract Award	21 June 2016
Implementation	22 June 2016 – 31 July 2016
Agreement commencement	1 August 2016

### Networking Supply & Services

NEUPC recently invoked the first available extension period on the Networking agreement until 19 December 2016. The most recent review meetings took place in early December and were preceded by the circulation of an online survey link to LUPC Members with the intention of gathering user feedback.

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

The most recent HE National Telecommunications Group (NTG) meeting was held in November.

The HE specific aggregated procurement for mobiles was raised and contact has been made with the initially interested parties. The meeting also included a discussion with Jisc on potentially utilising the mobile element of their Telephony DPS agreement as a means to undertake the competition.

The new telephony purchasing system includes a mobile offer and will move on for SIP trunks to provide a much wider service. Mobile is now in scope and it is envisaged that most suppliers will take part.

NWUPC advised at the meeting that a new Telecoms Equipment framework agreement is now available for Members to use. The agreement started on 1 December 2015 and runs until 30 November 2017 with the provision to extend for 2 x 1 year periods. Details will be uploaded to uniBuy.

**INSURANCE**

The brokerage tender process will formally commence in early 2016 subject to final approval. Owing to financial year end run-off considerations with the outgoing broker (where applicable), it was agreed at the last pre-tender meeting with the Insurance Tender Sub-Group (ITSG) that contract commencement will be from 1 September 2016.

Pre-tender supplier engagement sessions were held with AJG, the ITSG and four potential underwriting partners in early November. A second pre-tender supplier engagement session has been arranged for 3 February.

AJG will be setting up a workshop addressing the key area of Travel Risk Management and the issues facing the Education sector. The workshops will include input from recognised experts in their own arenas and look at current hot topics including:

- Political Unrest: Mass Evacuation
- Student Injury: Medical Evacuation
- Media Crisis: Reputation Protection

**LABORATORY****General Laboratory Equipment**

The final strategy was agreed at a meeting on 30 September, supported by NWUPC, SUPC and APUC.

Final timescales for the re-tender are:

Stage	Planned Date
Strategy signed off	14 January 2015
Open Procedure OJEU published	18 December 2015
Tenders returned	8 February 2016
Award meeting	March 2016
'Standstill' Period starts	April 2016
Agreement awarded	April 2016
Agreement start	1 May 2016

**High Value Laboratory Equipment (HVLE)**

New HVLE agreements commenced on 1 August 2015. The new agreements consist of a wider range of equipment and supplier base. The agreements are: X-ray & Elemental/Micro analysis, Magnetic Resonance, High Value Imaging/Analysis Systems & Microscopy Instrumentation, High Value Spectroscopy, Recycling and Refurbishment of HVLE and Maintenance and Servicing of HVLE. Jane Edwards (NWUPC) is in the final stages of the award for the Gene Expression and Genotyping Analysis Equipment.

The last set of agreements achieved a national spend of over £50m. A number of Members have started using the new agreements already. All details including individual Buyer's Guides are available on uniBuy.

**Laboratory Gases**

The most recent supplier review meetings were held on 17 September jointly at Keele University and the nearby Special Gases site operated by Air Liquide out of Tunstall. The next set of review meetings being held at the University of Birmingham on 4 February 2016, will include a strategic planning session ahead of the forthcoming tender. It is anticipated that this will formally commence in spring 2016 for a 1 October 2016 start date.

**Other Laboratory News**

A survey has been issued to assess a possible future contract plan for STEMEd (Science, Technology, Engineering and Medicine Category Group, formerly NWPLS). Life Science products, services and equipment were highlighted as top priorities for new consortia framework agreements. SUPC has input from members of our STEMEd National Procurement Group and scientists from the following universities: Aston, Bristol, Newcastle and UCL.

During the previous analysis process, seven distinct areas have been identified for possible new agreements:

1. Tissue, Cell Culture Media, Sera and Reagents, incl. Insect Culture.
2. Immunology work: antibodies and ELISA.
3. Molecular Biology work: Nucleic acid, primers, probes, enzymes.
4. Proteomics work: peptides, proteins, mass spec kits.
5. Next Gen Sequencing and Microarrays: kits, arrays, chips.
6. Clinical trials and drug trials.
7. Life Science research services: gene expression, sequencing, genotyping, epigenetic etc.

