



LUPC Annual Review

2024-2025

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Chair's Foreword

This year has been one of both challenge and opportunity for our members and for LUPC. The higher education sector is navigating one of the most financially constrained periods in its modern history. Rising operating costs, real terms reductions in income streams, and the freeze in domestic tuition fees have significantly strained institutional budgets. Our non-higher education members also face ongoing financial challenges.

The need for efficient, innovative, and responsible procurement has never been more important. LUPC has long provided leadership in collaboration, shared services, and greater use of collective buying power, all key areas of heightened appetite across our members.

Against this backdrop, LUPC has continued to strengthen its service offering, launching a new four-year corporate strategy, and supporting members through major regulatory reform with the introduction of the Procurement Act 2023.

Our mission - providing professional procurement services that deliver value, innovation and sustainability - remains firmly grounded in our values of *Excellence, Responsibility, Integrity and Working in Partnership*.

This year we also explored an opportunity for deeper collaboration within our own landscape: a potential merger between LUPC and the Southern Universities Procurement Consortium. Exploratory work has shown potential opportunities for economies of scale, enhanced category expertise, shared systems and greater resilience. While no decisions have yet been taken, the conversations have been constructive, member-centred and aligned with national recommendations encouraging sector level collaboration. We will continue to update members as the evaluation progresses.

The achievements showcased in this Annual Review demonstrate the professionalism, expertise and dedication of the entire LUPC team. They also



reflect the strength of our partnership with members, who contribute through category groups, working parties, consultations and regular dialogue. Their engagement ensures our work remains relevant, targeted and impactful.

Mark Blaney, who has served as Chair

of LUPC since June 2022, stepped down from the Chair role in June 2025. He will continue to serve on the Board until December 2026, when he completes his maximum nine year term. We are deeply grateful for Mark's leadership and the steady guidance he has provided.

We also extend our sincere thanks to Professor Olga Martin Ortega, who has completed nine years of dedicated service. Olga has been a driving force behind LUPC's responsible procurement work, and her expertise and passion have helped shape our approach in this vital area.

In an environment of sustained pressure, LUPC has remained steady, forward-looking and ambitious in its support to the sector. I want to express my sincere thanks to the LUPC Board, our Executive Committee, our Director and team, and to every member organisation that has supported our work during a demanding year.

As we look ahead, we do so with confidence, clarity, and a continued commitment to delivering value, insight and leadership for our members and the wider public and not-for-profit community we serve.

Andrew Dyer, Finance Director, London School of Hygiene & Tropical Medicine





Director's Review

This year has marked a pivotal stage in LUPC's development as we began delivering against our new 2024–2028 strategy, designed in consultation with our Board, Executive Committee and team to strengthen our impact, enhance service quality and deepen our leadership in responsible procurement.

The single most significant external driver of our work in 2024–25 was the implementation of the Procurement Act 2023. Ensuring that LUPC frameworks are fully compliant required extensive preparation: deep dive training through the Cabinet Office, specialist legal input, a thorough rewrite of all tendering documentation and significant internal restructuring of processes. I am incredibly proud of the resilience and professionalism demonstrated by our category team, who not only adapted rapidly but placed themselves in a position to guide members confidently through the new regime.

Our operational activity this year has been extensive. We made substantial progress across all categories, from ICT and STEMed laboratories to estates and professional services. The development of the first national LUPC delivered Estates Professional Services framework, our new Economic & Financial Standing Assessment Tool, and the preparation of innovative tender strategies such as the use of the Light Touch Regime for Legal Services, all illustrate our commitment to continuous improvement and member centred design.

Responsible procurement continues to be a defining area of leadership for LUPC. We advanced our work on human rights, modern slavery and decarbonisation, and launched the supplier-facing phase of our Responsible Procurement Hub. The Hub will transform how we evaluate supplier due diligence, track progress and embed corrective action, offering members a powerful new tool when it opens to them in 2026. Our recognition as a leader



in responsible procurement has been demonstrated by our support on modern slavery and carbon reduction related work across the sector.

Our consultancy service expanded further this year, supporting members with tenders, procurement transformation and recruitment, and strengthening procurement capability. We are increasingly seen as a trusted extension of members' own teams, a role we take seriously and continue to strengthen.

I would also like to highlight our continued investment in people. I'm particularly proud of our apprenticeship programme, which is helping build the next generation of procurement professionals while enriching our own organisation with new ideas, perspectives and capacity. And the support we have provided to colleagues in developing specialist PA23 expertise is building capability not just for LUPC but for the sector as a whole.

None of this progress would be possible without the commitment of our members, the support of our Board and

Executive Committee, and the outstanding professionalism of the LUPC team. The collective expertise of our procurement team - each individual has between 15 to 30 years of procurement experience and nine colleagues hold MCIPS or MCIPS Chartered status - remains our greatest asset.

I would like to thank our members for their engagement and feedback, the Board and Executive Committee for their guidance, and the LUPC team for their expertise, commitment and collaborative spirit. In a year of regulatory change and sector wide pressures, LUPC has remained focused, adaptable and ambitious.

We enter 2025-26 with a strong foundation, a clear strategic direction, and a renewed determination to deliver value, leadership and meaningful impact for our members.

Don Bowman,
Director, LUPC

EVENTS & TRAINING

Our year in numbers

7



46

training, guidance
and networking
sessions delivered



1,280

places taken



98%

satisfaction with
our events

VALUE

*Savings reported are based on
either cashable or non-cashable
savings rather than a combination
of both types of savings.



100%

would recommend
LUPC to other
organisations

MEMBERSHIP



146

member organisations
(88 Full, 39 Associate,
19 Restricted Associate)



new members
(3 Full + 5 Restricted
Associate)

RESPONSIBLE PROCUREMENT



29

suppliers completed
RP Hub assessments

93%

satisfaction
with RP activity

About LUPC

Our Purpose

In September 2024, we launched our new corporate strategy, developed following wide consultation with LUPC stakeholders including the LUPC Board, Executive Committee and Team.

Our **mission** is providing *professional procurement services* to our members, delivering value for money, innovation and sustainability.

The **values** and **principles** that guide our operations, interactions, and strategic decisions are:

- **Excellence**
Delivering excellence for members is at the core of our activity.
- **Responsibility**
Our key responsible procurement themes are decarbonisation; waste reduction; modern slavery mitigation; equality & diversity; and improving working conditions and social value through our supply chains.

- **Integrity**
We will act with integrity in everything we do and will be responsible and accountable for our actions.
- **Working in Partnership**
We will maintain strong co-operative relationships with procurement consortia, members, suppliers and partners.

Details of progress against our strategic objectives can be found on page 27.

Our Role in the Sector

Who We Represent (Membership Profile)

London Universities Purchasing Consortium (LUPC) is a not-for-profit professional buying organisation owned entirely by our members. Our core membership comprises:

- **Universities and colleges of higher education in and around London**
- **London-based and national not-for-profit organisations** from across the education, arts, and science, charity, and wider public sectors



How we support the Higher Education/Public Sector

We exist specifically to secure “the best possible value” for our members while ensuring societal and environmental responsibility. We deliver sectorwide value through:

- **Collaborative, compliant procurement.** Access to **over 100 professionally arranged framework agreements** tailored to members’ requirements, covering areas such as ICT, AV,

STEMed and laboratories, estates, professional services, library and more, all compliant with the Procurement Regulations.

- **Cost savings and better value for money.** We generate savings and better value for members by aggregating spend and reducing duplication across the sector.
- **Expert guidance, support and training.** Members receive access to:
 - Category expert support
 - Procurement advice and guidance

- Learning and development opportunities
 - Conferences, training and user groups
- **Strengthening the procurement community.** We contribute to sector wide collaboration through **UKUPC**, the national partnership of eight HE procurement consortia. UKUPC focuses on enhancing procurement practice, sharing best practice and delivering compliant, value driven agreements across higher education.

responsible procurement.

