

Linked



The magazine for LUPC members and suppliers

AUTUMN 2015

LUPC – a member of Procurement England Ltd.



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New estates maintenance and minor works agreement



UEL TRAVEL
ARRIVES: More care, better value



BUILD IT AND THEY'LL COME:
10 steps to campus redevelopment



GET THEM PLUGGED IN:
Improving student engagement through IT

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Andy Davies
LUPC Director

A Happy New (Academic) Year!

As I welcome you to the last issue of *Linked* for 2015, I can't quite believe how quickly the time's flown. The new academic year's under way, students are back here in Bloomsbury and it's a particularly poignant time for me this year, as my elder daughter has just started university – although I must confess, not in London!

University purchasing's premier conference and exhibition, COUP2015 is now just a fond memory. For those of you, members and suppliers, who joined us at the University of Kent, it was fantastic to see you all again – I do hope you enjoyed the experience, I certainly did! I've written a full review of the event on my blog. I do hope you'll take a look, particularly if you missed it:

Click the W in the top right corner of www.lupc.ac.uk

Another noteworthy event this autumn is the launch of our new Estates Maintenance and Minor Works framework. I trust you'll find it useful and look forward to seeing you at the launch event on 19 October at the Museum of London, where you can meet

the suppliers to the framework and learn how to call off from it. Remember, they've all been through our rigorous quality and competitiveness checks and have really earned their place on our framework agreement.

Speaking of the suppliers to this framework, several of them have advertised their services in this issue, so I invite you to take a look at what they have to offer. In the meantime, you can read more about this agreement on page 4. Congratulations and thanks to Suzanne Stokes and Jacque Devonshire for all their hard work putting this together.

We've also got a free Professional Services event coming up on 4 November at SOAS, and watch out for details of a special sustainability event we've got planned for December.

I'd also like to thank all of our members and suppliers for submitting spend and sales data from 2014/15. Our data sources are vital for us in identifying new opportunities for collaborative procurement, so we can combine members' buying power with the very best suppliers around. Keep that data coming in!

Andy Davies
October 2015



Mitch Dalglish (University of Westminster) succeeded in his quest to engage with every single delegate at the conference!



Hasmita Umari-Gomes (Birkbeck), Sue Weston (Jisc), David Davidson (Interuniversity Services Inc. of Canada) and Minesh Shah (Royal Veterinary College) take the opportunity to catch up before a key note speech begins.



Estates agreement

LUPC is pleased to announce the award of its new Estates Maintenance and Minor Works framework agreement. For the first time, this regional agreement for full and associate members in London and the South East incorporates minor works. This new agreement is in response to member requirements for minor works projects of up to £500,000.

The new five-year agreement is split into six lots covering: estates maintenance and minor works (large and small), mechanical and electrical maintenance, water management services and minor works (large and small).

A member-led project team developed the agreement. It included procurement and estates professionals from: Goldsmiths, Royal

Holloway, Museum of London, Royal College of Art, Courtauld Institute of Art, Royal Botanic Gardens, Kew, Institute of Cancer Research, and Barnet and Southgate College.

LUPC is running a free launch event for members on Monday, 19 October at the Museum of London. This will provide the ideal opportunity to meet the suppliers on this framework and attend presentations on how to use it. For more details and to book visit www.lupc.ac.uk/events.html.

For full information about the new agreement, visit www.unibuy.com or contact Suzanne Stokes, s.stokes@lupc.ac.uk.



Sharpen your skills

To support you in overcoming the challenges you'll face this year, the Higher Education Procurement Association (HEPA) has launched its 2015/16 learning programme.

HEPA's e-learning programme is designed around Procurement Maturity Assessment (PMA) outcomes and identified training needs. It focuses on:

- Fostering a learning culture
- Sharing knowledge
- Networking

For more information see: www.hepa.ac.uk/learning

The British Universities Finance Directors Group (BUFDG) has also published its calendar of learning and development opportunities for the year. Its programme includes a variety of cost effective (often free) events to support the ongoing learning and development of finance directors and their teams including:

- Audit/financial reporting
- Management accounting
- Payroll and expenses
- Procurement
- Tax
- Hot topics

See the training calendar at: www.bufdg.ac.uk/learning.



