

Linked



The magazine for LUPC members and suppliers

WINTER 2017

LUPC – a member of Procurement England Ltd.

Collaborative performance

Ensemble Purchasing's first year



MODERN SLAVERY PROJECT:

Practical tools for developing expertise in managing supply chain risk



Counter-Terrorism Security Act

PREVENT STRATEGY:

Mitigate the risk of terrorism through your security provider



INTERNAL AUDIT:

Is data analytics the future or fad? Kingston City Group investigates

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Andy Davies
LUPC Director

As we get into 2017, your purchasing consortium is busier than ever.

Our new LUPC Responsible Procurement Advisory Group, comprising procurement and sustainability managers and students, is developing a new Responsible Procurement Policy and Strategy for LUPC, to be submitted first to our Executive Committee then onward to our Board in June. We've already begun our Modern Slavery Project to help transfer skills and knowledge from

academics at the University of Greenwich to LUPC staff and Members (see page 9). To lead it we recruited Redford Healey, MSc student at Royal Holloway who has joined us from the ethical sourcing team at a large retailer.

We held another Estates workshop at the Brunei Gallery at SOAS on 3 February, showcasing our agreements and suppliers in the estates category. We're also hosting the first national Agresso HE Procurement Special Interest Group at the Institute of Cancer Research on 21 February. Details are available from Don Bowman, d.bowman@lupc.ac.uk.

Our shared procurement service for smaller institutions, Ensemble Purchasing, celebrated its first birthday in January. It now has five members, with up to a further three in the pipeline. Read about a week in the life of Ensemble Purchasing on pages 10-11.

The procurement team here at LUPC is hard at work delivering new agreements for Members. Tenders are due imminently for a new national Legal Services framework agreement, while a Prior Information Notice has been issued for a new national agreement for Graduation Services including both gowning and photography. A tender process will be starting soon for the next National Desktop and Notebook Agreement (NDNA), which will incorporate Electronics Watch clauses, and we've just held our first research meeting with a view to procuring a brand new, national agreement for Contract Catering Services.

And after last year's big success, our joint conference with SUPC will be held on 24 May at County Hall on the South Bank. If you're one of our suppliers and you're interested in exhibiting, please visit www.lupc.ac.uk/conference2017 for details.

Andy Davies
January 2017



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The Phone Co-op



TEC wins award



The TEC team, led by Richard Murphy (fourth from right), celebrate on Awards night

LUPC extends its warmest congratulations to our sister consortium, The Energy Consortium (TEC), after it won the 'Energy Buying Team of the Year' award at the prestigious annual Energy Awards in London on 30 November.

TEC beat some formidable opposition in the category for larger organisations, including Inenco, Utilitywise and Mitie Energy. The award is testament to the effort and teamwork among the team, which included Colm Hughes as procurement specialist on assignment from LUPC, over the last year or more.

TEC Managing Director Richard Murphy said: "This award demonstrates that the sector has energy frameworks which are a cut above most in the public sector, and a service delivery around them which is the envy of many private sector intermediaries.

"We are number one in our sector and now we have achieved wider recognition with this award, of which the team and I should be very proud."

Full Members of LUPC receive free access to TEC frameworks as part of their membership package - to read more about the energy frameworks TEC offers visit www.tec.ac.uk

Ensemble turns 1!

Ensemble Purchasing, LUPC's shared procurement service offering smaller Member institutions access to low-cost, professional procurement resource, has celebrated its first anniversary. Members currently using Ensemble include the Royal College of Music; Royal Academy of Music, Trinity Laban Conservatoire of Music and Dance; Regent's University London and the Royal College of Art.

LUPC wishes all our Ensemble Members many happy returns, and success for the future! Visit www.ensemblepurchasing.ac.uk for more details, or turn to pages 10-11.

Modern Slavery

LUPC's Board approved the consortium's second Modern Slavery Statement at their meeting on 9 December. The statement satisfies the requirements of Part 6 of the Modern Slavery Act 2015, and informs 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. It will also help Members prepare their own Statements. Any UK business with a turnover over £36m is now required to publish an annual statement.

Although the consortium's own turnover is well below the threshold for businesses required to publish a statement under the Act, LUPC is committed to improving transparency in its supply chains and acquiring goods and services for its Members without causing harm to others. Indeed, LUPC was the first UK public service purchasing consortium to publish their initial statement in December 2015.

LUPC has also welcomed a new Project Developer to the team this month, Redford Healey. Redford will be working with the consortium for 18 months to lead LUPC's new Modern Slavery Project: LUPC's board of directors has committed funds to a project that will equip LUPC with the long-term capability to support its Members (and, potentially, the wider public sector) in the management of risk of human rights abuses in their supply chains.

The main aim of the project is to design, develop and implement a portfolio of risk assessment, monitoring and engagement tools to help identify, prevent, mitigate and remediate modern slavery, human trafficking and human rights abuse risks in public supply chains.

Redford previously worked in supply chain risk management for a large retailer and is undertaking an MSc in Sustainability & Management at Royal Holloway. The Modern Slavery project will be jointly supervised by LUPC Board Member Dr Olga-Martin Ortega, Reader in Public International Law and leader of the Business, Human Rights and the Environment Research Group at the University of Greenwich.

Read more about LUPC's Modern Slavery Project on page 9.

You can also find a link to LUPC's second Modern Slavery Statement from the home page, www.lupc.ac.uk



Conference 24 May 2017

We're pleased to announce that LUPC will again be hosting a joint Conference & Exhibition with our partner consortium SUPC on Wednesday 24 May 2017 in central London.

This year's venue will be the prestigious County Hall, a landmark building on London's South Bank with stunning views overlooking the iconic London Eye, Houses of Parliament and River Thames. Currently

under complete refurbishment, the venue in one of the best connected locations in central London and (for those that were a little cramped by our great turnout this year!) should offer plenty of space for presentations, exhibition and networking.