Our policy emphasises:

- Decarbonisation
- Waste reduction
- Modern slavery prevention
- Equality, diversity and inclusion
- Improved working conditions and social value across supply chains

Strategic influence through UKUPC

As a key partner in **UK Universities Purchasing Consortia (UKUPC)**, we help shape national HE procurement strategy, enabling:

- Greater leverage for the sector
- Shared systems, knowledge and tools
- Tens of millions of pounds in cashable and non-cashable sector savings annually

Expertly managed frameworks

LUPC frameworks are developed with strong member involvement and strategic contract management, helping ensure they deliver value, compliance and responsible outcomes.



Our Unique Value and Influence

Member led decision making

We are **owned by our members for our members**, meaning priorities and procurement strategies reflect real institutional needs.

National leadership in Responsible Procurement (RP)

We are widely recognised as a **leader and innovator in**



Bindi Sandhu, Deputy Director, manages the category team, responsible procurement activity, and consultancy.

Procurement activity

Preparation, Improvement and Transformation

With each member of our procurement team bringing between 15 to 30 years of procurement experience - and nine colleagues holding MCIPS or MCIPS Chartered status - our members can rely on trusted, expert guidance grounded in deep professional knowledge and proven capability.

Our team focus is to provide frameworks and procurement services that meet our members' current and future demands. This year, we have committed our resources and energies into developing and expanding the quality of our services. Our offering supports the LUPC member community and provides a valuable extension to our members' own procurement teams.

This year gave us the opportunity to put our new strategy 2024-2028 into practice and work towards achieving the new objectives and aspirations set

by our Board, Executive Committee and our team.

Preparation was key for the procurement team at LUPC following the reform of the **public procurement regulations**, with the introduction, transition and go-live of the new **Procurement Act 2023 (PA23)** and Procurement Regulations 2024. Ensuring our frameworks are **fully compliant** is of vital importance, with the majority of our members being Contracting Authorities that need to adhere to the Procurement Act.

The lead-up to the implementation of PA23 was busy with preparation, training and personal development to enable each of our senior category managers and the organisation to be equipped and ready for the transition to the new regulations. At LUPC, we believe that it is essential to be in a strong position to support our member community with our specialism, expertise and knowledge. The investment of time and resources

required to get us to the right levels was significant.

The procurement team attended their **Transforming Public Procurement** modules and the **Deep Dive Training** offered by the Cabinet Office to gain and

understand the base knowledge required for the new regime. In addition, the team attended webinars and Q&As exploring the regulations in depth to become specialists, and benefited from some tailored support and advice from an external expert, putting

them

in a

position to guide our membership and tender compliantly.

To underpin our own tendering under the new regulations, we began with a revision of our entire **suite of tendering documents**. This was a monumental task. The new tendering environment, the implications of new legal terminology, compliance, process and risk was a blend that was an administrative burden requiring careful consideration. Much of the year was spent reviewing and revising documentation in readiness for tendering.

We undertook the same approach for the **Member Templates project**, led by LUPC this was launched across England to all members of LUPC, NEUPC, NWUPC and SUPC. We worked closely with a provider on the Legal Services Framework, Brodies LLP, to create a suite of documents to support the transition for the procurement community and provided members with tendering documentation and written guidance that



was ready for use. This was well received and appreciated by our members as a resource which was easy to understand and adopt, in comparison to other templates provided within the regulated procurement community.

LUPC members were closely supported by our dedicated PA23 training sessions delivered by Mohamed Hans, a procurement lawyer with expert knowledge in public sector procurement. We delivered seven **PA23 Q&A sessions** to our members which facilitated a forum for open discussions and queries, building confidence for contracting authorities and creating a safe space for some difficult conversations.

“The webinars led by Mohamed Hans have been the most useful, practical and pragmatic information I’ve received regarding the new Procurement Act.”
**Category Manager,
 LUPC Member Organisation**

Procurement Process Audit

Our internal auditors undertook an audit on LUPC’s **Governance and**

management of the Procurement Project Plan and its delivery in May 2025. The auditors interviewed members of our Executive Committee, who set our operational priorities and decide on sourcing strategies for our frameworks, to determine the level of communication and information that is provided to them. Two areas were highlighted as examples of good practice in the audit:



- LUPC’s *Responsible Procurement Hub (RPHub)*, the online supplier due diligence portal, which supports our responsible procurement aims
- LUPC’s annual membership survey that demonstrated that our members consider **LUPC-led frameworks** easier to understand and use than those of other providers.

“The audit highlighted the importance of clear role definition, effective approval mechanisms, and meaningful information flow to the Executive Committee. One key insight was how structured governance and transparent reporting not only provide assurance to the Board but also accelerate delivery by clarifying responsibilities and enabling timely decisions. It reinforced the Executive Committee’s role in maintaining these standards and ensuring the procurement pipeline remains aligned with member needs.”

**Daniel Barry, Associate Director,
 Procurement at London Business School
 and LUPC Executive
 Committee Member**

Category Activity

Every time we re-tender a framework, we ensure that continuous improvement is being delivered reflecting any changes in the marketplace and legislation and incorporating innovative solutions.

LUPC-led frameworks provide members with assurance of:

- a strategic procurement process facilitating access to a high-quality supply chain
- risk mitigation with beneficial terms and conditions
- commercial and competitive pricing providing value
- stream-lined, efficient and effective routes to market.

Throughout the year, we have explored and researched new ways of thinking and strategies that will take both us and our members forward, designing creative solutions to problems that our members may encounter and taking a pre-emptive view. We are delivering benefits that will continue to provide value consistently throughout the contract term. The activity

demonstrating our approach and carried out this year by our category team is detailed over the following pages.

Estates



Julie Gooch,
Senior Category
Manager

Significant work was carried out reviewing the **LUPC Estates Maintenance and Minor Works** framework, which incorporates security, cleaning and maintenance services. A strategic review, including a Prior Information Notice (PIN) to engage the market and extensive member feedback, focused on identifying the most effective and practical delivery model for members. The review considered sector developments, including the growing trend for some institutions to bring elements of facilities management back in-house. This resulted in the decision to separate the services into two distinct frameworks, one for **Cleaning and Security Services** and the other for **Maintenance Services**.

Improvements included the strengthening of the procurement documentation, with enhanced

Procurement activity

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specifications, more robust supplier due diligence, and the embedding of responsible procurement principles throughout, all in full compliance with the Procurement Act 2023.

Of particular note this year was the development of our new **Economic and Financial Standing Assessment Tool**, created initially for use in the tender process for **Security and Cleaning Services (EFM5105 LU)**. The tool provides a consistent, transparent way to assess whether a supplier is financially strong





enough to deliver, and to manage that risk over time, strengthening the robustness and consistency of our procurement processes. It assesses five key financial criteria, Turnover; Current Ratio; Trade Debtors Ratio; Trade Creditors ratio; and debt to equity. It has been independently reviewed by a professional finance body, which deemed it to be of an excellent standard. We plan to roll out this template across our other framework tenders and are currently reviewing its suitability for members to use in their call-off processes or individual tender

exercises. The template offers value beyond tendering, serving as a practical tool for ongoing contract management by helping to ensure that suppliers remain financially stable and capable of fulfilling their contractual obligations.



Justin McLoughlin,
Senior Category
Manager

Following considerable research and engagement with the market, the drafting of the framework strategy and tender documentation, took place this year on the first national, LUPC-led framework for

Estates Professional Services. It will cover eight different specialisms including *Lead Contractor; Project Management; Quantity Surveyor; Structural Engineering; MEP; Planning Consultancy; Architectural Design Services* and *Fire Safety Advisor*, offering a competitive route to market for members with specialised requirements such as heritage considerations and responsible procurement objectives. This framework is scheduled to go live in Spring 2026.

The second iteration of the **Carbon Offsetting** framework is being developed to include carbon offsetting, scope analysis

and training to support members in their journey to net zero. The new iteration is scheduled to go live mid- 2026.

Procurement activity

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Information and Communications Technology (ICT)



Mike Kilner,
Senior Category
Manager

We have been able to take our **strategic engagement** further up the supply chain in the LUPC-led **National**

Desktop & Notebook Agreement (NDNA) ITS5071. In June 2025,

our Senior Category Manager for ICT was invited by Intel to join their *Large Customer Commercial Client Advisory Board* on a quarterly basis. Close engagement with the Intel processor team, including direct price support for NDNA purchases, is strategically important with processors being one of the highest single component costs in each desktop and notebook device. This demonstrates the value of collaborative procurement through frameworks to our members.