Name our new shared service

Since we published our new strategy in the summertime, we've been working hard turning our plans into reality.

A key part of the strategy is to launch a shared procurement service. We're starting small, with a group of trailblazer members. We'll keep you updated on how we get on with this pilot, with a view to widening participation when we're ready.

In the meantime, our new venture needs a name and we'd like your help! If you have a nifty name and strapline for our shared procurement service, or if you'd like to be involved in the pilot, e-mail a.davies@lupc.ac.uk.

New tracking tool offers peace of mind to business travellers

Clarity Travel Management, supplier to the travel management agreement, has launched an e-tool to allow employers to track their business travellers across the globe.

The Go2Track platform displays:

- Traveller names and booking information, flight details and itineraries by location
- Travellers by airline, flight number, rail network, or staying in a specific hotel
- Past, current and future travel for all employees
- A live 3D flight map
- Rail schedule information
- Foreign Office advice, updated hourly
- Security alerts flag if too many employees are booked on the same flight or are in one location.

Pat McDonagh, chief executive of Clarity Travel Management, says: "This is an increasingly dangerous world and travelling abroad for work can come with major risks attached. Employers of all sizes have a responsibility to know exactly where staff are at all times. Go2Track allows that information and much more to be viewed easily, so if incidents occur, a company can act swiftly to ensure the safety of its workers."

TEC's new team

Following an extensive restructure and recruitment programme, the new The Energy Consortium (TEC) team is now in place. Its new senior management team will provide invaluable support, which combined with their significantly reduced fees means they now offer more for less.

For more information about TEC and its team, see www.tec.ac.uk.



NEW AGREEMENTS

Estates Maintenance and Minor Works

Start date: 14/9/2015
End date: 13/9/2020

Office, Computer and Library Supplies

Start date: 1/8/2015
End date: 31/07/2018

Recycling Bins and Street Furniture

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

Supply, Installation, Management and Maintenance of Data Centre Management Equipment and Infrastructure

Start date: 29/09/2015
End date: 28/09/2017

For full information on all agreements, visit www.unibuy.com

NEW MEMBERS

London Academy of Music and Dramatic Art

DATES FOR YOUR DIARY

LUPC estates framework launch

Monday, 19 October, 9.00 – 13.00
Museum of London, 150 London Wall, London, EC2Y 5HN
Free, book at www.lupc.ac.uk/events.html

LUPC professional services event

Wednesday, 4 November, 9.00 - 12.30
SOAS, University of London, Thornhaugh Street, Russell Square, London, WC1H 0XG
Free, book at www.lupc.ac.uk/events.html by 23 October.

Rexel energy event

Thursday, October 29
Rexel Innovation Centre at the Building Research Establishment (BRE), Bucknalls Lane, Watford, WD25 9NH
Free, register with Tom.Norris@rexel.co.uk by 26 October.

Socially responsible public procurement of electronic products: the challenges of monitoring the supply chain

Friday, 4 December
University of Greenwich, Greenwich Maritime Campus
Free, book at www.lupc.ac.uk/events.html by 27 November.

ESTATES

Cleaning and Security Services

This framework is extended to 13 August 2016. A tender working party will be established soon to discuss the retender.

Estates Maintenance

Our new Estates Maintenance and Minor Works framework began on 14 September 2015 with 14 suppliers appointed. The launch event will be on 19 October at the Museum of London. Royal Holloway and Museum of London have already appointed CBRE under Lot 3 – M&E Maintenance.

Electrical Materials & Associated Products

All eight suppliers attended review meetings in August, which included a review of the user survey responses. Discussions included renegotiating the pricelist to take account of falling global LED prices.