More details, including Member bookings, will be available very soon. For now, please do save the date.



Third responsible procurement symposium

LUPC, Electronics Watch and the University of Greenwich's Business, Human Rights and the Environment Research Group co-hosted the third Greenwich Symposium on Socially Responsible Public Procurement at the university's Old Royal Naval College on 8 December.

Around 50 invited delegates heard from Baroness Young of Hornsey, a champion of ethical supply chains in UK business, talk

about the current Private Members' Bill to strengthen the provision for transparency in the supply chain as part of the Modern Slavery Act. Delegates also debated the issues in a series of panel sessions, including contributions from speakers representing various global labour rights organisations, NGOs and European public sector organisations.



Symposium delegates represented UK and international public sector, NGO and labour rights organisations.

NEW AGREEMENTS



Lifts: Consultancy, Maintenance, Refurbishment & Associated Installation Service

Electronic Components

Servers, Storage & Solutions (SSSNA)

Software Licence Resellers

Pest Control Services

For more information on all agreements visit www.hecontracts.co.uk

AGREEMENT UPDATES

The ranking of resellers within the consortia Apple Products agreement has changed. The new number 1 supplier is now XMA, who take over from Stone. This follows contract management discussions with the suppliers, and new pricing submitted under the framework. Stone will process existing orders they already have. For more details, visit www.hecontracts.co.uk

TENDERS IN PROGRESS

Fire Extinguishers, Fire-Fighting Products & Supplies, & Training

Legal Services

Graduation Services (gown hire and photography)

Liquid Handling Robotics & Laboratory Automation Systems

Contract Catering

DATES FOR YOUR DIARY

LUPC & SUPC Conference 2017

24 May 2017

County Hall, London

Booking details to follow, check www.lupc.ac.uk

Procurex England South

20 April 2017

Olympia, London

Free for charity and public sector buyers. Visit LUPC on stand 9. www.procurexlive.co.uk/south

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:

JISC	www.jisc.ac.uk
TUCO	www.tuco.org
TEC	www.tec.ac.uk

Please note the categories for this update match the headers in the HE Contracts system (HEC), 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

ESTATES & FM

Air Filters – National **JK**
This agreement has now been extended into its final year. Work has begun on the new tender, the process will begin in February and NWUPC are looking for tender working party members. Please contact Joyce Kadri for details.

Cash & Valuables in Transit **JK**
This has been extended until 30 September, the re-tendering process will commence in February.

Cleaning Services – LUPC & South East **SP**
A launch event was held in October. Work is continuing with the suppliers on their modern slavery risk and mitigation action plans.

Electrical Materials & Associated Products – National **MK**
The current agreement is due to expire in March 2017. The tender working party met in mid-December to discuss the strategy for the new tender, further information will be shared as soon as it becomes available.

Estates Maintenance & Minor Works – Regional **SP**
Another Estates Workshop is scheduled for 3 February at the Brunei Gallery, SOAS. The aim is to promote the Estates Maintenance & Minor Works framework and to provide a networking opportunity between Members and framework suppliers.

Removals, Relocations & Associated Services – National **JK**
The agreement has lapsed; NEUPC is currently carrying out a new tender. It will include a new lot for removal of special arts objects and is expected to start in late January.

Security Services (Guarding & Reception) – Regional **SP**
A launch event was held at the Museum of London in October. We have continued working with suppliers on their action plans covering the risks and mitigating actions in relation to modern slavery in the supply chain.

FURNITURE & FURNISHINGS

Furniture (Residential, Bespoke Teaching Space & ICT Security) – National **DW**

This will soon be extended beyond the current end date of 31 January, while a new commodity strategy is being developed

ICT & TELECOMS

Computing - National Desktop & Notebook Agreement (NDNA) **MK**

With agreement of the OEM partner, Toshiba replaced Academia with Getech as one of their three permitted reseller partners for Lot 2 (Notebooks) with effect from 1 July.

Stone have now replaced Softcat as one of the three permitted reseller partners for Lenovo products on Lots 1, 2 and 3.

The final set of review meetings with the eight manufacturers has taken place and preparations for the next tender are now underway. Pre-tender engagement meetings were undertaken with a number of current and potential bidders during November. The discussions included the ongoing matter of the Electronics Watch terms and conditions, and the understanding that they will be included as part of the documentation. A tender outline plan has now been produced and approved by the tender working group and by LUPC's Executive Committee. Following strong interest from within the sector on products such as their Surface Book, Microsoft have duly been informed and reminded that partnership bids are welcome to permit a niche hardware provider to have the opportunity to supply the market via NDNA.

The NDNA price benchmarking exercise was last updated in October for circulation to NDNA group members for sharing with their colleagues, the NDNA suppliers using coloured price clouds and the LUPC Computing Group. An overview of the recent negotiations with each manufacturer following currency repositioning between the USD and GBP is also on the NDNA website: <http://ndna.lupc.ac.uk>

Software Licence Resellers (SLRA) – National **MK**

The new agreement commenced on 1 December.

The suppliers awarded are below:

Suppliers	Microsoft	Adobe ETLA	Adobe VIP/CLP	VMWare	Other	Software Services
	Lot 1	Lot 2a	Lot 2b	Lot 3	Lot 4	Lot 5
Academia		✓	✓	✓	✓	
Bytes	✓				✓	
CDW	✓	✓	✓	✓	✓	✓
Civica	✓				✓	✓
Comparex	✓	✓	✓	✓	✓	
Insight Direct	✓	✓	✓	✓	✓	✓
Phoenix	✓	✓	✓		✓	✓
Pugh	✓					
Softcat	✓	✓	✓	✓	✓	✓
Software One	✓				✓	
XMA	✓			✓	✓	✓

Computing - Networking Supply & Services – National MK

The final year extension of this contract has now been invoked, it will end on 19 December 2017 and will be replaced.