Professional Services



Roy Dennis,
Senior Category
Manager

The groundwork, including the strategy and drafting of the tender documentation for the **Legal Services (PFB5008 LU)** framework re-tender

was carried out this year. This is the first LUPC framework

tender to be carried out under the new Procurement Act 2023 (PA23). Following due consideration, the Light Touch Regime (LTR) was chosen as a procurement procedure instead of services, which has been used for previous iterations of the framework. The LTR will provide benefits to members by increasing flexibility in call off options and minimising reporting under PA23. It allows us to apply a different approach to lot strategy and affords us a lower risk of challenge by suppliers. This framework is scheduled to go live in early 2025-26.

A review of the **Graduation Services** framework has identified an additional lot to add to the next iteration - **Events Production**. This will enable members to fully realise their graduation day



ambitions with the support and delivery from well-established suppliers. We are considering the current financial climate and ensuring the supply base can rise to the challenge of budget constraints from members and students without compromising the graduates' special day.

The main activity for the **Insurance Group** was the re-tender of **Professional Indemnity, Management Liability/D&O (Directors and Officers) and Crime (INS5104 LU Financial Lines Insurance Services)**. This was conducted under the new Procurement Act 2023 regime making use of the Competitive Flexible

procedure. The tender was designed to present several different price-based options as part of the stage 1 process and then evaluating to refine certain packages presented as part of a stage 2 BAFO (Best and Final Offer) process, **accomplishing significant benefits**.

STEMed and Laboratories



Antonio Ramirez,
Senior Category
Manager

An intensive research and development phase took place in late 2024 to find opportunities for

improvement and innovations for the **General Laboratory**

Equipment framework re-tender. These include a tool for members to quickly compare like-for-like model pricing and kilowatt per hour power consumption across the core basket models offered in the pricing schedules. Engagement with members and suppliers was critical. This was carried out through user surveys, meetings, tender working party input, supplier review meetings and a Prior Information Notice. These ensured that emerging requirements and member expectations were fully understood and fed into the new framework tender process.

Our **eTendering Software Platform (ITS5081 LU)** framework went live on 1 October 2024. Unlike its predecessor agreement (ITS5058 LU), which was a single supplier framework, this iteration is now a multi-supplier agreement with three vendors, offering customers more supplier choice and the opportunity to run mini competitions. Despite being carried out under PCR2015 (Public Contracts Regulations 2015) and tendered before the new Procurement Act went live, we considered all the requirements of the new PA2023. The tender process went

to great lengths to ensure both the framework and the supplier systems on the new framework could deliver the required functionality in time for the implementation of the new regulations.

New Frameworks in 2024-25

Framework	Category
Audio Visual : System Design/Consultancy, Supplies, Installation and Maintenance AVI2007 NE	AV
Floor Coverings - Supply, Fit and Maintenance EFM2053 NE	Estates & FM
Washroom Services & Associated Products & Services JAN3181 NW	Estates & FM
White Goods & Associated Products & Services JAN3182 NW	Estates & FM
Removals and Relocations Services FFE2009 NE	Furniture
IT Related Accessories and Parts (ITRAP) 2024 ITS4056 SU	ICT
eTendering Software Platform ITS5081 LU	ICT
Electronic Research and Laboratory Notebook ITS1506 JC	ICT
Academic Integrity and Assessment Management Systems ITS1049 AP	ICT
Library Management Systems and Associated Services ITS1062 AP	ICT
National Education Printer Agreement 3 (Nepa3) ITS2011 NE	ICT
Network Solutions ITS15007 JC	ICT
Innovative, Value-Adding VLE System(s) and Associated Services ITS1065 AP	ICT
Office, Paper, EOS & Library Supplies (OPELS) OFF3166 NW	Office Supplies
Pension Scheme (Defined Contribution) and Employee Benefits PFB3038 NW	Professional Services
Global Mobility Services PFB3160 NW	Professional Services
Laboratory Consumables & Chemicals IRLA LAB4043 SU	STEMed & Labs



Responsible Procurement

Responsible procurement is considered across all our tendering activities, from tender strategy stage through to regularly reviewing and assessing the risks of human rights abuses, environmental impacts and other sustainability issues across our framework supply chains. It is also a key consideration in how we operate as an organisation and how we influence suppliers and members.

Responsible Procurement Strategic Plan and Policies

We adopt a risk-based approach and are guided by the [UKUPC Responsible Procurement Commodity Mapping Tool](#) (updated January 2026). Our practice is grounded in the principles articulated in the SUSTAIN Code of Conduct (under

In the pipeline:

A checklist for members to use to ensure their Modern Slavery Statement and that of their suppliers complies with the Cabinet Office Transparency in Supply Chains (TISC) updated guidance published in March 2025. Highlights include key performance indicators and a description of approach to remediation.

review in early 2025-26) and guided by LUPC's Strategic Objectives, as well as our [Environmental and Human and Labour Rights Policies](#). We play an active role in HEPA and UKUPC RP networks and working groups where these policies and tools are kept alive and up to date.

CIPS Corporate Ethics Mark

Each year, LUPC renews its [Chartered Institute of Procurement & Supply \(CIPS\) Corporate Ethics Mark](#), which we have now held for six years running. The CIPS Corporate Ethics Mark publicly reinforces assurance to **ethical sourcing and supplier management**. We sign a Statement of Commitment to ethical sourcing and supplier management and prove that we have taken proactive steps to safeguard against [unethical conduct](#).

The Mark

is a way [for an organisation](#) that commits to ethical procurement to be recognised by CIPS through a publicly accessible register.

ISO20400:2017 Re-Accreditation

In 2023, we attained a score of **4.20 in our re-assessment against ISO20400:2017**, the international standard for sustainable procurement. The standard sets out a framework and approach to the procurement of goods and services that contribute to sustainable development considering relevant impacts to the environment, society, ethics, and economics. Our score is considered to be "Leading" by Action Sustainability, who carried out our assessment and also stated, "*LUPC is the only organisation in the last two financial years that we have evaluated to have maintained Leading status*". Our next assessment is planned for early 2026.

Modern Slavery

Annually, LUPC publishes a modern slavery statement for the financial

year, [access our 2024 Modern Slavery Statement here](#). In May 2025, we updated our [Human and Labour Rights Policy](#), which includes actions LUPC has taken and those it is planning to take to identify and manage risks of modern slavery, as well as to respond to potential and actual instances of abuse.

Electronics Watch affiliation

All full members of LUPC continue to hold automatic affiliation to Electronics Watch (EW), the independent monitoring organisation helping public sector entities



meet their responsibility to protect the **labour rights and safety of workers in global electronics supply chains**.

Members receive quarterly updates directly from EW, which include actions to take where workers' rights abuses are suspected to be occurring. Please contact [Mags Shapiro](#) if you would like to receive these updates.

Every LUPC full member has access to the EW affiliates' site, providing **guidance and resources** including the **Public Buyer Toolkit** - easy-to-use tools and templates promoting contract performance compliance within affiliates' supply chains. Affiliates can also view the Company Performance Tracker, contractors' and brands' supply chain transparency. Efforts to remediate labour rights violations in specific factories are scored based on their interaction with affiliates and Electronics Watch.

This year, LUPC paid for our members to attend the EW's **Knowledge Building webinar series**, to promote understanding of labour rights risks in

supply chains beyond electronics.

For a summary of Electronics Watch activity in 2024-25 please see page 32.

Collaboration

In addition to active participation on the **UKUPC Responsible Procurement Network**, LUPC is also a member of the **London Responsible Procurement Network (LRPN)** and its Steering Group, which includes public sector bodies across London; the **Social Responsibility and GHG Reporting sub-groups of the HEPA Responsible Procurement Network (HRPN)**; the **HESCET (Higher Education Supply Chain Emissions Tool) Technical Review Committee**; the **SUSTAIN Supply Chain Code of Conduct**; **UKUPC Risk Assessment Working Groups**; and the **International Working Group on Ethical Public Procurement (IWGEPP)** where we are active members of the Practice Group.