A further Rexel FM Energy Trade Show showcasing the latest innovation and sharing best practise is to be held at the Building Research Establishment (BRE) House in Watford on 29 October.

Feedback is required from members on whether they are happy to extend the current framework agreement into its final year to 13 March 2017. Should this be the case, a tender working party for the renewal of the agreement will be formed around March 2016.

Electronics (NUWPEC)

Parallel to the existing route under NUWPEC, APUC is considering initiating a new agreement for 3D printers.

RS Components will sponsor technology projects based on application with a deadline of October. November sees a supplier access day organised for Milton Keynes. Progress on full integration with Science Warehouse is going well.

Onecall's new dedicated four-person NUWPEC team based in Leeds

takes over from their centre in Krakow, Poland which is closing. Progress on full integration with Science Warehouse, including e-invoicing is going well. The Onecall site is being revamped and geared to education.

We need a technical representative from LUPC's membership for this agreement! If you'd like to help please contact m.kilner@lupc.ac.uk.

ICT

National Desktop and Notebook Agreement (NDNA)

Sales and service management information reporting up to and including July 2015 is in and hosted on the NDNA portal. Price review meetings continue, the most recent being with Lenovo. A meeting with Dell is arranged for mid-October.

As part of the discussion planning, price benchmarking continues to be regularly updated and circulated to NDNA group members for sharing with their colleagues; NDNA suppliers using coloured price clouds; and the LUPC computing group. All details have been updated to both uniBuy and the NDNA site.

Toshiba's revision of their nominated reseller parties was agreed and completed and as of 1 July. European Electronique was replaced by Stone Computers. In accordance with the agreement terms and following discussions, it was mutually agreed that the Lot 1 (Desktop) and Lot 3 agreement with Acer is terminated as of 1 September. Their position on Lot 2 remains unaffected.

Misco's annual expo is being held on the 23 October in London. Further details including registration are at <http://www.misco.co.uk/expo>.

National Education Printer Agreement (NEPA)

Several NEPA group calls have taken place in the last few months in order to finalise the lotting strategy, workbooks, award criteria and specifications for the new tender. Managed and non-managed (i.e. catalogue) print procurement will be separate lots together with production print, print auditing and a one-stop shop.

| Stage | Planned date |
|---------------------------------------|--------------------------|
| Distribution of final draft documents | 25 September 2015 |
| Submission of contract notice | 2 October |
| Return of tenders | 2 November |
| Evaluation | 4-18 November |
| Moderation | 20 November |
| 'Standstill' period | 23 November – 4 December |
| Implementation meetings | 7-8 December |
| Agreement start | 9 December |

IT Related Accessories and Parts (ITRAP)

This framework has been extended to 31 May 2016. A review of future tendering opportunities will commence shortly. SUPC's Elisaveta Kaneva will request working party participation in due course.

PCs with Apple Operating Systems

Following the issuing of a PIN to allow further discussion with the supplier market and subsequent refinement of the strategy for the new tender, a further tender group meeting is arranged for UCL on 30 September. The new agreement is likely to commence in March 2016.

The tender working party has agreed to divide the agreement into two separate technical lots. Lot 1 will be for devices running the OSX operating system and associated peripherals and accessories. Lot 2 will cover devices running the iOS operating system (e.g. iPads). It is likely both lots will be awarded on a multi-supplier basis and all suppliers will be required to be able to supply to any UK HEI.

Shared Datacentre

Jisc, working closely with a set of anchor tenants, has set up a single supplier framework agreement for the detailed design, supply, installation, configuration, commissioning and maintenance of a co-location datacentre facility with power, cooling and shared facilities including security. The framework agreement enables the long-term

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utilisation of the datacentre environment for a range of activities.

National Server & Storage Agreement (NSSA)

Representatives from consortia and institutions held a conference call on the 17 September to discuss a lotting strategy for the new framework and extended the current agreement until 31 July 2016.