Computing - PCs with Apple Operating Systems – National MK

Review meetings with the four resellers, as well as Apple, took place in December with a strong focus on the management of Apple's sudden increase in their UK prices by up to 22% on 27 October.

Progress with the suppliers' institution and the staff/student portals has been made and, in most cases, fully completed. The suppliers' punch-out e-commerce platform development with the likes of Science Warehouse has similarly made good progress. XMA will be hosting a series of Apple technology events in 2017; some at VHQ Herts and others at university sites.

Computing - Routing & Switching Equipment – JISC/Regional MK

Xchanging has changed its name to Data Integration, part of CSC.

Computing - Server, Storage & Solutions National Agreement (SSSNA) MK

The new agreement is now live, with full details available at www.hecontracts.co.uk. A free one-day ICT event has been organised on 19 January in London (UCL), to help Members learn more about the newly launched SSSNA together with the Software Licence Resellers Agreement.

Telecommunications inc. landline & mobile - National led by CCS RM1045 MK

Commercial discussions are continuing with Crown Commercial Service (CCS) to explore the potential participation of regional consortia members in the CCS Mobile Voice & Data Services agreement via a dedicated competition on behalf of the sector.

Telecommunications Framework – Regional (open to national) led by JISC (UK) MK

Interoute have acquired EasyNet.

ICT general matters not covered elsewhere MK

APUC and LUPC are exploring options around frameworks for Corporate Systems, including student records, finance and HR. Michael McLaughlin (MM) of APUC is in discussions with John Maher, Director of Learning & Information Services at UHI and Chair of the UCISA CISG regarding the linking up of the strategy as they approach the re-tendering of their existing agreement. MM is also in the process of trying to establish the current need for contracts in the sector for this area.

Brian Dearden at APUC has taken over the final stages of the 3D Printers tender. The agreement will now be awarded in early 2017.

As part of the on-boarding and alignment of PC manufacturers to the overall aims of Electronics Watch and its affiliates, LUPC representation will be present as part of the discussions to be held between Electronics Watch and a number of its affiliates with the EICC Board in Brussels on 25 and 26 January. The EICC (Electronics Industry Citizenship Coalition) has its own Code of Conduct and represents a significant proportion of global OEMs within the PC industry.

LIBRARY**Books – National (SUPC-led) JC**

The supplier engagement event for the new National Book Tender, due to start in July 2017, took place in December and was well attended by both suppliers and members of the tender working party. The presentation and Q&A session focused on e-Books. The tender will be published in February. The next Library Commodity Group meeting will be held on 6 February 2017. The agenda will focus on the ongoing Books tender and exchange rate management.

Serials – Inter-Regional (LUPC and NWUPC) JC

There is an ongoing query with the management of exchange rates which is being clarified with the suppliers.

OFFICE SUPPLIES & EQUIPMENT**Franking Machines – National JC**

This framework has now been extended to 28 February. The new tender will be published in January 2017.

Cut Paper & Specialist Printing Paper – Inter-Regional DW

LUPC Members may have received letters from Antalis informing them of a 10% price rise, please note this does not apply to the prices under the framework.

Office Supplies – National JC

Lyreco and Office Depot have submitted requests for price increases, which are currently being evaluated.

An additional meeting was held with Lyreco and the process of updating pricing files within all the different streams was clarified, following some issues reported by Science Warehouse users.

PROFESSIONAL SERVICES**Debt Collection – National JC**

Development of the new tender strategy has started. Each LUPC Member using this agreement has been contacted about the future re-tender and will be kept up to date.

Global Mobility Services – National JC

NWUPC is organising an online launch event for the framework agreement. A few Member institutions have demonstrated interest in using the agreement, in particular the Legal Services lot.

Insurance – Regional MK

The broker, AJG has now met with each individual Member in the lead up to the forthcoming underwriting tender, and all participating institutions have now signed up to the LUPC Insurance Group Terms of Reference as part of the compliance requirements. Each is now in the process of completing the necessary information as part of the underwriting ITT document pack, ahead of its intended release in mid-March. Tender submissions are due back by mid-May and, following a set of panel clarification sessions, the award recommendations are likely to be made by mid-June. The most recent tender pre-meeting invitation, which was declined by UMAL, was held on 28 November in the presence of underwriters RSA, Swiss Re/Kerberos and Protector.

LUPC and AJG jointly held a Tender Planning and Risk Seminar in London on 8 November with a focus on the forthcoming process, including preparedness and a run-through on the draft information-gathering template.

Following an extensive questionnaire exercise between LUPC and Insurance Group members, the ITSG (tender sub-group) held a service review with AJG, Zurich Municipal (ZM), RSA, Newline and AIG on the same day.

AJG and the ITSG is convening on 11 January to discuss the documentation in more detail, including the award criteria. A further meeting is also taking place in January to discuss the implementation of full drill-down visibility of the claims data across the group for all Members within the joint ZM and Weightmans benchmark and claims management solution.

AJG has put together a two-part Business Interruption Workshop for all Members. The first part is a free of charge internal session held by AJG to provide a basic/intermediate understanding of Business Interruption insurance and the possible exposures for organisations. The second is a more advanced session to be delivered by external trainers on a paid-for basis.

Southampton Solent University is the latest institution to join the group arrangements.

Internal Audit Services – National JC

The research stage of this new tender has commenced.

Legal Services – National JC

The PQQ stage has been completed and the ITT was issued in December. Thirty-six suppliers have been invited to ITT stage. Farrer &

Co LLP has informed LUPC that they will not be participating in the new tender.

Legal Services – Regional JC

It is proposed to invoke the extension of this agreement to allow Member institutions that currently use suppliers who have not bid for the new national agreement to continue the relationship up to the originally planned end date.

Occupational Health Services – National JC

A price increase has been requested by two of the suppliers and accepted by LUPC, these increases primarily cover the cost of implementing increases in the National Living Wage. Research for a new tender for Occupational Health Services is now being undertaken, as the current one will end in January 2018.