**LIBRARY****Books**

A LUPC Library Commodity Group (LCG) meeting was held on 27 November 2015 at British Library. Following Adjoa Boateng's retirement as Group Chair, Karen Carden (University of the Arts) has now taken on the role as Chair, with Frances Shipsey (Royal Holloway, University of London) remaining as Deputy Chair.

SUPC has now taken up the final extension option on the Joint Consortia Books Agreement through to 31 July 2017. Discussions will start regarding the strategy for managing the procurement of books (print and electronic) after that date, with meetings being planned for both the LUPC Books Sub-group and Joint Consortia Books Group.

**Serials**

A significant amount of work has taken place over the last three months on the re-tender of the framework agreement for Serials, both on strategy and development of a new suite of tender documentation. The OJEU Notice was issued on 15 December, as planned, and the framework is on course to be in place by 1 May 2016. A more detailed timetable is provided below.

The Tender Working Party has strong representation from 15 Member institutions and nine Members have volunteered for the evaluation stage. It has been agreed that the agreement will once again be tendered on behalf of both LUPC and NWUPC Members and, on the advice of the Executive Committee, the OJEU Notice will clearly set out the potential for other HE consortia to join the framework during its lifetime. Consideration will now be given by the Library Commodity Group as to whether there would be value in leading a separate collaborative tender for library technology, including library management systems, search and discover tools, link resolvers and usage statistics tools.

Pre-tender market engagement meetings were held in November with the two incumbent suppliers and a third large European subscriptions agent, Harrassowitz, which is looking to break further into the UK market. These, along with a series of Tender Working Party meetings with a representative group of Members, have supported a large amount of development of the structure and pricing model for the new agreement, which it is hoped will enable achievement of best value in a complex marketplace.

Planned dates for the re-tender are:

Stage	Planned Date
OJEU published	15 December 2015
Tenders returned	29 January 2016
'Standstill' Period starts	11 March 2016
Agreement awarded	April 2016
Agreement start	1 May 2016

## OFFICE

### Cut Paper & Specialist Printing Paper

The industry press has highlighted that several of the paper mills used by our suppliers are increasing their prices. It is therefore likely that suppliers will try to pass these prices on. Following the review meetings, most of the suppliers have so far decided to absorb these costs and there are no increases at this time.

## PROFESSIONAL SERVICES

### Occupational Health

SOAS and Goldsmiths have now both 'gone live' for occupational health services under the framework and London Metropolitan University, QMUL and London South Bank University are all in the process of planning or undertaking call-offs from the framework.

### Global Mobility Services

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. Clemmie Smith 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 by early March 2016, with the agreement awarded by June 2016.

### Training Services

An initial scoping meeting was held on 8 December for a potential new national framework agreement for Training Services, 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.

The project is being led by NEUPC and Clemmie Smith participated in the first meeting on behalf of LUPC and its Members. Members who would like to get involved in the process should contact [c.smith@lupc.ac.uk](mailto:c.smith@lupc.ac.uk).

## Other Professional Services news

A free Professional Services event was held on Wednesday 4 November at SOAS's Brunei Gallery. This brought Members together with suppliers from the LUPC Legal Services, Temporary Staff and Occupational Health frameworks for a series of presentations, seminars and networking, attended by a range of procurement, finance and HR professionals from within the membership.

A regional Professional Services Group is being established for LUPC Members, which will include participation from representatives across the procurement, finance and HR disciplines and will look to review the effectiveness of existing LUPC professional services agreements and find ways to continuously improve these, as well as identifying new areas of spend that might benefit from collaborative activity.

## OTHER ACTIVITIES

LUPC hosted a successful Symposium on Socially Responsible IT Procurement in collaboration with the University of Greenwich and Electronics Watch, with attendance from NHS, local and central government as well as LUPC Members.

Laura Compton, our Assistant Director (Membership), returned from maternity leave on 9 November. Our Annual Report 14-15 has been prepared and will be sent to Members during January.

*(Correct as of January 2016)*

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

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# Making a statement

Organisations have a greater responsibility to eradicate slavery and human trafficking in their supply chains, explains **Udi Datta**.

Almost 200 years after slavery was abolished, Parliament is still continuing to wrestle with how to prevent the phenomenon of slavery and forced labour. In the 21st century, the model of disaggregated international trade requires different tools and policy responses.

The Modern Slavery Act (MSA), which came into effect in October last year, introduced a new obligation of transparency in supply chains and for organisations to consider whether goods and services are produced under slavery conditions and forced labour in the country of origin. This significant change means that the focus of the law is not solely directed to producers of goods and services, but also now to consumers.