Telecommunications inc. landline and mobile (CCS)

The new RM1045 network services agreement will launch with a series of events enabling buyers to discuss their requirements with suppliers drawn from the agreement.

INSURANCE

The brokerage tender process will likely start in early 2016. Owing to run-off considerations with the outgoing broker (where applicable), the next meeting will confirm a revised contract commencement from 1 September 2016. The next insurance tender sub-group meeting arranged for 6 October will include an extended closed session to discuss the strategy for the next tender.

The LUPC benchmarking club will soon launch, allowing members to make a direct comparison of their chosen cover levels, excesses, premiums, claims history etc. with their peers. Separately, ZM and Weightmans are working on a map-based solution for logging and managing claims and risk within an institution.

LABORATORY

General Laboratory Equipment

Revised planned timescales for re-tender:

| Stage | Planned date |
|-------------------------------|------------------|
| Strategy finalised | 9 October 2015 |
| Open procedure OJEU published | 2 November 2015 |
| Tenders returned | 4 January 2016 |
| Award meeting | 8 February 2016 |
| 'Standstill' starts | 12 February 2016 |
| Agreement awarded | 22 February 2016 |
| Agreement start | 1 March 2016 |

Laboratory Gases

Following supply issues due to a compressor failure, several customers have transferred their sourcing of dry ice from Air Liquide to BOC.

BOC's site audit and mapping software is popular at sites such as Southampton. A commercial proposition based on three different size/cost scenarios is due by the end of October.

Review meetings scheduled for 4 February 2016 at the University of Birmingham, will include a strategic planning session ahead of the forthcoming tender, likely to commence in spring 2016 for a 1 October 2016 start date.

Other Laboratory News

A meeting to refine the STEM (Science, Technology, Engineering and Medicine) category group, (formerly NWPLS) strategy is scheduled for 8 October.

LIBRARY

Books

The library commodity group met on 24 August. After three years as Chair, Adjoa Boateng will retire from the role and the group is seeking nominations for a replacement. LUPC member spend under the books framework has increased significantly from £6.6 million in 2013-14 to £10.7 million this year.

The e-books group met for the first time in July, with representatives from each of the university consortia. Florence McNally of Birkbeck represented LUPC members. This is a spin-off group of the joint consortia book group and will be looking at e-book developments, including: accessibility of the e-book interface and downloaded

content; user experience; permanent access to content and back-up/archive solutions.

Serials

Suppliers to the serials framework, LM Information and Ebsco joined NoWAL and LUPC on 15 September for review meetings. LUPC undertook its annual serials survey in advance of the meetings and feedback from members was positive, with overall average performance scores of 4-5 out of 5 for each supplier. This is excellent news considering the large volume of business transferred to LM and Ebsco in a very short time, following the Swets administration in autumn 2014.

With the current serials framework due to end in April 2015, the sub-group, including LUPC and NW representation, has recommended the retender of the agreement. Work is now taking place to plan the approach. Pre-tender meetings with suppliers are scheduled for October, with the invitation to tender itself due in December 2015.

OFFICE

Office Supplies and Computer Consumables

A new agreement was awarded and implementation meetings held in July 2015. The first review meeting was on 21 September. All five suppliers presented progression of their implementation, transition and marketing plan, communications with members, sustainability across the supply chain, auditing, monitoring and reporting, customer and technical support and confirmation of reporting responsibilities.

Post, Courier and International Mail Services

The contract manager has added guideline pricing to the system to prevent confusion on the pricing element of mini-competitions and potential uninformed increases.

PROFESSIONAL SERVICES

Legal Services

A free LUPC professional services event at SOAS on 4 November will bring together members and suppliers to legal services, temporary staff and occupational health frameworks for a series of presentations/seminars, networking and refreshments/lunch. Contact c.smith@lupc.ac.uk for more information.

LUPC is also working with the London University HR (UHR) group to look at ways we can raise awareness of professional services agreements within HR communities to increase uptake.