Patents, Trademarks & IPR – National JC

The research stage for this new tender has concluded and a new tender working party will meet later in January.

Temporary Staff – Regional JC

Research for a new tender is now being undertaken.

Training Services – National JC

The technical specification and strategy for this tender are in the final stages of development, the tender will be published in February 2017.

STEMed & LABORATORIES

Electronics (NUWPEC) – National MK

This framework has now been awarded, but to a larger number of suppliers than originally anticipated. This is due to legal issues with technical areas of the tender scoring encountered by NWUPC. Additional LUPC technical representation remains an objective; if you wish to be involved further please contact Mike Kilner via the contact details on page 6. The full list of suppliers is also available at www.hecontracts.co.uk

Gases (IUPC) – National MK

The latest IUPC Gases tender commenced on 1 November with five suppliers across the 12 Lots:

- BOC
- FTI
- Air Liquide
- Swagelok (London)
- Air Products

An IUPC Gases presentation and supplier launch was held at UCL Institute of Education in November, in conjunction with a similar contract launch for the new Laboratory Equipment agreement. The first supplier reviews are likely to be held during March. BOC is currently running a BOC Online promotion through to the end of March offering a 5% discount off gas prices that are available to order online. The dedicated BOC page on the IUPC Gases site includes a pdf on the offer with further details: <http://iupc.lupc.ac.uk>

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

Launch events were held in London and Bristol. The first reviews with all suppliers took place during September, October and December. Price reviews and the audit process meetings were held with Sciquip and Triple Red. Wolf Labs have applied for a price increase and ThermoFisher are expected to do the same soon. Triggers have been put in place for the possibility of the exchange rate for Sterling-Euro and Sterling-Dollar starting to benefit UK buyers, which would allow us to lower prices again.

Laboratory Consumables - Inter-Regional (IRLA) DW

Supplier reviews have taken place, including visits to Starlabs and Appleton Woods. Price reviews have been conducted and changes have been agreed with ThermoFisher (reseller), Triple Red and VWR. The next reviews have been scheduled for April 2017. A new standing item, 'Sustainability across the Supply Chain', has now been added to the review agenda; this will include suppliers and their response to the Modern Slavery Act.

Laboratory Chemicals General Purpose- Inter-Regional (IRLA) DW

Reviews have taken place with each supplier. Price reviews have been conducted and changes have been agreed with Fisher (reseller) and VWR. The next reviews have been scheduled for April 2017. A new standing item, 'Sustainability across the Supply Chain', has now been added to the review agenda; this will include suppliers and their response to the Modern Slavery Act.

Laboratory – Life Sciences – Planned DW

The first tender has been delayed owing to legal issues, it is now due to be issued during January. LUPC has been involved in the strategy process and tender document drafting.

The second Life Sciences tender will be for services and the strategy is being drafted, this will be led by NEUPC, LUPC is providing support and input.

The third tender will be for equipment and LUPC will be leading this.

Laboratory – Radio Chemicals for Use in Teaching & Research DW

This agreement has now expired and discussions are ongoing into the future for this area.

Liquid Handling Robotics DW

This agreement expires in June and a new tender strategy is being prepared by APUC, with LUPC contributing.

Other Laboratory – Updates DW

The 3D Printers agreement has not been awarded yet, the evaluation process is continuing.

A Lasers tender has been issued by APUC, with LUPC contributing.

TRAVEL & ACCOMMODATION

Travel Management Services – National DW

The Airline Contracts are being reviewed from Dec 2016 to Jan 2017. The LUPC Travel Services meeting will be held on 25 January.

Taxi Services – Regional JK

The agreement has been extended to 30 November 2017.

Vehicle Leasing & Car Hire DW

The new agreement is currently being tendered and will commence in April.

UTILITIES

Fixed Priced & Fixed Term – Electricity & Natural Gas DW

The re-tender process has been started and should be implemented by May, with support from LUPC.

Water Market 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.

OTHER ACTIVITIES

General

Consortia staff and Members met in November to discuss and prioritise Phase 2 developments to the HE Contracts system with the developer. A number of system enhancements have now been proposed and we will inform Members when these are implemented in the near future.

E-commerce websites and digital adverts for the staff and student discounts available under the consortia Apple framework have now been distributed to Heads of Procurement. LUPC attended the Apple review meetings in Cardiff to discuss further marketing activity around this agreement in early December.

(Correct at January 2017)

Full details of all agreements are available at www.lupc.ac.uk

Practical steps to tackle Modern Slavery

LUPC is leading the way in developing tools to identify, prevent and mitigate human rights abuse risks in public supply chains.

LUPC's Board of Directors has committed funds to a project that will equip LUPC with the long-term capability to support its Members (and, potentially, the wider public sector) in managing the risk of human rights abuses in their supply chains.

Project Developer Redford Healey started in early January to lead this programme (see interview on page 18). The main aim of the project is to design, develop and implement a portfolio of risk assessment, monitoring and engagement tools to help identify, prevent, mitigate and remediate modern slavery, human trafficking and human rights abuse risks in public supply chains.

The Business, Human Rights and the Environment (BHRE) Research Group at the University of Greenwich has unique expertise and knowledge on business and human rights, particularly in this area, as well as corporate human rights due diligence. Its leader, Dr Olga Martin-Ortega, who is also a member of the LUPC Board, has conducted research in these areas for over a decade and in the past three years has lead research specifically on responsible public procurement and human rights.

During the 18-months of the project, Dr Martin-Ortega and the project team will build LUPC's knowledge and capacity to undertake supply chain mapping, human rights risks assessments, stakeholder engagement, and implementation and monitoring of reform programmes in the supply chain on behalf of its Members. This will provide LUPC with the necessary tools to offer an innovative, highly sought after and high quality service to its Members and other customers in a cost-effective and integrated way.