Supplier Due Diligence

Responsible Procurement questions are



embedded into our tender process at the outset, and once suppliers commit to compliance with the **SUSTAIN Supply Chain Code of Conduct**, they are expected to participate in ongoing due diligence exercises including:

- Our Due Diligence questionnaire;
- The development of Carbon Reduction Plans;
- Responding to UK government's Modern Slavery Assessment Tool (MSAT);

- Corrective Action Plans agreed with suppliers and forming part of on-going contract management.

A key part of this strategy is **LUPC's online tool, the RP Hub** which went live in 2025. The RP Hub aims to create the fullest picture of supplier progress

in terms of their sustainable approach to business, with a special focus on areas of material impact to our members. We are interested in what suppliers are doing responsibly within their organisations, their supply chains, and communities. LUPC framework suppliers complete the RP Hub's supplier due diligence questionnaire, including uploading evidence. LUPC's RP Lead, supported by the LUPC apprentices, evaluates responses and proposes

recommended corrective actions, which are agreed with suppliers and implemented. Our **updated Terms & Conditions** oblige framework suppliers to complete their due diligence questionnaire within 90 days of award onto a framework and annually thereafter. Suppliers are able to upload improvements on a continuous basis. The RP Hub will be open for LUPC members to access in 2026. They will be able to view supplier reports showing the latest supplier RP status, comparison with other suppliers on the same framework, and access to any corrective actions that have been recommended by and agreed with the LUPC RP Lead.

In the pipeline:

Phase 2 of the RP Hub will include members' ability to use the supplier due diligence tool for non-framework agreement suppliers.

De-carbonisation

LUPC's carbon footprint was externally verified again this year as standard practice now ahead of carbon offsets

purchase. Our carbon offsets for 2023-24, included two offset projects:

1. The Carbon Cure (carbon removal from concrete)
2. Dutch Methane Recovery (bio gas)

A [guideline](#) for Approaching Net Zero with Suppliers, taking **Policy Procurement Note (PPN 06/21)** a step further, has been updated by LUPC. It describes the process that will be rolled out across framework agreement suppliers and includes templates for [Carbon Reduction Plans](#) for suppliers and an [evaluation tool](#). Suppliers are asked to commit to providing product carbon emissions data and carbon offsetting is tracked to ensure an increase in year on year carbon emissions reduction and a decrease in offsetting to maximum 10%. Members are encouraged to align this practice with non-framework agreement suppliers, as we drive towards achieving Net Zero.

In-house RP expertise to support members

Our RP Lead, Mags Shapiro provides RP consultancy for members, upon request,

In the pipeline:

- Exploring LUPC's own Net Zero target validation by the Science-based Targets Initiative (SBTi)
- Exploring product carbon emissions data for product-focused framework agreements.

including responsible procurement strategy, human and labour rights risk assessment, supplier due diligence and support in improving carbon footprint calculations. We can also advise members on their Modern Slavery Statements. Please contact [Mags Shapiro](#) for more information.

LUPC Consultancy Projects Facilitating an extended procurement service beyond members' in-house capacity

LUPC operates a professional consultancy service for its members which covers a full range of procurement services including:

- Strategy and transformation

Procurement activity

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- One-off projects/tenders/mini-competitions
- Process or documentation implementation
- Spend analysis
- Sustainability best practice
- Short-term cover
- Recruitment

Our consultancy service is delivered through directly employed procurement staff who know and understand our members. Over the past year, the consultancy team has delivered significant value to members through a range of strategic and operational initiatives. These projects have strengthened procurement capability, improved compliance, and supported members in achieving their objectives. Key highlights include:

- **UCL Students' Union**
Procurement advice for the development of a new gym facility, including running a competitive tender to identify a suitable supplier. Procurement support

on a CRM Project to enhance member engagement and operational efficiency.

- **The Courtauld Institute of Art**
Management of an external audit services tender delivering a robust and transparent process aligned with regulatory requirements.
- **Member Recruitment Support**
Guidance on role specifications, candidate sourcing, and selection processes for the recruitment of Procurement Managers across multiple members.
- **South Thames Colleges Group (STCG)**
Led and delivered a tender for Multi-Functional Devices (MFDs), achieving cost efficiencies and improved service delivery.

“LUPC supported with the Invitation To Tender to appoint a new external auditor for the Courtauld Institute of Art. LUPC was a valuable resource with the expert knowledge needed to guide us through the process, including the documentation and interview process, and to ultimately enable The Courtauld

to successfully confirm the appointment of a new external audit company.”

Monica Varriale, Chief Operating Officer, Courtauld Institute of Art

LUPC's Apprenticeship Scheme

Investing in and developing future procurement leaders for the sector

LUPC began its journey as an Apprentice employer in January 2024 taking on two apprentices as Procurement Assistants. As a not-for-profit organisation, we recognised the value our apprentices could bring to the sector as it navigates rising cost pressures and the need to demonstrate value for money. As a responsible employer, it was also decided that our apprentices would be paid the London Living Wage (LLW).

Developing strong procurement capability has become essential and our Apprenticeship programme offers a practical way to build this capability while contributing to our own organisational growth and social values.

One of the significant advantages for our apprentices is the opportunity



to gain **CIPS (Chartered Institute of Procurement & Supply)** accreditation. This provides a strong professional foundation and equips our apprentices with a deeper understanding of procurement principles, ethical sourcing, supplier management, and commercial awareness. Gaining CIPS status whilst working removes the financial barrier to entering the procurement profession and accelerates long-term career prospects bringing new entrants to our sector.

Over their two-year programme, our apprentices gain hands-on experience such as conducting market research, analysing data, supplier engagement and assisting on tender processes, as well as working on fixed term placements within our members' procurement teams. Alongside technical knowledge, the apprentices build transferable skills including communication, problem-solving, and project management, becoming confident professionals able to support procurement initiatives across LUPC and our membership.

Our apprentices take on tasks which free

up capacity for our Category Managers, improving productivity across the team. Their fresh perspectives have inspired new ideas, innovations, and improvements to internal processes.

Highlights from 2024/2025

Our apprentices have supported:

- The **British Museum** on the SQ (Selection Questionnaire) tender process for their [Western Range project](#)
- The **University of Greenwich** on their Stonewall accreditation work
- **SOAS** in a number of areas such as researching alternative service

providers, presenting on audit results and market research for an upcoming tender

- The launch of **LUPC's RP Hub**
- LUPC's business critical **supplier revenue management**

As a result of supporting the apprentices, our Category Managers have also developed skills enabling them to reflect on and strengthen their own professional practices including enhancing their communication styles and coaching abilities. This has helped us promote and achieve a culture of learning



Membership

Membership Overview

LUPC's membership continues to reflect the breadth and diversity of the not-for-profit sector we serve. Our core membership is made up of:

- Universities and colleges of higher education in and around London
- London-based and national not-for-profit organisations across education, arts, science, culture, charities and the wider public sector

Our members form a strong, collaborative community committed

to delivering value, responsible procurement and excellence.

Member Involvement

Our members actively shape LUPC's direction and services at every level:

- **Board governance:** Elected Directors from across our membership guide our strategic direction and ensure our work reflects sector priorities.
- **Executive Committee:** Elected Heads of Procurement provide operational insight, helping set sourcing strategies and ensure our frameworks remain

Membership Levels (2024–25)

Membership Type	Benefits	Cost	Total Members	New Members
Full	Access to all 100+ frameworks and full member benefits	From £2,250 + VAT per year	88	3
Associate (Predominantly FE Colleges)	Access to all frameworks + selected benefits	Free of charge	39	
Restricted Associate	Access to up to three frameworks, no member benefits	£250 + VAT (oneoff)	19	5



Suzanne Picken, Assistant Director Membership, Marketing & Communications

relevant and high quality.

- Heads of Procurement meetings: A monthly space facilitated by LUPC for members to share challenges, discuss emerging issues and collaborate on solutions.
- Tender Working Parties: Cross sector groups who support and shape our frameworks, bringing real operational experience while developing their own category and procurement expertise.