Finally, the national professional services group met for first time on 20 July. This group is chaired by King's College London and will be working on a national procurement strategy for professional services.

Occupational Health

University of Westminster; London School of Economics; Natural History Museum; Royal Holloway; University of the Arts; Royal Veterinary College; Goldsmiths College; SOAS; and London Ambulance Service joined the agreement in 2014-15. All five framework suppliers have a share of the total spend.

Temporary Staff

University of East London and London School of Economics have recently undertaken mini-competitions under the new framework and a number of others are planning mini-competitions in the next academic year. All temporary staff framework suppliers attended review meetings in August and September.

TRAVEL

Business Travel

National review meetings will be 21- 23 October. Airline net fares available from Air China, Cathay Pacific, Malaysia Airlines and Turkish Airlines. Marketing strategy under development.

(Correct as of 1 October 2015) Full details of all agreements open to LUPC members are available at www.lupc.ac.uk



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UEL's travel management success story

Linked speaks to **Charlotte Lowe**, winner of the Institute of Travel and Meetings (ITM)'s New Travel Manager of the Year award for 2015, about how a dedicated travel office has helped UEL save big while improving the service its staff receive.



Charlotte Lowe (second from right), accepts ITM's New Travel Manager of the Year award.

Congratulations on winning ITM's New Travel Manager of the Year!

Thank you! I'm really chuffed about it. I never thought I'd actually win so it was a great achievement for me and also UEL to be acknowledged by a leading industry body for the positive changes we have implemented.

It must mean you're doing something right! Why did UEL create an in-house travel management service in the first place?

UEL's global travel programme covers the US, Middle East, South East Asia and Europe and is worth about £1.5 million. We created a business travel department within procurement in May 2013 to manage all aspects of this. The idea was to centralise travel buying to increase efficiency and compliance with the university's travel policy, deliver a better duty of care to employees and capture data to understand our usage and increase our negotiating power.

Prior to this, UEL had a non-mandated travel policy with the majority of bookings placed by a mixture of travellers or administrators around the university. We had a travel management company (TMC), but few used it because they felt

they could find a better deal themselves, forgetting their time is also money to UEL. This meant information relating to travel was scattered across different departments' websites, financial data was captured in several different systems and there was no process for capturing where our staff were travelling and why.

I was appointed UEL's travel manager in May that year and spent the first three months creating and streamlining booking processes. This involved working with our TMC to centralise the service, setting up internal stakeholder groups and updating our travel, subsistence and expenses policy in line with a centralised service. We then employed a travel advisor in July 2013, ready to pilot the service.

That's a big change. How did you make sure it all went smoothly?

I carried out a pilot of the service to four departments from July – October 2013 to see how we worked with the volume of bookings, refining processes and listening to, understanding and actioning feedback, publicising the opening of UEL Travel through our internal communication channels and attending all department senior management team (SMT) meetings. We also ensured we captured the

information we needed to meet our duty of care requirements to staff.

I spent quite a bit of time working closely with key department administrators to explain the benefits of a central service. These staff are influential people in their departments and used to be bookers across the university, so I wanted to ensure they understood our services and why they wanted to use us, before fully launching the service in October 2013.

So how do UEL staff benefit from this one-stop shop approach?

Staff benefit in many ways from the service we provide, whether it's through the bookings themselves or advice on what vaccinations, visas and insurance they require. Perhaps most importantly to them, they're never out of pocket. They no longer need to buy tickets and process expense claims to get their cash back.

Working with our travel management company, we have the contacts and the industry knowledge to find the best fares, freeing colleagues up to get on with their jobs. If circumstances change we can amend bookings on their behalf, even on budget airlines.

By taking care of all the travel booking for staff, we're removing the stress so they can focus on what they need to do while they're there. It also means we know where they are in case of emergency and can take quick action to help them.