This project aims to create a series of tools for LUPC to use when providing services to its Members regarding management of human rights risks in the supply chain. Building on existing, but limited, tools and research the project will create the following:

- An interactive database of country, sector and vulnerable group risks which will support risk assessments and progress monitoring of public supply chains
- A portfolio of services for Members (and, potentially, other public buyers):



- Supply chain risk assessment and progress monitoring;
- Training on identifying and managing human rights risks in the supply chain;
- Supply chain monitoring and reform plans; and
- Supplier engagement processes
- Capacity for relevant LUPC staff to use the databases, training materials and provide the above services.

Until now, LUPC has taken ad hoc approaches to identifying human rights risks in the supply chains of its higher risk categories, without the knowledge and necessary tools to perform such assessments systematically and in-depth.

During the project, the team will develop the interactive database to inform buying and supplier engagement to prevent, identify, mitigate and remediate human rights risks. In the future, the database and the accompanying skills and tools will allow LUPC to provide its Members and other customers with unmatched services that enable them to develop their own human rights due diligence to prevent modern slavery, forced labour and human trafficking.

Once the project concludes, LUPC will retain these tools, including the database, and the necessary knowledge and skills to update the information, increase its supplier engagement capacity and take actions which have the potential to transform the supply chain.

This project will provide LUPC with the necessary tools to undertake its own due diligence on human rights risks in the supply chain. The project could also be extended to offering consultancy services, stakeholder engagement, and implementation and monitoring of reform programmes in the supply chain. Initially these services will be offered to its Members, with the potential to be extended to a wider range of public buyers.

We'll be updating Members regularly as the project develops, and Members will be getting the chance to be involved in developing the tools. Watch this space!

For more information contact Andy Davies (a.davies@lupc.ac.uk) or Redford Healey (r.healey@lupc.ac.uk)

A Week in the Life of Ensemble...



Last year, LUPC helped launch a shared procurement service, Ensemble Purchasing, which provides professional, in-house procurement resource for smaller institutions on an ongoing basis. Ensemble is open to all LUPC Members to join. **Kat Humphries** and **Margaret Newson**, Ensemble's two staff members, look back on the service's first year.

It's been one year since Ensemble Purchasing opened its doors and we are happy to report that business is booming! We have doubled in size and now boast two full time procurement managers and five Member institutions: Royal College of Music, Royal Academy of Music; Trinity Laban Conservatoire of Music & Dance, Regent's University London and Royal College of Art.

The past year has been a steep learning curve getting to know our member organisations, their different cultures and understanding how we fit into picture. And if we're being honest, this is still a work in progress.

Being the sole procurement professional in each organisation we often find ourselves fulfilling a number of different roles, from acting as a head of procurement by creating procurement strategies, to carrying out activities that would traditionally be undertaken by more junior members of a procurement function, such as approving new suppliers or carrying out simple RFQs. This makes for a varied working life interacting at all levels of seniority and carrying out a variety of tasks on a daily basis.

So, to give you a flavour of what we do, and the service Ensemble Purchasing provides to participating Members, here is a typical week in the life of an Ensemble procurement manager:

MONDAY: Ensemble HQ (rented space at LUPC offices in central London)

The week begins with a planning session to map out the week's activities and ensure that our time is split between Member institutions according to the amount of time each Member has "bought".

Being a small company, the procurement managers are closely involved in preparations for Board meetings and today we prepare our Service Plan. This outlines our activities and tendering projects for all Members for the next three years. The plan enables us to identify collaboration opportunities, prioritise work and ensure we are allocating resources fairly across our member base.

The afternoon is spent evaluating mini-competition responses for office supplies. The LUPC agreement was used as an efficient route to market and to simplify the procurement process for colleagues in Estates and Finance.

TUESDAY: Regent's University London

We base ourselves on Members' campuses one day a week. This is invaluable for getting to know our colleagues and understanding the culture of the individual institutions.

Today is a day of meetings, beginning with a briefing with the Head of Finance and followed by meetings about various tenders including managed network services, catering and security systems. Often we find that days on site are spent in meetings with colleagues so that we focus on the paperwork and admin side of things when we're back at HQ.

WEDNESDAY: Royal Academy of Music/Ensemble HQ

The day begins with a meeting with the Finance Director and Chair of the Finance Committee to discuss the objectives for the procurement function within the Royal Academy of Music. Outcomes of this meeting included agreeing a more concise format for our annual procurement report and being invited to present next year's report to the Finance Committee – a great opportunity to put procurement higher on the Academy's agenda.

Next, a meeting with the Estates teams discuss their waste contract requirements, sourcing options and the tendering process. Having just completed a mini-competition for Waste Collection Services with another Member, a readymade ITT template is available. The remainder of the day is spent at Ensemble HQ tailoring the ITT documents to suit their specific requirements.

THURSDAY: Trinity Laban Conservatoire of Music & Dance

Today's agenda includes a mixture of meetings and organising ongoing projects. After an evaluation meeting with the Conservatoire's Web Editor regarding a Web Design Services tender, shortlisted bidders are informed via Ensemble's eProcurement system.

The remainder of the day is spent completing a cost analysis and recommendation for the Head of Estates in relation to an RFQ for the lease of franking machines and working on one of our ongoing projects to update the Conservatoire's procurement regulations and procedures. This is a long-term project which runs in the background and is returned to when there is a short lull in tendering work. Once completed, the aim will be to launch the new procurement rules with a training session to update and educate buyers around the institution.

FRIDAY: Ensemble HQ

We kick off the day with our monthly team meeting. We use this session to keep each other abreast of projects and to communicate issues on a regular basis.

The afternoon is spent populating our new central contracts database with contract details. This is another ongoing programme to collect, document and store contract information for our Members so that we have a comprehensive and easily accessible database. By strengthening their procurement systems and processes, this initiative will also help our Member organisations improve their procurement maturity assessment (PMA) scores.