Membership Services and Benefits

Events, Networks & Training

This year we delivered a full programme of free, high quality events and training, designed specifically for the needs of our membership. These included:

- Professional procurement and commercial skills development
- PA23 Q&A Sessions to support members with implementation
- Category specific workshops
- Responsible procurement learning sessions



The Value of Member Voice: Insights from Our Executive Committee

Membership

24

To highlight the importance of member leadership within LUPC, we spoke to two longstanding Executive Committee members - **Bahar**

Shahin, Director of Procurement at Queen Mary University of London, and **Daniel Barry, Associate Director of Procurement at London Business School** - about their experiences and the difference the Committee makes.

What value does the Executive Committee bring to LUPC members?

Bahar emphasised the Committee's unique perspective as active buyers:

"Executive Committee members understand the realities of calling off from frameworks and the challenges members face day to day. This means we can help shape frameworks, training and other services so they deliver maximum impact. We act as a critical friend to LUPC - scrutinising, supporting and ensuring value in every initiative."

Daniel sees the Committee as providing clarity, direction and collective strength:

"Its value lies in strategic oversight, strong member representation and continuous improvement. We ensure procurement activity delivers real benefit, reflects the sector's collective priorities, and drives enhancements in both compliance and process."

How has being on the Executive Committee supported you and your organisation?

For **Bahar**, the experience has built both capability and confidence:

"It has broadened my strategic outlook and strengthened my ability to contribute to governance and long term planning. The cross sector perspectives challenge my thinking and support my development as a procurement leader. For my organisation, it brings back insights that improve decision making and reinforce procurement as a strategic enabler."

Daniel echoed the value of wider collaboration:

"It's broadened my understanding of sector wide challenges and best practice, helping me make better decisions within my own institution. It has also strengthened my professional network, opening up opportunities for collaboration beyond traditional procurement boundaries."

- Networking opportunities to share insight and best practice
- Our annual LUPC & SUPC Conference and Exhibition

In 2024–25, 1,280 places were taken across 46 training, guidance and networking sessions, a reflection of the

strong demand for collaborative learning and the value members place on our support.

“Training this year has been excellent especially around the new regs.”

**David Osborne, Head of Procurement,
Victoria & Albert Museum**

Resources, Guidance & Support

Membership

25

We enhanced our suite of member only resources, including:

- Procurement Document Templates aligned to the Procurement Act 2023
- Tailored support for member implementation of the new legislation (PA23), which will continue into 2025-26.

These tools make it easier for members to work confidently and efficiently within the new regulatory environment.

Digital Platforms & Communications

Key developments this year included the creation of a dedicated Public Procurement page on our website, enabling members to find all information and resources relating to procuring under the regulations with ease.

We also successfully migrated to the Hunter Buyers Portal, now the central hub for all UKUPC framework documentation. Members can access Buyer’s Guides, pricing, supplier details and quarterly updated spend data (based on supplier reporting) in one place.



LUPC keeps members informed through:

- Regular targeted communications
- Member meetings (group and individual)
- A monthly e-bulletin
- A continually updated website
- Our Linked magazine and Linked Podcast
- Our LUPC Linked In profile

Additional Full Membership Benefits

- Creditsafe subscription for online credit referencing
- Automatic affiliation to Electronics Watch, providing resources and contract clauses that protect workers' rights in global electronics supply chains
- Annual Spend Analysis (Scope 3, spend, benefits statements), subject to receipt of non pay spend data from members
- Discounted CIPS study courses, with LUPC funding the study guides
- Membership of The Energy Consortium (TEC) for gas, electricity and water frameworks



The full range of benefits available to members can be found in more detail on the [Your Member Benefits](#) page of the LUPC website.

Feedback & Satisfaction

Our members' feedback remains one of our strongest indicators of impact:

- 100% would recommend LUPC to other organisations
- 98% of survey respondents are happy with the range of events we provide

This reflects our commitment to continually improving the quality, relevance and accessibility of our services.

Strategic objectives and performance

In our corporate strategy 2024-2028, we have set out 17 objectives against our 4 values, measurable by 10 KPIs (key performance indicators).

“It’s vital that our strategy reflects our culture, ethos and organisational values. Each strategic objective aligns with our values to support and optimise the overall success of our organisation, its practice and the benefits to our members. Delivering the strategy will

create meaningful opportunities and positive change for our members, the sector and stakeholders and develop further our comprehensive and cohesive procurement service tailored to our members. We are committed to sharing with you, on a regular basis, details of the activities, benefits, and successes resulting from our work in delivering this strategy.”

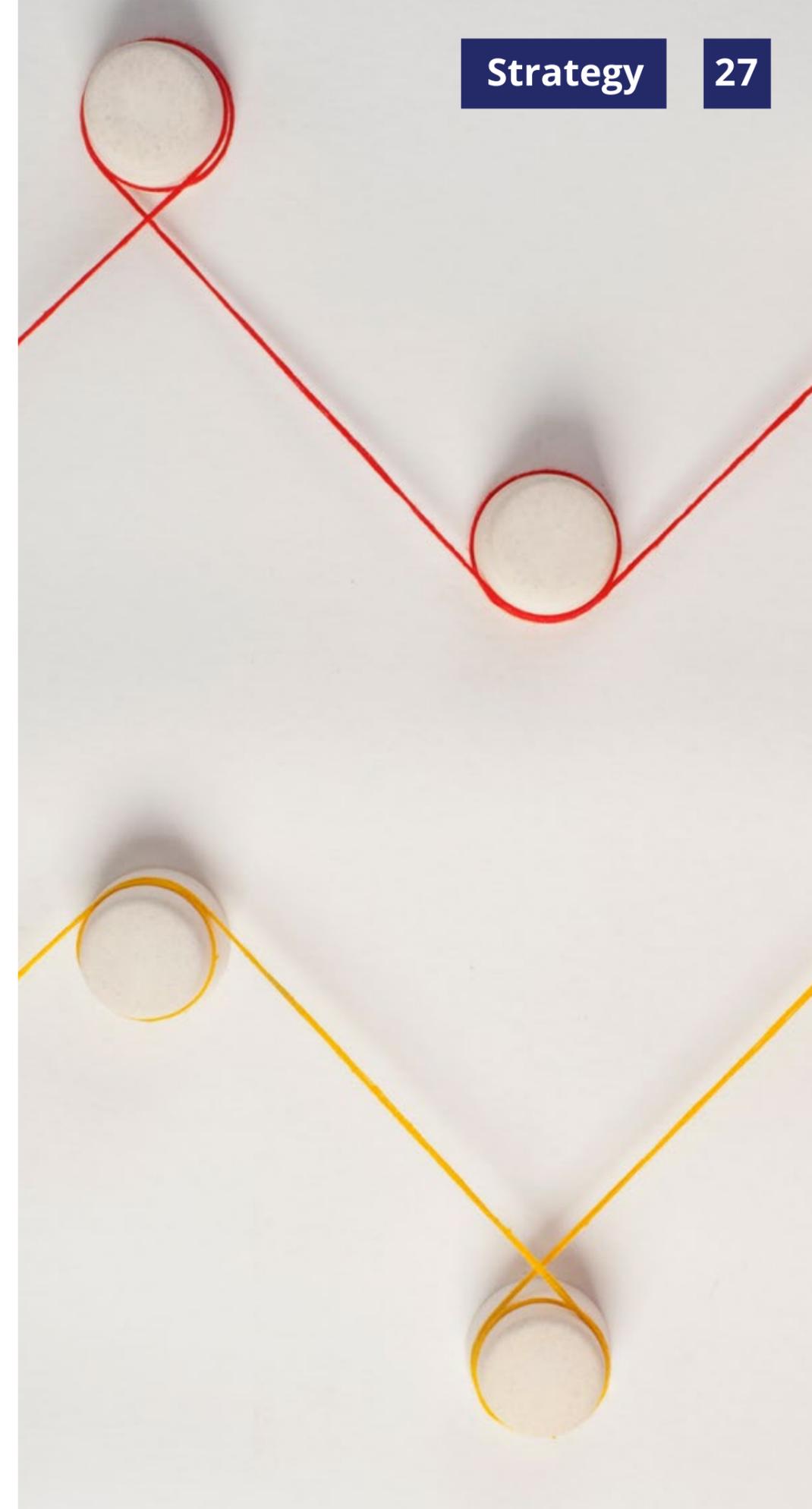
Don Bowman, Director LUPC

Value: Excellence

Objectives

- Provide a comprehensive service for members that meets or exceeds their needs and expectations
- Actively seek feedback and use it to ensure continuous improvement
- Design cost-effective, efficient solutions that maximise value and remove duplication of activities by our members
- Ensure professional standards are maintained and delivered
- Develop agile and/or creative procurement solutions to deliver innovation