Centralised booking also ensures people comply with our travel policies so they know they won't fall foul of any regulations. Anything booked through us will go through correct sign off process, making sure the travel supports UEL's business plan and is budgeted for.

What outcome did you expect?

The plan was I would manage our travel office and the TMC, while getting to know our travellers and their requirements inside-out and gaining compliance. We would also report back to schools on how much they're spending on what. The TMC was there to take bookings, gather data and lend us their vast industry knowledge.

What actually happened was I learned a lot about the industry by getting involved with ITM. I went to business travel conferences, industry shows and read the trade magazines. I soon realised that regardless of volume, everyone buying travel is dealing with the same issues. So the solutions other businesses use can work for us too, even though we only spend about 1/50th of what big companies do. The insider knowledge I gained taught me what to ask for from the TMC, including how we want data presented and what programmes we wanted to put in place.

As a result, I made some improvements including:

- Developing an intelligent booking enquiry tool which allows staff to contact us with their requirements – up to eight travellers going to four different destinations.
- Creating our first hotel programme which focusses on our top 10 destinations, yielding an annual saving of 36 per cent on one hotel alone!
- Analysing in-house and TMC data each month, focusing on: reason for travel, top destinations, top travellers/ departments, value of spend, change in areas of spend, advance booking trends and areas we need to improve. I also look at how much we spend on change/ cancellation fees and why, which hadn't been done before.

ON THE RIGHT TRACK: THE STORY IN NUMBERS

| Number of | 2013 | 2014 |
|----------------------------------|-------|-------|
| Overseas travellers | 950 | 900 |
| Total expenditure via TMC | £450k | £570k |
| Total number of TMC transactions | 3,585 | 7,389 |
| Rail journeys (TMC) | 290 | 1,204 |
| Flights (TMC) | 714 | 741 |
| Hotel rooms (TMC) | 394 | 850 |

- Sending data to schools and services giving them a snapshot of their top travellers, top spenders, top destinations, savings and advance purchasing trends, enabling them make sure the right people are going the right places, find efficiencies and align their travel more to UEL's strategies.
- Implementing an online booking tool for all of our point to point travel. This new single source of travel information is much more accessible to staff and has reduced our standard TMC fees. It's also cut down on accommodation transactions paid via our TMC credit card and the fees this attracts.
- Creating an internal travel calendar allowing each department to coordinate their trips with each other around key recruitment drive dates to ensure we are working more efficiently and collaboratively with our travel spend.
- Establishing feedback channels to allow us to monitor our satisfaction rates and ensure a better traveller experience – we're at 96 per cent now.
- Running travel drop in sessions where staff can ask their travel questions. This has established a platform to promote the work we do and how and why we do it. These also give me the opportunity to ask questions like, "Do you really need an open return rail ticket?"
- Adding risk management training and travel security awareness training courses to our staff training handbook.
- Highlighting the duty of care and risk aspects of travel by being a member of different committees within UEL.
- Joining loyalty schemes to get something back for our staff. We just need to figure out how to spend them fairly.

What are the key successes of the travel office?

We increased the number of bookings through our TMC by 106% in the first year. In terms of traveller visibility and safety, this is very positive.

We currently have a compliance rating of 86 per cent and by working closely with our accounts payable team, I have oversight on who is booking out of policy so I can work with them to learn the reasons for doing so and explain the benefits of centralised booking.

But the biggest success is, people love it for the peace of mind. Here's some of the feedback I've received:

"Thank you so much for all your hard work this weekend. You are a real star! I feel a lot happier about the trip now and owe you big time!" UEL staff member

"UEL Travel Service is a superb addition to the support that you provide, and an excellent development. The staff within the service were professional, friendly and extremely helpful, and the service itself made my journeys and overnight stays incredibly easy and stress free! Thank you." UEL External Examiner formal feedback

"Just to let you know I have completed the survey, with 'excellent' all round. I was very happy with all the arrangements, and it all fell into place perfectly, so many thanks for that." UEL External Examiner

What's next for UEL Travel?