The MSA imposes an obligation on “commercial organisations”. Unlike the concepts under EU procurement law which are tied to an institution being (or being funded by) a public body, the legislation uses a much simpler definition of “commercial organisation”: the institution must be a body corporate which carries on a business, or part of a business, in any part of the United Kingdom, supplies goods or services, and has a total turnover of not less than £36 million.

The rules are not restricted to any sector and the government guidance specifically indicates that it is irrelevant whether it pursues educational, charitable or purely public functions. As a result, LUPC Members will, depending on their turnover, be subject to these MSA rules.

LUPC Members, to which the rules apply, must prepare a Slavery and Human Trafficking Statement for each financial year. The statement must set out the steps taken to eradicate slavery and human trafficking from supply chains. The reporting requirement does not have effect in respect of a financial year ending before 31 March 2016.

The institution must make a statement of the steps you have taken during the financial year to ensure that slavery and human trafficking is not taking place in any of your supply chains, and in any part of your institution’s business. An institution could, in theory, make a statement that you have taken no such steps, but that might raise its own concerns for students and other stakeholders. The MSA provides an indicative list of areas which the Statement should include. These include both an assessment of the risks of slavery and human trafficking, the steps taken to address those risks and the effectiveness of those measures.

The Statement must be signed by a director or equivalent, depending on specific constitutional arrangements of the institution. If the institution has a website, it must then publish



the Slavery and Human Trafficking Statement on that website, and include a link to this in a prominent place on that website’s home page.

The Home Office has provided guidance on the application of the MSA which is available at [www.gov.uk](http://www.gov.uk) – search ‘Transparency in Supply Chains’.

 SHAKESPEAREMARTINEAU

**Udi Datta** is a commercial lawyer at Shakespeare Martineau LLP, a legal provider to LUPC’s Legal Services agreement.

Although LUPC’s turnover is well below the threshold for mandatory publication of a statement, LUPC has produced a statement setting out its strategy for monitoring and eradicating forced labour from its supply chains.

Visit [www.lupc.ac.uk](http://www.lupc.ac.uk) for more information, or contact Andy Davies, Director, [a.davies@lupc.ac.uk](mailto:a.davies@lupc.ac.uk)



*Delegates from across UK and international public procurement, academia, law and civil society organisations attended the event.*

## LUPC and the University of Greenwich are taking pioneering first steps in protecting human rights within global electronics supply chains, reports **Laura Compton.**

Amidst the grandeur of the University of Greenwich’s spectacular Old Royal Naval College, senior decision-makers from across public sector procurement, both here in the UK and abroad, met on Friday 4 December at LUPC’s Symposium on Socially Responsible Public Procurement of Electronic Products.

It seemed fitting that this pioneering event, the first of its kind in UK public procurement, was held in such surroundings; the Old Royal Naval College was once occupied by naval pensioners involved with policing the Transatlantic Slave Trade, either side of the Slavery Abolition Act 1833.

Procurement professionals, academic experts on business and human rights and campaigners were now coming together on this historic site to debate and learn more about how, more than two centuries later, the international public sector continues to support human trafficking and forced labour across Africa, Asia and further afield through its electronics supply chains.

The select group of delegates, invited jointly by LUPC and the University of Greenwich’s Business, Human Rights and the Environment (BHRE) Research Group led by Dr Olga Martin-Ortega, were welcomed by LUPC Director Andy Davies.

Andy set the agenda for the day by highlighting the scale of the problem of human rights abuses across the global electronics supply chain - some facts and figures from the day are included on page 19.

Nicole Vander Meulen from the International Corporate Accountability Roundtable talked delegates through the ICAR’s

report on procurement and human rights across the international community, concluding that there is currently incoherent policy and a lack of remedy in government schemes to improve human rights.

Claire Methven O’Brien from the Danish Institute of Human Rights explained how states had responsibility for human rights within commercial transactions under the UN Guiding Principles, but that responsibility had spread to private business and consumers increasingly over the last two decades.

Delegates also heard from those working at the frontline of improving labour rights, for a fascinating and quite frankly frightening overview of the conditions that workers face in electronics production. Cecilia Tuico from the Workers Assistance Centre in the Philippines and David Foust from CEREAL in Mexico shared their common experiences of workers being barred from establishing or joining unions; denied access to medical records; exposed to potentially harmful chemicals and materials; meaningless health and safety auditing; excessive working hours and a reluctance for companies to offer permanent contracts with their associated benefits.