KPI	Achievement
<p>KPI 1: All LUPC led frameworks are delivered on time.</p>	<p>The new Procurement Act 2023 has increased the workload significantly for some of our members, as well as for LUPC, and has resulted in a more complex and time-consuming tender process in its first year of implementation. This impacted on the delivery of our frameworks requiring some extensions to existing frameworks due to short delays in delivering the new ones. We invested significant resource in equipping our team to ensure our new frameworks comply with the new procurement regulations and to be in position to support our members with adapting to the new regime. We are now in a position that enables us to be on track with our framework timelines and, as a matter of course, keep our members regularly informed on the status of our framework tenders.</p>



Value: Responsibility

Objectives

- Inspire a responsible procurement movement among our suppliers and members
- Use our influence to support the development of responsible procurement practices
- Support and enable suppliers and members to maximise and achieve shared sustainability aspirations
- Embed sustainability into our culture
- Provide resources to enable members and suppliers to track progress on their responsible procurement journey

Our key themes are Decarbonisation; waste reduction; modern slavery mitigation; equality & diversity; and improving working conditions and social value through our supply chains.

The LUPC Responsible Procurement Strategy will be produced to support the delivery of these key themes, it will be a 'living document', to allow LUPC to adapt to the macro environment. It will ensure that we continuously improve our work in this area by leading by example, as well as supporting our members to meet their responsible procurement ambitions.

KPI	Achievement
KPI 4: An increase in the usage/uptake of the RP Hub by members and suppliers (baseline 2024-25).	As of 31 July 2025, 29 suppliers had completed their due diligence questionnaire. This will be our baseline figure for supplier uptake. The RP Hub will be launching for members to use in 2025-26, and we will take the number of members using the RP Hub on the 31 July 2026 as the baseline figure for member usage.
KPI 5: An annual increase in average supplier assurance scores against each of the RP Strategy themes.	To facilitate the measurement of the supplier assurance scores, we will accommodate the suppliers on new frameworks launched in 2025-26, where the tender process was undertaken in 2024-25. The baseline figure for this KPI will be the average supplier assurance scores on the 31 July 2026.
KPI 6: Through the annual member survey, measure member satisfaction with LUPC's work on Responsible Procurement. Target >90% agree that LUPC is meeting or exceeding expectations on Responsible Procurement.	This has been achieved with 93% of respondents to this question agreeing that LUPC is meeting or exceeding expectations on Responsible Procurement.



Objectives

- We will maintain strong co-operative relationships with procurement consortia, members, suppliers and partners. We will achieve this by:
- Engaging with organisations that align with and support our principles and ethics to extend our reach and benefit.
 - Seeking and implementing innovative solutions for the benefit of LUPC and UKUPC members through collaborative working.
 - Using our influence to create positive impacts for our member organisations and their wider communities.

KPI	Achievement
<p>KPI 9: An increase in the number of engagements, which are endorsed by the Executive Committee, with organisations that support our principles and ethics and deliver a positive outcome (baseline 2024-25).</p>	<p>We collaborate widely with bodies that share our responsible procurement ethos. We are a member of the London Responsible Procurement Network (LRPN) and its Steering Group, which includes public sector bodies across London, and are an active member of the Practice Group of the International Working Group on Ethical Public Procurement (IWGEPP).</p> <p>Promotion of and investment in the Electronics Watch Knowledge Building Series for LUPC members. The webinars and workshops provided an overview of labour rights violations and risks in several high-volume, high-cost purchasing categories, with information and guidance to help public buyers comply with regulatory requirements and uphold their own policy commitments, using public procurement leverage.</p> <p>2024-25 Baseline: 3</p>
<p>KPI 10: An increase in jointly delivered initiatives with other sector partners e.g. UKUPC, EAUC, AUDE, JISC, TEC (baseline 2024-25).</p>	<p>Discussions are underway with JISC (an LUPC member and Sector Partner) about the potential to carry out aggregated buying of software licences for UKUPC members</p> <p>LUPC has led on some of the key UKUPC activity this year, notably on the updating of the Regulated Procurement Member Templates compliant with Procurement Act 2023 (PA23)</p> <p>AUDE (Association of University Directors of Estates) have been supporting the framework strategy for the new Estates Professional Services Framework.</p> <p>Within the sector, we actively support and provide input into the following responsible procurement activity - GHG Reporting sub-groups of the HEPA Responsible Procurement Network; the HESCET (Higher Education Supply Chain Emissions Tool) Technical Review Committee; the SUSTAIN Supply Chain Code of Conduct; and UKUPC Risk Assessment Working Groups.</p> <p>2024-25 Baseline: 4</p>

Objectives

- Act with integrity in everything we do and be responsible and accountable for our actions:
- Ensure transparency and fairness is reflected in everything we do
 - Attain the highest standards of ethical behaviour
 - Adhere, as a minimum, to all relevant laws, regulations and standards, where appropriate
 - Value our staff and treat them in an inclusive and supportive manner

KPI	Achievement
<p>KPI 7: All relevant LUPC staff will complete CIPS Corporate Ethics training and achieve certification annually.</p>	<p>All relevant LUPC staff completed the CIPS Corporate Ethics training and LUPC was awarded the annual CIPS Corporate Ethics Mark in September 2024.</p>
<p>KPI 8: Positive Feedback from the majority of staff in the Annual LUPC Staff Survey across all values.</p>	<p>The Staff Survey has been delayed until the outcome of the LUPC and SUPC potential merger is known.</p>

Summary of achievements

With our new strategy having launched in September 2024, the above sets out just under a year’s worth of activity. 2024-25 was not a typical year for LUPC, with the transformational change and implementation of PA2023 being a core focus and impacting on achieving some of the targets set within the KPIs. We are just at the start of achieving our objectives and we will build upon these in 2025-26.

UKUPC update

LUPC continues to play an active role within the UK Universities Procurement Consortia (UKUPC), the national partnership that unites eight procurement consortia to strengthen collaborative procurement and enhance value for the Higher and Further Education sectors. Through shared expertise, co-ordinated strategy and collective commercial influence, UKUPC supports members in achieving effective, responsible and resilient procurement.

UKUPC strategy

Following Universities UK's Transformation and Efficiency report (June 2025), which highlighted procurement as a strategic sector enabler, UKUPC has begun refreshing its strategy. Priorities include updating the framework portfolio, strengthening alignment with key sector partners, and driving innovation across systems and procurement practice. The new strategy will launch in 2026.

Procurement Act 2023

Supporting the transition to PA23 has

been a major focus. UKUPC produced new compliant tender documentation templates for members, delivered supporting webinars, and published introductory guidance for suppliers (particularly SMEs). A dedicated webinar series to support the PA23 transition for members ran throughout 2024–25, concluding in April 2025.

Collaborative procurement delivery

The Joint Contracting Group (JCG) completed a review of national category groups to improve consistency and communication across the consortia, while continuing to publish quarterly market insight reports. The Systems Group oversaw the successful migration to the Hunter Buyers Portal in Autumn 2024, now the central access point for all UKUPC framework documentation.

Responsible Procurement

UKUPC advanced shared priorities across social value, MSME and VCSE access, carbon reduction and circular economy approaches. It also worked with

HEPA and EAUC on a new responsible procurement risk matrix and began reviewing HESCET and Scope 3 reporting to improve future sector consistency.

Communications and engagement

Throughout the year, UKUPC provided valuable knowledge exchange across a programme of national webinars, shared quarterly Member Updates, and introduced a refreshed brand identity to strengthen visibility and cohesion.