"Being a part of Ensemble Purchasing has been a great success for the Academy. In our first year, we have benefitted from professional procurement advice on a number of tendering and contractual issues which has helped to reduce the Academy's contractual and commercial risks, as well as delivering savings on a number of projects. Having a procurement professional reduces our risk of falling foul of the UK Public Contracting regulations and it has been a real advantage to have someone who has expert knowledge in this area – for example, through helping with specifications and contract documentations, reviewing terms and conditions, and also providing us with a clearer understanding of what we are purchasing and what needs to be tendered next."

"Ensemble has also created an annual report for us, highlighting their progress in areas of procurement, and a Service Plan for the coming year, in which contracts have been prioritised for re-tender according to their risk to the Academy. We are anticipating further good results in the year to come."

Judith Barber, Director of Finance, Royal Academy of Music

If you would like to chat to one of the Ensemble Purchasing procurement managers, or find out more about running a shared service, please contact enquiries@ensemblepurchasing.ac.uk



Security providers have a key role to play in universities' approach to counter-terrorism says **Allan Burnett**

The Counter Terrorism and Security Act (CTSA) 2015 introduced a new statutory duty for higher education institutions to have 'due regard to the need to prevent individuals from being drawn into terrorism'. This means there is now a duty to engage with the Government's Prevent agenda.

Prevent is one of the four Ps that make up the governments post 9/11 counter-terrorism strategy, known as CONTEST.

It is clear that this has created challenges in balancing new statutory responsibilities with the legal and moral obligation to promote and facilitate academic freedom and freedom of speech.

While the law is clear that there is a high level of responsibility, there is a significant practical role often given to Chief Security Officers or their equivalents. When outsourcing, higher education institutions often choose a security supplier that can help discharge and support those duties. It is therefore very appropriate that LUPC included a question on recent legislative changes regarding counter-terrorism in its framework tender for security service providers last year.

What can a quality security provider do to help? The provider needs to be committed to equality and diversity, and be able to prove this in both the behaviours and range of staff. A real commitment to safety and welfare are other positive indicators, since preserving and enhancing good relations is a cornerstone of anti-radicalisation.

Some security providers will be able to provide counter-terrorism expertise. Knowing where the Prevent element fits into the broader CONTEST (UK counter-terrorism strategy) and its other elements of 'Protect, Prepare, and Pursue' offers enhanced experience dovetailing with what Prevent seeks to achieve.

The provider should also be committed to training frontline staff comprehensively, and this includes staff deployed to support student unions. Internal training that cautions against impulsive over-reaction, instead setting out clear swift reporting mechanisms works well. Radicalisation is a complex issue with very few clear indicators. For example, how many people can easily differentiate fundamentalism from extremism? Early referral to expertise is part of best practice.

Security guarding is often 24/7 work, and security personnel may see and hear things that others do not. They have a particular insight on events in room bookings. As a frontline service, the early indications of a student experiencing challenging issues, including mental health, may first be observed by security. Internal mechanisms and external agreements should be in place to allow effective information-sharing and prevent over- or under-reaction.

It is best practice for each institution to have a forum set up that deals with Prevent issues. The security provider should be part of this and contribute proactively. Similarly, the police as part of Prevent have

a co-ordinator who will work with each institution under the umbrella of a broader co-ordinating body. If suitably experienced, it may be helpful for the security provider's representative to be linked into the structure in order to fully support the institution.

SecuriGroup 

Allan Burnett QPM has been SecuriGroup's National Operations Director for six years, and is now based in the City of London. He retired as Assistant Chief Constable in 2010 as the coordinator of Counter Terrorism in Scotland. Amongst other things, he was responsible for the police response to Prevent. If you would like to speak to Allan on this issue in more detail, please feel free to contact communications@securigroup.co.uk.

An event to further explore how higher education establishments can engage with the Government's Prevent agenda is being arranged by SecuriGroup in early March at the Southbank Centre. The event will also give an overview of best practice when dealing with counter-terrorism issues. For more details contact emma.sellar@securigroup.co.uk

Data analytics: future or fad?

Alan Lees assesses the contribution of data analytics to internal audit.



There has been a fair amount of discussion recently about where internal audit is heading, and what institutions should be looking for from a professional, incisive internal audit function.

Some commentators have challenged the need for having an actual internal audit function at all, on the basis that institutions that have mature and rigorous risk management and reporting systems don't really need internal audit. Well, maybe! I've yet to see an institution that is 'mature' enough to dispose of an independent assurance function or has the confidence in its own systems to do so. Whilst higher education institutions are no longer at the 'risk naïve' end of the spectrum, few have achieved the end-game of a fully developed and mature risk management system.

So why is there this debate about the future of internal audit? Does it need to reinvent itself, or simply do what it has always done, but do it better and provide more 'value-add'? I don't think that it needs to do the former, but the profession does need to be on top of its game. We need to continually look for ways to develop and improve so that internal audit does remain relevant, and therefore of value, to institutions; in this endeavour, data analytics can play a significant part in enhancing what internal auditors do.

These techniques are not new as they have been around for decades when COBOL was king, but they haven't always been utilised as much as they should as a frontline audit tool, or as part of a continuous auditing regime. These tools, previously known as CAATS, are however getting a new lease of life with auditors proactively looking for new and innovative ways to provide value to their clients.

So are data analytics the future? I don't believe so. On their own, they will not carry the internal audit profession forward as institutions still need to be challenged on the effectiveness of their controls and governance systems in order to help them continuously improve and to reduce risks to institutional objectives. The inquisitiveness of an auditor, the auditor's nose if you like, is still the key audit tool.