Norma Martinez, a journalist with Danish media agency Danwatch, also shared her experience of reporting from Wistron’s factory in Zhongshan, China, which manufactures servers for (among others) HP, Dell and Lenovo. Danwatch discovered the company, in collusion with Chinese universities, was forcing

*“Students are forced to undertake ‘internships’ on the production line to ensure they graduate.”*

students to undertake forced 'internships' on the production line to ensure they graduate, usually from a completely unrelated degree course. This issue sits particularly uncomfortably with the HE sector, given these products end up being used by students here in the UK.

Having set out the mammoth task, the afternoon focused on what inroads could be made to improve the situation. Scott Nova from the Worker Rights Consortium explained why self-monitoring by the electronics industry has failed, and stressed to delegates that external monitoring of factory conditions, with full disclosure and binding obligations set out by buyers, was essential.

Jim Cranshaw from People & Planet explained how Electronics Watch, an independent organisation that monitors workers' rights in global electronics supply chains, could meet this need and urged more institutions and public sector bodies to affiliate to the organisation to help it fulfill its objectives. Electronics Watch was also developing clauses for buyers to include in future contracts, placing clear and legally binding expectations on suppliers to monitor and, in future, remedy worker conditions in their supply chains.

Delegates raised the challenges of how to map the full electronics supply chain, which filtered through multiple companies from raw materials to delivered product; and the challenges of funding this monitoring. Could this be financed through a small premium, paid by suppliers, on electronics spend? There was also discussion about where to start in tackling such a huge, global issue from an institutional perspective; whether the commercials could be married with the competing demands of shoring up human rights in production lines; and whether there was any real choice in the electronics industry, given that the world's most successful brands frequently use the same factories.

This symposium highlighted just why we mustn't allow the lives of those people involved in the manufacture of high-tech, low-cost electronics to be as disposable as the goods they produce. Surely, with UK and European public sector organisations spending billions on electronics goods, integral to their own economic success, it seems not unreasonable to expect a small fraction of this spend to be used protecting the labour rights, freedoms and health of those workers?

The government has started to take the issue seriously, with the publication of the Modern Slavery Act 2015 last October. Organisations like People & Planet are also shoring up student support for greater transparency and responsibility in UK university buying decisions.

Undoubtedly the challenge is huge, but all campaigns for social change begin with a few pioneers, and there are places to start (see box).

At LUPC we've already committed time and money to supporting Electronics Watch, a global monitoring organisation to improve worker conditions in global electronics supply chains of which we're a founding member. We've also published our first statement on Human Trafficking & Modern Slavery, setting out how we plan to eradicate these blights from our own supply chains. We all agree child labour, excessive working hours, and unsafe factory conditions are bad news, but at LUPC we feel actions speak louder than words.

Is it now time for your organisation to follow suit?

## What can I do now?

- **Support your institution to publish a Statement on Slavery and Human Trafficking.** This is a legal requirement for organisations with an annual turnover of £36m, although smaller organisations can make a difference in setting out their expectations of suppliers in this way. LUPC already has a Statement which Members are welcome to adapt and use.
- **Join Electronics Watch.** LUPC is already a Member, but this isn't enough to cover the cost of monitoring activities for all of our Members' spend. Joining sets your organisation apart as progressive and serious in its commitment to protecting human rights - see [www.electronicswatch.org](http://www.electronicswatch.org)
- **Familiarise yourself with the UN Guiding Principles on Business & Human Rights.** These apply to all businesses regardless of size, structure or location, not least through their procurement activities.
- **Identify the highest risk goods and services in your supply chain,** and make improvements here first - health and social care; apparel; and electronics are good places to start. It's also worth considering the profit margin of different brands; improving workers' conditions cost money and those companies with larger margins may have more room and incentive to make meaningful changes.
- **Introduce clauses into new contracts** that set out minimum standards and protections for workers (Electronics Watch members can access these readymade). Ensure clauses are enforceable, auditable and demand disclosure of workers' conditions. Lack of knowledge by suppliers is not an excuse!
- **Be willing to publicly challenge false statements by suppliers and fight for change** when you find violations, even when this can be awkward. Sharing knowledge with fellow buyers can build your evidence in challenging the practices and reputation of multinational companies.



# Buying in concert

Our innovative new Shared Service will assist smaller institutions from across London with their ongoing procurement needs, explains LUPC's Andy Davies.