For further information about UKUPC and its members, please visit the [UKUPC website](#).

UKUPC
UK Universities Procurement Consortia

Responsible Procurement Partners

To make a real difference, we believe in working in tandem with other like-minded organisations such as [Electronics Watch](#), [Open Supply Hub](#), [EAUC](#), and [Unseen](#), who are specialists in their field and enable us to strengthen our reach and impact on all aspects of responsible procurement.

LUPC is an integral member of the [UKUPC Responsible Procurement Network](#), which aims to achieve a consistent approach to responsible procurement throughout our activities across the UK Universities Purchasing Consortia. The group reviews and promotes good responsible procurement practice across our combined membership. We also participate in [The International Working Group on Ethical Public Procurement \(IWGEPP\)](#) and the London

Responsible Procurement Network.

Modern Slavery Partners

We are strong advocates for a collaborative approach to tackle Modern Slavery and we value our affiliations with [Electronics Watch](#) and [Unseen](#), a not-for-profit organisation, who runs the UK modern slavery and exploitation helpline. Reporting of modern slavery can be done via a [form on our website](#) where we have also published the helpline number. Members and suppliers have been provided with [posters raising awareness of the helpline](#) for use online, or in print

format. We strongly encourage members to spread the word by using these communication tools. Both Electronics Watch and Unseen were featured in the [summer edition of Linked Magazine and Podcast](#) and exhibited at the LUPC and SUPC Conference in March 2025.

We support the work of [Open Supply Hub](#), a collaborative supply chain mapping platform, and encourage our suppliers to register as data contributors in the interests of promoting supply chain transparency.



working towards a world without slavery



Electronics Watch: A Year of Impact and Global Progress

2025 marked a major milestone for Electronics Watch, as the organisation celebrated its 10th anniversary - a decade of driving meaningful change in global electronics supply chains, with LUPC being one of the founding members.

It was another high impact year, with worker driven monitoring taking place across 36 factories employing 209,483 workers and eight mines supporting 482 miners. The network also

expanded, welcoming ten new affiliates and a new monitoring partner. Among its standout projects was work with the Government of Canada's central purchasing agency to build capacity, both internally and among suppliers, to identify and address forced labour risks in ICT supply chains.

Momentum continued to build for greater transparency: the proportion of contractors disclosing factory locations rose by 7%, and with 88% of sites disclosed at component level, the trend showed a clear and growing acceptance of enhanced traceability expectations across the market.

Training and worker empowerment remained at the heart of the mission. Sessions delivered in Taiwan, Malaysia, the Philippines and Thailand strengthened workerdriven monitoring capabilities, contributing to tangible improvements on the ground. Key outcomes included the negotiation and signing of a collective bargaining agreement, new

measures to tackle sexual harassment affecting student interns, and significant remediation such as the reimbursement of recruitment fees for migrant workers in debt bondage and the repayment of overdue bonuses.

Electronics Watch also continued to deepen collaboration with global trade unions, exemplified by engagement with unions representing 200,000 electronics workers in South Korea, strengthening solidarity and amplifying worker voices across borders.

LUPC's Active Leadership and Contribution

LUPC remains a strong and committed partner of Electronics Watch. Through its work on the National Desktop and Notebook Agreement (NDNA), LUPC helps link PC device sales to member specific monitoring and remediation activities, ensuring that insights from quarterly Monitoring Status Reports translate directly into targeted action. This includes the continuous updating of supplier Factory Disclosure Forms

and the integration of responsible procurement queries as a standing item on NDNA review meeting agendas.

LUPC members and several members of the LUPC team also took part in the Annual Electronics Watch Conference held on 6–7 November in Brussels. Under the theme “Public Procurement and the Evolving Due Diligence Landscape,” the event convened 118 participants from 75 organisations across 27 countries to advance more effective due diligence in global supply chains. LUPC was invited to speak on its NDNA related responsible procurement work, sharing insights on effective supplier dialogue, sustained engagement and practical steps to support robust due diligence. We are involved in a panel session on engagement with Electronics Watch from a public sector RP practitioner perspective.

The team continues to collaborate with other public sector buyers seeking to strengthen their own due diligence approaches.



Income statement

	2025		2024	
	£	£	£	£
Turnover		1,658,599		2,043,755
Staff costs	1,247,094		1,169,289	
Depreciation	24,576		-	
Other operating expenses	545,265		813,516	
		(1,816,935)		(1,982,805)
Operating profit		158,336		60,950
Release USS pension deficit		-		382,393
		(158,336)		35,064
Interest receivable and similar income		28,287		35,064
		(478,407)		(42,603)
(Loss)/Profit before taxation		(130,049)		478,407
Tax on (loss)/profit		(30,457)		30,467
(Loss)/Profit for the financial year		(99,592)		447,940

DIRECTORS' STATEMENT

The Income and Expenditure Account and Balance Sheet set out on page 34 are extracts from the full statutory accounts which were approved by the Directors on 11 December 2025 and on which the auditors have given an unqualified opinion. The statutory accounts, which should be consulted for a full understanding of the financial affairs of the company, will be submitted to Companies House.

Balance sheet

	2025		2024	
	£	£	£	£
Fixed assets				
Tangible assets		91,174		57,888
Current assets				
Debtors	505,482		460,321	
Cash at bank	885,490		1,058,410	
	1,390,972		1,518,410	
Creditors				
Amounts falling due within one year	380,813		375,373	
Net current assets		1,010,159		1,143,037
Total assets less current liabilities		1,101,333		1,200,925
Reserves				
Retained earnings		1,101,333		1,200,925
		1,101,333		1,200,925

AUDITORS' STATEMENT

We have examined the Income and Expenditure Account and Balance Sheet set out on page 34 and confirm that these statements have been accurately extracted from the full set of statutory accounts for the year ended 31 July 2025. The maintenance and the integrity of the London Universities Purchasing Consortium website is the responsibility of the directors; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may occur to the financial information contained in the annual review made publicly available on the website. Wbg (Audit) Limited, 168 Bath Street, Glasgow G2 4TP

Looking ahead

As we look forward to 2025–26, LUPC enters the new financial year with strong momentum and a clear set of priorities shaped by sector needs and ongoing regulatory change. In the year ahead we plan to make significant progress on our strategic objectives that will continue to enhance the value we deliver for members.

A major achievement for 2026 will be the launch of the Estates Professional Services Framework, a national framework for UKUPC members designed to support sustainability focused consultancy and development projects across higher and further education. This multi-lot framework, valued at up to £60 million, will offer members access to expertise in architecture, engineering, surveying, planning, fire safety and project management, aligned with carbon reduction and responsible procurement goals. It is scheduled to go live in Spring 2026.

New iterations of LUPC-led frameworks

launching in the upcoming year include Legal services, General Laboratory Equipment, Security and Cleaning Services, and Maintenance Services. The strategy for the Notebooks and Desktops (NDNA) framework re-tender will also be undertaken.

A strong focus for the year will be the relaunch of the national category groups which will facilitate a more strategic approach across all categories benefiting consortia and members.

Our events and engagement calendar remains a core part of our member-focused value. Looking ahead to Spring 2026, LUPC and SUPC will host the 10th joint LUPC & SUPC Annual Conference in London, a flagship event bringing together over 200 delegates and more than 150 member organisations for insight, collaboration and sector wide networking. This will be complemented by an expanded schedule of online training and continued PA23-focused guidance sessions for LUPC members.





Alongside these operational developments, LUPC will continue to deliver its strategic priorities. We will strengthen further our responsible procurement activity, enhance supplier due diligence and expand the capabilities of our developing Responsible Procurement Hub to include member access. A key opportunity for members will be their ability to use the RP Hub for assessing their own supply chain. Our re-assessment of ISO20400 accreditation, the international standard for sustainable procurement, is scheduled for 2026.

We will also continue to monitor and engage with sector-wide developments, including ongoing exploration of a potential merger with SUPC, to ensure long-term resilience and sustainability for members.

Together, these initiatives signal a forward-looking year focused on innovation, collaboration and the continued delivery of high quality procurement solutions for our diverse member community.