The benefits of using data analytics are, however:

- The ability to interrogate and analyse large volumes of data;
- Greater assurance about the completeness of the data population;
- Provision of flexible and insightful analytics;
- An ability to perform complex repetitive calculations;
- Greater objectivity in selecting samples for testing through use of statistical techniques;
- Can be used for audit or investigative purposes to identify trends and data anomalies;
- Identification of potential risk areas, control failures or fraud;
- Independence from the system audited which ensures source (original) data is not corrupted.

Whilst data analytics can be used as a standalone interrogation tool to support the work involved in, for example, fraud investigations, the most value is derived from integrating these techniques into 'normal' audit procedures.

Starting at the planning phase, they provide an insight into what is 'under the

bonnet' of a system to guide the auditor to target specific areas for further audit assessment and testing. The outputs from the interrogations should allow the auditor to home in on what matters, and therefore to reduce unnecessary audit testing.

So, new fad? Not really. Internal audit nirvana? Again, data analytics don't come close, but they should be seen as a valuable tool to enhance the quality of audit assurance and, therefore, to unlock greater value from an institution's investment in internal audit.

KCG.
Kingston City Group
Higher Education Internal Audit



Alan Lees is Managing Director of Kingston City Group, an internal audit consortium operating in the higher education sector. Contact a.lees@kcgaudit.co.uk or visit www.kcgaudit.co.uk.



Partners in grime

A partnership approach is crucial to delivering results within contract cleaning services, explains Hayward Services' **Del Simpson**.

The critical importance of a partnership environment in the operation of large-scale cleaning contracts, such as those required in universities and colleges, cannot be overemphasised. Such an environment is conducive to effective service delivery and reduces the day-to-day demands upon both client and service provider alike. So why is a partnership environment particularly important to the successful operation of a contract of this nature, and how can such an environment be established and developed?

Cleaning contracts in universities and colleges are complex. Typically, a large number of buildings are serviced and buildings present a large variety of cleaning environments, including numerous different floor coverings and surfaces to be cleaned.

The cleaning requirement will include a varied assortment of room categories, including lecture theatres, laboratories and sports facilities, for example, and cleaning needs within buildings change very regularly. A large number of building users means that special events (open days, graduation events and hospitality events) occur frequently.

Often cleaning contracts for universities and colleges will also include diverse strands of service delivery including, for example, high level cleaning, periodic cleaning, washroom hygiene services and other soft facilities management services.

The complexity of the cleaning requirement means that the service provider must fully understand the contract stipulations and the changing needs of the building users and managers. Without that understanding, those needs will simply not be met. Likewise, the institution must appreciate the challenges facing the service provider, and recognise their role in helping the provider to gather all necessary knowledge to perform the job well.

So, how is a partnership established and developed? Quite simply, partnership is developed by commitment to excellence from both parties. Implicit in that commitment is an understanding that throughout the lifetime of the contract, but particularly at its inception, both parties must commit time and energy to ensure that there is a rapid transfer of knowledge and the development of a good working relationship.

Open channels of communication at all levels are pivotal. Self-evidently, the client must be able to contact key personnel from the service provider when required. Equally, but perhaps less obviously, key client personnel must be prepared to engage with the service provider to help them to deliver.

Commitment and communication over a sustained period is also important to nurture trust and rapport, whereby both parties collaborate to optimise service delivery and no energy is wasted on misdirected effort or confrontation.

Prior to the inception of the current LUPC cleaning framework arrangements, Hayward Services Ltd entered into a contract with Royal Holloway University of London for the provision of non-residential cleaning services. The contract commenced in 2012 and has been operating for over four years now.

Asked about the environment in which the contract has been operating, Premises Manager John Brannan explained: "The fundamental success of the non-residential contract cleaning services at Royal Holloway, success being measured as delivering exceptional cleaning standards to students, staff and guests alike, has been underpinned by significant collaboration with Hayward Services.

"From the beginning of the contract award, rapport and trust was established at the earliest opportunity between both parties, with a particular commitment from all sides to dialogue robustly and sensibly over significant areas of service provision. Such discussions, involving key stakeholders and senior management, have in no way diluted the core deliverables of the contract service level agreements and have in fact led to dynamic, innovative and proactive approaches, allowing us to keep pace with the ever changing shape of the institution's campus infrastructure and evolving customer demands."

Within Hayward Services, the contract has become a model for the successful operation of a large and complex cleaning contract.




Del Simpson is Operations Director at Haywards Services, an approved supplier to Lot 3: Non-Residential Cleaning of the LUPC Cleaning Services agreement.

In praise of paper

Paperless offices are on the rise, but let's not forget paper still has its benefits says Springfield's **Georgie Pascoe**.

With the average person now spending 5-6 hours a day online, their use of time on other media platforms such as newspapers and magazines has taken a drastic fall of 10 minutes each day. Whether it is for personal or business use, digital technology is advancing at a breath-taking speed, suggesting that as time goes on, an ever increasing percentage of the population will be 'digital natives'. But are we, as businesses, really ready to make the transition in to a paperless world?

As a result of the speed at which technology is advancing, it's easy to focus on only the benefits of using less paper, of which there are many. But has the impact of a paperless office really been considered?

It's true. A paperless office is a tidier, more space efficient office. It's a more organised space, with less clutter. But the possibility of over-reliance on technology is an ever-growing concern. Although storing files and documents on IT reduces the need for shelves of files and paper, it only takes one hit of a button and that file is gone. With a hard copy of a file, no one can accidentally delete it.

An average office worker uses 10,000 sheets of paper per year. One of the biggest benefits of using less paper is that it results in a reduction in the size of your carbon footprint. 11% of all the wood extracted from the world's forests is used directly by the paper industry, meaning that without paper, you are helping to reduce the damage caused to the environment significantly as a result of less deforestation for this purpose.

But there's another side to this story. Your computers and office machinery rely on energy, which is obtained from raw material from natural resources such as coal and timber. In fact, technology accounts for 2% of the emissions added to the atmosphere globally, (3% by 2020) while the print and paper industry only contributes to 1.1% of global carbon dioxide emissions. In reality, it's more environmentally friendly to reuse and recycle than to reduce.