In January 2016, our first-in-sector partnership solution offering a complete, longer-term, shared procurement service to participating Members will open for business, with the opportunity for other institutions to join at a later date. This will be a first for higher education – a genuinely low-cost, non-profit, professional shared service, owned and controlled by its Members.

Our three pioneers are the Royal College of Music, Royal Academy of Music and Trinity Laban Conservatoire of Music and Dance. Each had previously used LUPC's consultancy services for short-term procurement projects. The Shared Service, called Ensemble Purchasing, goes further and sees the Members sharing a single procurement resource to meet their own individual, long-term procurement requirements. Indeed, it's an excellent example of collaboration in an increasingly competitive higher education sector, particularly with three music colleges involved!

Between them, smaller higher education institutions in London spend around £200m a year on goods and services, mainly without professional procurement support. Until now, smaller Members haven't been able to justify getting enough high quality help with this activity, or to navigate the recruitment challenges. When acting in concert, however, the business case becomes far more compelling.

The founding Members of Ensemble Purchasing share a joint aim – to acquire professional procurement support at a price they can afford. Good quality procurement people are in short supply, even in London. Our aim is that Ensemble Purchasing will supply a sustainable, high-quality, professional and economical procurement service in the city at less than £350 a day. And because it'll be a cost sharing group – owned and controlled by its Members – there won't be any VAT to pay.

The Service will operate as a non-profit company under the complete control of its Members – who will each have a seat on the Board. We believe the relationship between client and professional will be akin to how consultancies operate, but with a different business model where the Members pay a 'flat' fee depending on the amount of support they need. Our professionals will treat their Members as clients, working under their instructions, preparing plans and work for their clients' approval according to their needs.

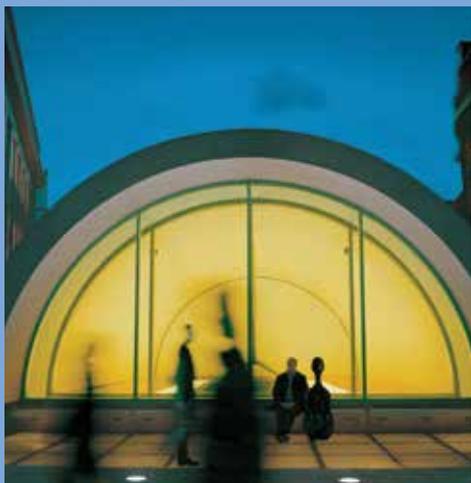
We believe that the Service will be of particular interest to smaller institutions. In 2014, LUPC was rated a "superior" procurement organisation by expert assessors and is widely recognised by its Members and other stakeholders as having the highest professional pedigree. LUPC will provide management services to the Service at low cost – leadership and management of the



## Our Shared Procurement Service will offer:

- Professional procurement management for areas of spend selected by each Member, commensurate with a "superior" specialist procurement organisation;
- Improved supplier relationship management, contract management and risk management;
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- Regular spend and benefits reporting;
- An improved sustainability profile;
- The opportunity to up-skill managers in procurement, contract management and other commercial disciplines;
- Assured continuity of service and freedom from the burden of staffing and managing a stand-alone procurement function at a fraction of the cost; and
- A tax-efficient partnership solution.

The Royal Academy of Music is one of the first Members to sign up for LUPC's Shared Service.



*"LUPC's proposals for the Shared Procurement Service struck a chord with us right from the outset. Our spend may be modest compared to larger higher education institutions, but in fact our needs are really quite complex. We have important commercial and supplier relationships that are vital to our operations and require careful, professional management, while our international reputation means that we need our suppliers and contractors to perform at their utmost.*

*"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 a great deal of sense to come together with other London-based, like-minded institutions. And because they are operating out of LUPC's central London headquarters, our professionals will never be too far away when we need them.*

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

Judith Barber, Director of Finance,  
Royal Academy of Music.

fledgling team; HR; payroll; training; budgetary management; and - initially at least - office accommodation. The Service will be cost-neutral for LUPC.

We envisage that the Service would be established on a small scale in the first year, with the commitment of up to four Members and the recruitment of up to two procurement professionals working out of LUPC's offices, visiting the Members on a regular basis.

The cost-sharing group - established as a company limited by guarantee - will allow new Members to join from time-to-time, financing growth and increasing capability.

Further Members are welcome to join Ensemble Purchasing. For further information contact Andy Davies, a.davies@lupc.ac.uk, tel: 020 7307 2767.