Board

Mark Blaney

(Chair until 20 June 2025)
Finance and Resources Director
Royal College of Anaesthetists

Irina Bernstein

(appointed 6 December 2024)
Director of Legal Services
London South Bank University

Don Bowman

Director, LUPC

Andrew Dyer

*(Deputy Chair until 20 June 2025,
Chair from 20 June 2025)*
Finance Director, London School of
Hygiene and Tropical Medicine

Simon Francis

Director of Estates and Facilities
Institute of Cancer Research

Chris Hinge

(resigned 13 September 2024)
Director Estates Planning and Services
University of Westminster

Cristian Martin

Director of Procurement, London School
of Economics and Political Science

Dr Olga Martin-Ortega

(resigned 13 September 2024)
Reader in Public International Law
University of Greenwich

Naina Patel

(resigned 13 September 2024)
HR Director, University of the Arts

Daniel Roberts

Chief Information Officer, SOAS

Amanda White

Director of Finance
Royal College of Art

Tessa Wright

(appointed 13 September 2024)
Professor of Employment Relations
School of Business Management,
Queen Mary University of London

Executive Committee

Daniel Barry

Associate Director Procurement
London Business School

Candace Bloomfield

Associate Director of Procurement
University of Greenwich

Don Bowman

Director, LUPC

Alan Hill

(resigned 17 January 2025)
Head of Procurement
Institute of Cancer Research

Gemma Isles

(appointed 17 January 2025)
VP Procurement and Commercial
United Kingdom National
Nuclear Laboratory (UKNNL)

Emma Keenan

(appointed 17 January 2025)
Head of Procurement, SOAS

Martin Kelly

Head of Procurement
South West London and
St George's Mental Health NHS Trust

Declan McAlister

(resigned 18 October 2024)
Head of Procurement, Tate Galleries

Joanna McKelvey

Head of Procurement and
Contract Management
Royal Botanic Gardens, Kew

Bahar Shahin

Director of Procurement
Queen Mary, University of London

Sue Weston

(resigned 18 October 2024)
Director of Procurement, Jisc

Darran Whatley

General Commodity Manager
London School of Economics
and Political Science



Don Bowman
Director



Bindi Sandhu
Deputy Director



Roy Dennis
Senior Category Manager



Julie Gooch
Senior Category Manager



Mike Kilner
Senior Category Manager



Justin McLoughlin
Senior Category Manager



Antonio Ramirez
Senior Category Manager



Reece Baines
Procurement Manager



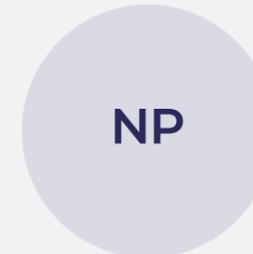
Mags Shapiro
Responsible Procurement Lead



Kai Osborne
Systems Manager & Data Analyst



Amariah Nair
Procurement Administrator (Apprentice)



Nicola Panico
Procurement Administrator (Apprentice)



Suzanne Picken
Assistant Director Membership, Marketing & Communications



Giorgia Varriale
Communications and Digital Marketing Executive



Caroline Ford
Accounts and Office Manager



Joyce Kadri
Administrator

Full Members

Agriculture and Horticulture Development Board - AHDB (DEFRA Group)
 APHA (DEFRA Group)
 Architectural Association School of Architecture
 Bank of England
 Birkbeck, University of London
 British Council
 Camberwell College of Arts (UAL)
 CEFAS (Centre for Environment, Fisheries and Aquaculture Science/DEFRA Group)
 Cell and Gene Therapy Catapult
 Central Saint Martins College of Arts & Design (UAL)
 Chelsea College of Art & Design (UAL)
 CITB - Construction Industry Training Board
 Clinical Practice Research Datalink (NIBSC)
 Competition and Markets Authority (CMA)
 Courtauld Institute of Art
 Defence Science and Technology Laboratory (DSTL)
 DEFRA Group Commercial
 Department for Work and Pensions (DWP)
 Diamond Light Source
 Earlham Institute (NBI)
 Forestry Commission/Forestry England (DEFRA Group)
 Goldsmiths, University of London
 Harris Federation
 Historic Royal Palaces
 Horniman Museum and Gardens
 Imperial War Museum
 Institute of Cancer Research
 Institution of Civil Engineers
 International Students House
 Jisc
 John Innes Centre (NBI)

Joint Nature Conservation Committee - JNCC (DEFRA Group)
 King's College London
 Kingston University
 London Academy of Music and Dramatic Art (LAMDA)
 London Ambulance Service NHS Trust
 London Business School
 London College of Communication (UAL)
 London College of Fashion (UAL)
 London Metropolitan University
 London Museum
 London School of Economics & Political Science
 London School of Hygiene & Tropical Medicine (LSHTM)
 London South Bank University
 Medical Research Council (UK SBS)
 Medicines & Healthcare products Regulatory Agency (MHRA)
 Met Office
 National Institute for Biological Standards & Control (NIBSC)
 National Museum of Science & Industry (SMG)
 National Oceanography Centre
 National Physical Laboratory
 National Portrait Gallery
 National Railway Museum (SMG)
 National Science and Media Museum (SMG)
 Natural Environment Research Council (UKRI)
 Natural History Museum
 NBI Partnership
 NHS Blood & Transplant (NHSBT)
 Nominet UK
 Porton Biopharma
 Quadrum Institute Bioscience (NBI)

Queen Mary University of London
 Ravensbourne University London
 Regent's University London
 Richmond American International University London
 Royal Academy of Dramatic Art
 Royal Academy of Music
 Royal Albert Hall
 Royal Botanic Gardens, Kew
 Royal Central School of Speech & Drama
 Royal College of Radiologists
 Royal College of Anaesthetists
 Royal College of Art
 Royal College of General Practitioners
 Royal College of Music
 Royal College of Paediatrics and Child Health
 Royal College of Physicians
 Royal College of Surgeons of England
 Royal Holloway, University of London
 Royal Museums Greenwich
 Royal Veterinary College
 Science & Technology Facilities Council (UKRI)
 Science Museum London (SMG)
 Science Museum Swindon (SMG)
 SOAS University of London
 South West London & St George's Mental Health NHS Trust
 Students' Union UCL
 Tate incl Modern, Britain, Liverpool and St Ives
 The Alan Turing Institute
 The British Library
 The British Museum
 The Francis Crick Institute
 The National Archives
 The National Gallery

The Sainsbury Laboratory (NBI)
 The University of Buckingham
 Trinity College, London
 Trinity Laban Conservatoire of Music & Dance
 UK Atomic Energy Authority
 UK Health Security Agency (UKHSA)
 UK Industrial Fusion Solutions LTD (UKIFS/UKAEA)
 UK Research and Innovation (UKRI/UK SBS)
 UK Shared Business Services Ltd (UK SBS)
 United Kingdom National Nuclear Laboratory (UKNNL)
 Universities UK
 University of East London
 University of Greenwich
 University of London
 University of Roehampton
 University of the Arts London (UAL)
 University of Westminster
 Victoria & Albert Museum
 Wimbledon College of Art (UAL)
 Zoological Society of London (incorp Institute of Zoology)

Associate Members Inc. Further Education Colleges

Academy of Social Sciences
 Advance HE
 Barking & Dagenham College
 Barnet & Southgate College
 Big Creative Academy
 British Academy of Management
 Brooklands College
 Capital City College Group
 City Lit
 City of Westminster College
 Creative Process

Croydon College
 Fashion Retail Academy
 Guildford College
 Havering College of Further & Higher Education
 Havering Sixth Form College (NCG)
 HRUC (Harrow, Richmond & Uxbridge Colleges)
 Lambeth College
 Lewisham College (NCG)
 London South East Colleges
 Morley College London
 New City College
 Newham College London
 North East Surrey College of Technology (NESCOT)
 North Kent College
 Orchard Hill College and Academy Trust
 Richmond and Hillcroft Adult Community College
 Richmond Upon Thames College
 South Bank University Academy
 South Thames College Group
 Southwark College (NCG)
 St Mungo's
 St Paul's School
 West London College
 West Thames College
 Westminster Adult Education Service
 William Torbitt Primary School
 WM College
 Woodhouse College