Upcoming priorities will be to arrange one to one meetings to help schools and services plan their trips further in advance to get cheaper fares. We're also planning to use virtual cards rather than credit cards to save about £7,000 in credit card fees.

Redevelop your campus in 10 steps



Clive Read, Partner at Veale Wasbrough Vizards explains how with good planning, top-notch organisation and practical and experienced advisers around you, you can deliver a major development on time and on budget, while steering clear of traps that can catch the unwary.

We've all seen the wow factor that accompanies a brand new campus or building: students and staff enjoy the environment created by a state of the art facility; accolades may be won, student satisfaction figures can go up and reputations can grow, as a university cements its standing as a seat of learning and a great place to live, work and play.

But we all know basking in the afterglow of a successful project often comes at the price of long hours, a massive commitment from staff and the odd testing time along the way. While there are no easy answers, there are things you can do or, more importantly, not do, to make your life easier. Here's our guide, based on many years' experience, some pain, and much satisfaction when it comes out right.

Plan ahead

Complex projects contain many different elements and even the best-managed projects can go awry. The best place to start is at the end. Timing invariably revolves around the start of an academic year, so you need to work backwards from your intended opening. From there on, good project management will help you clarify whether you've allowed enough time to secure the relevant consents, build and fit-out your development in time.

As if big infrastructure projects aren't thorny enough, you could find yourself in the even more complex situation of selling premises to re-invest the proceeds into paying for your new build. This can be tricky, so missing a deadline can (but doesn't always) mean putting things back by 12 months. The key is to check and build in room for manoeuvre with the other side where you can. In such situations, a delay can have a massive

impact on cash-flow, so your project needs constant checking for affordability.

How are you going to pay for it?

Using your own funds is fine, as is conventional bank finance. Increasingly we are seeing more joint venture arrangements, where a third party developer is committing funds and possibly expertise.

Whatever the funding model, you'll need to ensure the terms of finance are adhered to and be aware of what might happen in the (unlikely) event of any breach. This is where project planning and cash-flow forecasts can be invaluable (see above).

Check what you own

This is basic, but fundamental – and it's easy to slip up. Carefully check the legal boundaries to make sure you own **absolutely everything** you think you do. While you're at it, check your access rights too!

We've seen instances where, for example, a building is safely within the legal boundary, but a canopy overhanging an entrance fell **outside** it. In cases of wider developments, we've seen a client need legal rights of access across land they didn't actually own, nor, despite raising the question, had it been thought fit to ask for rights of pedestrian access at the time of the legal transfer.

It's also vital to make sure your development's boundary in the planning application **precisely matches the legal title**.

If you find you don't own what you need to, have no fear, these issues can usually be fixed, but invariably cause delay and cost money. Because you'll have done

your checks early, you'll be able to plan to resolve your issue(s) and factor the costs and timings into your project plan.

Whose (regulatory) consent do you need?

Failing to address the consents relevant to your project early on can also cost you time and money, just when you need to be saving both, so it's in your interest to stay a step ahead of them.

Planning, building regulations and listed building consents are the principal regulatory issues you'll need to address. Less obvious consents may be legal ones around your title. For instance, developing near a boundary might mean you need party wall consent from your neighbour – **including the foundation**. In built-up areas, it's also worth checking rights to light are respected.

Get buy in

To smooth the way for your project, understand who you need support from and go get them on side. Inside your organisation, this will likely involve those responsible for governance, strategy and finance. Make sure you factor in time for executory approvals and delegated authority outside those meetings.

Your external supporters are also key, so be sure to deal with them proactively too. Ask your funders and regulators if the finances stack up in their view. Have early conversations with your advisers and the planners to identify any likely pressure points as part of your pre-application discussions. Understanding what these pressures are likely to be before they arise will help you plan to resolve them before they become issues, making your development more likely to go through planning smoothly.

Can you (legally) do what you want... how you want?