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# Thinking beyond hardware yet?



**Toby Wise explains how switching to 'systems-led' thinking in AV purchases can support universities' strategic objectives.**

Advances in AV technology are hard to keep up with and it's never long before bigger, better hardware becomes available, often not long after your installation. If this conundrum bothers you, you have a problem. Not only are you always keeping up with new technology, but 'hardware-led' thinking can mean missing out on opportunities to control costs, optimise your return on investment, and also grow revenue.

Hardware-led thinking must make way for systems-led thinking. Can we start thinking about solutions to problems, and therefore how AV hardware can fit within a system engineered to provide you with solutions to a problem?

In 2014, a leading UK university received feedback from students regarding overcrowded laboratories. Hardware-led thinking would suggest building additional laboratories on campus, each with its own operating cost. However, in 2015 we worked with the university to design and install a new AV system after remodelling three existing classrooms into one large lab space.

Behind this particular design was the opportunity to deliver four separate lectures in the same laboratory, at the same time, with up to 80 students in attendance. Lecturers demonstrate experiments (with live audio and video feed) to students who can attend the lectures from student positions within the lab using beltpack radio receivers, headphones and desktop monitors.

This also means students of one lecture don't necessarily have to be at the same bench as the lecturer, making space for disabled access too.

The system integrates standard AV hardware (although carefully selected to handle the imminent risks of corrosive chemicals, open flames and water spillage) and supports the university's Capital Investment, Facilities Management and Space Management strategies. At the same time, Twitter-happy students access an impressive lab space never seen before in the UK.

In this context, the role of tech is evolving beyond teaching and instruction. In a report published by Deloitte in 2015, there is significant financial risk for institutions as levels of expenditure start to outstrip growth in income; and as students paying higher fees naturally raise their expectations of academic quality and facilities.

Learning space projects are imperative to meeting these expectations and delivering return on investment. At the same time, institutions can control operating costs and pressure on infrastructure by changing how students learn in the classroom and evolving from large lecture theatres, built for one-way learning, to collaborative work spaces.

Much has already been written about how wider tech has changed the way we do things; how we work, deliver and achieve. The same recognition, however, has not been accorded to AV technology. In our opinion this is largely because of hardware-led thinking, which constricts perceptions of the role AV technology and systems can play within the higher education space.

That said, hardware and systems design are mutually complementary. Systems are designed using the functional capabilities

of hardware, in order to optimally deliver the solution. However, restricting your investments to top-line hardware alone without any attention to problem-solving with systems-led thinking will likely distress your return on investment.

So, how can you bring in systems-led thinking? Start by deconstructing the problem. The university in the example above has begun asking "how do we bring more tech into the classroom, not only for richer learning experiences, but also for more efficient utilisation of existing infrastructure, including estates and teaching spaces?"

The logical next step is joining the dots; one requirement which is common to solve all problems. Hardware only steps in afterwards to shape the functionality and operability of the envisaged system.

It goes without saying, systems-led thinking is an invitation for creativity and participation from all stakeholders in defining the 'requirement'. But the very first step must be making a conscious departure from hardware-led thinking.

**Snelling** BUSINESS SYSTEMS

**Toby Wise** is Managing Director at Snelling Business Systems, a supplier to the AV Products & Services agreement. For further information contact Abhirup Chakraborty, [abhi@snellingbiz.com](mailto:abhi@snellingbiz.com)



# A quick recovery

Universities need to think tactically to ensure student debt doesn't escalate as fees rise, writes **Michael Whitaker**.

According to a report by the Organisation for Economic Co-operation and Development (OECD), the UK now has the highest university tuition fees in the world, averaging £9,000 per year compared to £5,300 (\$8000) per year for public schools in the United States. The government has recently proposed plans to encourage our top universities to increase fees further, with the emphasis being on increasing teaching quality to provide greater value for money.

When establishing the true implications of such decisions, wider issues such as the economy and its relationship to the education sector need to be considered. Indeed, a recent article in the *Huffington Post* stated that an increase in university fees is an "evil necessity" in reducing national debt, which currently stands at around £1.56 trillion.

So far, however, these proposals have not been accepted graciously; tens of thousands of students have already marched in protest at the prospect of even higher university fees.

A key concern is that it will become increasingly difficult for those from less privileged backgrounds to attend university, especially as part of the proposed plans would lead to the abolition of maintenance grants. Indeed in 2014, a report commissioned by the Sutton Trust estimated that 73% of student loans would not be paid back in full, due to debts being waived after a 30-year period and only being repaid once a graduate's earnings reach a required level (currently £21,000).