It also remains a fact that many people prefer having hard copies sat in front of them; a recent survey showed 83% of employees prefer to read from paper, and only 2% prefer to read from



smartphones. Whilst in our daily lives we increasingly interact with digital technology more and more, we actually engage more with paper products.

This is something that education providers need to consider. Although schools and colleges are moving towards a paperless delivery of learning, they should know that their students don't plan on studying paperless. Since 2015, the number of college students who use some form of paper to revise for exams has

increased from 41% to 48%. Students are also one and a half times more likely to say they take in more when they read notes that are on paper.

Without paper, we could save money, space and carbon. A paperless office is likely to be a very productive and efficient

place to be. But it's not a panacea. Paper remains the base for learning and creativity, and is indeed critical to businesses' productivity. Remember that not all parts of the world have accessibility to the internet, and even those that do are often easier to engage through paper products.

So whether it's location, skills or even economic status that differentiate us as people – paper is the complete universal norm that does not discriminate.



"An average office worker uses 10,000 sheets of paper per year."

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*Outlined in the 2015 Universities UK Efficiency, Effectiveness and Value for Money Report



“ The PMA is a very valuable process for us to participate in, which is benefitting us hugely and I foresee that it will continue to do so.”

CAREY MCLAUGHLIN, HEAD OF ACCOUNTING SERVICES,
UNIVERSITY OF SUSSEX

To learn more contact: Judith Russell
Operational Manager SUPC Procurement Shared Service
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Let's talk...

Redford Healey, Modern Slavery Project Developer

How long have you worked at LUPC?

I started in January 2017

How did you get into responsible procurement?

I first became interested in ethical sourcing through a module in the penultimate year of my undergraduate degree at university. This led me to pursue the area

further in my final year, and to really research the topic in more depth through my dissertation. I was very fortunate to be hired before I graduated by a Sedex AAG listed ethical audit company to work on an ethical sourcing database with a large British retailer. I continued to work with the retailer directly in sustainability and responsible sourcing, and I found something that I felt passionate about and wanted to work in.

What do you most enjoy about your job?

I enjoy the tangible difference an initiative or policy can have on people most affected, and the satisfaction that a particular action will result in an improvement for them.

What's the most difficult aspect?

The most difficult aspect in modern slavery and responsible procurement generally is that it can be very difficult to make all parties involved satisfied, as it usually involves change which is harder for some to inherit or act on.

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

I imagine I would be involved in civil liberty and human rights law.

What's the most interesting project you've had to work on in your career?

The most interesting project I have worked on in my career so far is the current Modern Slavery Project I am developing with LUPC. The project will go further than I previously anticipated, and with the set timeline it allows sufficient time to really have a big impact.

In your view, what value can working with a Responsible Procurement team bring to other areas within a business?

In my view, responsible procurement generally has a very ad hoc approach within most organisations. With consumer habits changing, there is greater demand for more responsibly sourced products and legislation, highlighting the importance for change. I think working with a Responsible Procurement team can help other areas within a business to adopt responsible procurement behaviours, and to collectively work together to meet the changing demands of consumers.

What do you think will be the main benefits of LUPC's Modern Slavery Project for its Members?

The main benefit for Members will be bringing together the collective knowledge of LUPC's expertise on collaborative public procurement, with the knowledge of our project partner at

the University of Greenwich into how human rights in the supply chain can be respected, protected and remediated. This is becoming ever more important to our Members, both for compliance and to best reflect their corporate values as responsible purchasers.

What are the key challenges ahead for the sector in terms of responsible procurement?

Future policy changes and how to act on these, in particular the potential introduction of the Private Members' Bill initiated by Baroness Young of Hornsey in the House of Lords to strengthen and broaden the application of transparency in supply chains. It is policy changes in the future that will make it increasingly difficult for organisations to stay current with the requirements.

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

Running the New York City marathon in 2014. I am not a runner but it was more of a personal challenge for myself and I managed to raise some money for a good cause along the way.

What was the last book you read?

The Pigeon Tunnel by John le Carré.

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King's College London



Museum and Gallery Members

Despite LUPC's name, more than 20% of our Members are from the museums and galleries sector.

Annual visits to LUPC Members

	Total Visitor Figures 2015/2016
 British Museum	6,853,540
 Horniman Museum	793,883
 Imperial War Museum	2,538,516
 National Gallery	5,863,565
 Natural History Museum	5,351,797
 Science Museum Group	5,687,291
 National Portrait Gallery	2,102,975
 Tate	6,646,359
 V&A	3,924,286

TOTAL SPEND OF MUSEUM AND GALLERY MEMBERS THROUGH UNIVERSITY PURCHASING CONSORTIA FRAMEWORKS 2015-16:

£14,294,000

OVERALL TOTAL SPEND OF MUSEUM AND GALLERY MEMBERS 15-16*:

£401,632,000

THE NATURAL HISTORY MUSEUM, LUPC'S FIRST MUSEUM MEMBER, JOINED LUPC IN 2003.

THE BRITISH MUSEUM'S COLLECTION CONTAINS AT LEAST EIGHT MILLION OBJECTS

THE V&A COVERS 12.5 ACRES AND 145 GALLERIES.

NOW ON DISPLAY AT TATE BRITAIN, BRITISH ARTIST SIR JOHN EVERETT MILLAIS PAID A MODEL TO POSE IN A BATH FOR 4 MONTHS, IN ORDER TO PAINT HIS FAMOUS 'OPEHLIA'.

KEW HAS THE OLDEST POT PLANT IN THE WORLD: A CYCAD BROUGHT TO KEW FROM SOUTH AFRICA IN 1775.

Source: DCMS, Jan 2017.

* Based on 15-16 spend received by LUPC from Members.

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)."