The amount of debt owed to universities could increase further as a result of students having to spend more in fees, and not having grants to cover full costs.

So what can universities do to help reduce this risk? There are some key tactics for universities to consider when managing student debt, some more obvious than others:

- Universities should ensure all student details are up-to-date and can be accessed easily. This way, if any problems arise the student can be contacted as soon as possible to discuss a solution.
- Ensure that students are aware of the consequences of owing money. This differs by university and ranges in severity from being unable to access the university computer system, to being unable to register for the next academic year, to being unable

to graduate. It may be that not all students are aware of these consequences until it applies to them. Some may not realise the severity of the implications, so ensure any actions like this are made clear well in advance, for example emailing students upon completion of their final exams.

- Prompt action is key and universities must have a strict credit control/collections process internally and then, where appropriate, should be prepared to escalate non-paying cases to a third party for further action. Students may ignore payment reminders from the university, however as soon as they receive contact from a third party collection agency, they know the matter is serious and this often prompts a response.
- Certain students require a stronger approach and legal proceedings (litigation) can have the desired effect and this should be a valuable tool in any creditor's armoury for the recovery of debts. But, it is important to remember that only those cases that are suitable for legal action should be taken down this route to avoid wasted costs. However, with correct customer intelligence, segmentation and 'scorecarding' applied to accounts, recoveries through litigation often far outweigh a pre-legal contingent-only strategy.
- Finally, as reputation is key to any university, 'Treating Customers Fairly' principles should be embedded in any internal collections process. Any students experiencing financial difficulty should be given appropriate advice and support in relation to repayment plans and how to better manage their finances.



**Michael Whitaker** is Business Development Manager at Legal Recoveries & Collections, a supplier to the Debt Collection agreement. Contact [michaelwhitaker@legalrecoveries.com](mailto:michaelwhitaker@legalrecoveries.com)

# Duty of care abroad

New technology can help Members manage their duty of care to travelling staff and students, explains **Philip Webster**.

Events from around the world this year have given us all pause for thought. They have highlighted the importance of universities and educational establishments co-ordinating the international travel of students, staff and others associated with their institution.

Every year thousands of overseas trips are undertaken by students and staff from higher education institutions in the UK. Universities, colleges and schools regularly undertake high-risk work in locations across the globe – from providing healthcare to Ebola victims; to studying elections in war-torn Iraq and Afghanistan; to conducting oil research in the Baltic States; and botanical studies in the depths of Latin America, the list is extensive.

Let's also not forget the wide range of LUPC Members operating in the arts, heritage, research and science sectors who also regularly send staff abroad to share knowledge and expertise across the globe, to educate, inform, persuade and sell 'Brand Britain'.

Most employers or sponsoring organisations understand that they have a duty of care, as well as a legal requirement, to ensure the safety and well-being of those they are responsible for. This includes making certain that staff are adequately insured, check-in on a regular basis and have the required vaccinations.

Duty of care extends across all of these activities. In 2008, when terrorists raided Mumbai's Taj Mahal Palace Hotel, schools, colleges and universities were asking themselves whether they had students in the area. Similarly, when Hurricane Patricia struck the west coast of Mexico in late 2015, questions emerged as to the location of their staff on placements in the country. Unless an organisation can provide a definitive answer in the affirmative there should be consideration around how to better manage this.

The challenge that has faced organisations is that until recently it has been difficult to monitor in 'real-time' where overseas staff and students are located. Many institutions still rely on outdated paper-based systems to file their travel policies and emergency procedures. However, for today's students raised in the technological age, the reality is that storing key details of a travel insurance policy on a smartphone is far more efficient than being laden with a paper document or trying to locate a scrap of paper with an emergency number written on it.

As with all sectors of society, technology is being rapidly developed through Android and IOS mobile apps to assist organisations in managing their responsibilities. A robust Travel Policy will always be critical in ensuring compliance with your duty of care, however having the latest technology to ensure that the policy is accessible to a new generation of travellers should also be a priority.



Many education administrators are now using technology to effectively monitor travelling groups, receiving live data on the numbers of travellers as well as their exact location at any given time. Apps, such as TravelCert developed by Arthur J. Gallagher, link this information with the individuals' travel insurance and emergency procedure documents. Having this at a user's fingertips provides a technological revolution for those travelling abroad and for the administrators monitoring them.

The challenge facing those who administer and monitor travel is how to best access this new technology and to equip themselves with the ability to manage their duty of care to staff and students more effectively, and counter the difficulties faced in securing accurate real-time data.

The world is seemingly a more insecure place and this state of affairs has laid down the challenge. The question is how will organisations and providers respond?



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**Philip Webster** is Head of Education within Arthur J. Gallagher's Education Practice.

Arthur J. Gallagher are brokers to the LUPC Insurance agreement. The LUPC Insurance Group is going out to tender in 2016 and any new, interested Members should contact Mike Kilner, [m.kilner@lupc.ac.uk](mailto:m.kilner@lupc.ac.uk), 020 7307 2768.

# Managing global mobility

There are many issues for LUPC Members to consider when making arrangements to employ staff overseas, advises Judy Roy.

Like all organisations, LUPC Members are operating within a globalised environment and, as a result, international activities are becoming increasingly common and important. Examples include sending staff abroad for short periods to work on collaborative research projects, or establishing an overseas campus.

The duration of the posting overseas has a significant impact on how the arrangements need to be handled. For short-term assignments – say for one year or less – a UK employee will usually be seconded overseas. In these circumstances it is important to:

- Identify an appropriate organisation to host the worker – this may be an overseas office, an associated organisation, or a joint venture partner.
- Assess health and safety risks and ensure appropriate steps are taken, for example, through vaccinations or taking out appropriate insurance.
- Make arrangements for paying the worker, bearing in mind local taxation. The trigger point at which the worker will be resident overseas for tax purposes should be checked, as well as the tax treatment of their overseas earnings in the UK and the social security coverage.
- Put an agreement in place setting out who is responsible for what (for example, day-to-day management, disciplinary or grievance issues which arise during the secondment) and make it clear which organisation bears the liability if things go wrong.

- Address the duration of the secondment, with appropriate provision for earlier termination if there are problems.
- Ensure that there is an agreement with the worker reflecting any temporary changes in their employment contract (for example, hours of work), and making it clear what happens when the secondment ends (usually they will return to their substantive post with continuity of employment preserved).

Advice on local law is not normally essential for very short-term assignments, but the longer the assignment lasts, the more important it will be to get at least limited advice.

When staff need to be based overseas on a long-term or permanent basis, the starting point is to identify the type of role that needs to be filled and the skills and qualifications required. That will dictate whether the position should be filled by locally based staff or by an expatriate. In some countries there are restrictions on UK organisations employing staff and this should be checked.

For longer term appointments, it is usually appropriate to consider creating a completely new post. This could be under UK terms and conditions, or under a local law contract. The decision will depend on the parties' expectations and the nature of the jurisdiction involved. In either case it is essential to get advice from local lawyers since, in most jurisdictions, mandatory local laws will override express contractual terms, even if the employee is an overseas national. Typical requirements include:

- Restrictions on how a worker can be dismissed

- Mandatory notice periods
- Provisions on working time, paid holidays, sick pay and pension
- Discrimination law
- Health and safety.

Conversely, terms and conditions which are regarded as standard in the UK may be unnecessarily generous in an overseas jurisdiction.

If the employer has not previously undertaken activities in the relevant country, there will be broader issues to consider. For example, it may be necessary to register the employer as a foreign company in the host country.

Taking all these issues into consideration will ensure the employment of staff overseas runs smoothly, and that both the organisation and employee gain valuable experience and benefits from the arrangement.

## MILLS & REEVE

**Judy Roy** is a Principal Associate at Mills & Reeve, a legal provider to both the LUPC and national consortia Legal Services agreements. For further information call 01223 222287 or email [judy.roy@mills-reeve.com](mailto:judy.roy@mills-reeve.com).

The HE purchasing consortia, led by NWUPC, are tendering a new agreement for Global Mobility in early 2016. For further information contact LUPC's Clemmie Smith, [c.smith@lupc.ac.uk](mailto:c.smith@lupc.ac.uk)



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# The Global Electronics Industry

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**50,000+ people** live in Foxconn's factory in Longhua, China which manufactures products for several well-known electronic brands. The factory has its own TV network and fire brigade and employees often work **10 hours** a day, **6 days** a week.

The **4 worst disasters** in 200 years of the Bangladeshi clothing industry have occurred since 2012.

**9 million young people** taking vocational degrees in China are forced to undertake work internships each year.

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