Sadly, the world has become a more litigious place, so it's important to make sure your project is legally bullet-proof.

Part of this depends on the planning authority granting a decision that is immune from challenge. This is something largely out of your control, but good advisers can spot

anything unusual, so you may decide it's worth asking someone to check this for you.

Making sure you procure your contractor and professional team in a legally compliant way – or at least understand the risks of not doing so, is also important. For example, using sector-wide panels is fairly prevalent, but you need to understand the pros and cons of that approach before deciding your course of action.

Expect the (un)expected...

In most major developments, **something unforeseen happens**, so allow for a sufficient contingency; you can expect to need it. This event, whatever it is, could impact on your funding, timing, or need for consent and sometimes, even all three.

Fixed fee construction contracts can also help mitigate unexpected issues, but your contractor may well charge you more to offset the additional risk they are bearing. If, for instance, a ribbon of shifting sand, undiscovered when trial boreholes were dug, meant piling foundations would be required, under a fixed fee contract, your contractor would need to absorb the additional costs.

When buying a brownfield site, be sure to make the seller practically responsible

or allow a deduction from the purchase price to offset any costs associated with preparing it for use, such as capping off redundant service media.

Keep on top of the detail, but don't lose sight of the bigger picture

Good advisers help you achieve your goals by counselling you on the risks of doing or not doing things in a certain way, but your aim should be to make sure the project happens. The law is an aid to project delivery, not an end in itself. Grandstanding by your professional advisers is to be avoided at all costs.

Have a good team and be organised, but flexible

You have an experienced team by your side, a handful of whom will be involved in your development and that's great. The trouble is, they also have a day job to do, so you're keen to get things right the first time. An experienced development lawyer should work with your project managers to ensure the legal documentation is negotiated and settled in timely way, in line with your planning, funding and overall deliverability considerations.

I'd also recommend the project team has regular catch-ups with advisers (even daily at times of great activity) to identify key

action points and tasking individuals to make things happen. That way, you can adapt quickly and with little fuss.

Did I mention timing?

I've already addressed the importance of being clear about the timing of your project and the matters that could send it awry, building in or insuring against all relevant time frames. It's so important, it's worth repeating and here's why:

The time it takes from obtaining a resolution, to securing planning permission depends upon completing a section 106 agreement. Only then can the period within which a third party can challenge the grant of planning starts to run. You have a choice of either waiting for that six week window to expire, or obtaining insurance against the risk of challenge. Either way there is a cost - of time or money.

VWV is a supplier to LUPC's legal services framework and has plenty of experience of advising senior managers and governors on a host of risks. If you need advice on a development you're working on, contact Clive at cread@vww.co.uk or 0121 227 3710.

Expert legal advice

Ranked number one on the LUPC 2014 Legal Services Framework, Veale Wasbrough Vizards has a national reputation for experience and expertise on legal issues spanning the education spectrum including universities, colleges and national charities.

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dhansom@vww.co.uk
 T 020 7665 0808

Bettina Rigg
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 T 020 7665 0906



Student engagement, high-tech style

Harness the power of your existing data to improve student attainment, retention and progression with predictive analytics, says **Richard Gascoigne**, Director, Solutionpath.

For universities, ensuring each and every student fulfils their potential is a key objective. That was exactly the case for Nottingham Trent University when they started collaborating with Solutionpath.

Nottingham Trent University (NTU) had started to explore how they could use their data to improve their student support services. They knew their data sources, such as student record systems, access control systems and library loan records, provided a rich source of information but, like many institutions, were struggling to get any meaningful insight from it.

This opened the door for Solutionpath who worked with NTU to develop their unique Student Retention Engagement and Monitoring service (StREAM), which is powered by HP IDOL technology.

By implementing StREAM, the university draws together its existing disparate data sources and, using sophisticated predictive analytics, provides new insights into student engagement. The results are presented on a user-friendly dashboard, which can be viewed by students and their tutors. The system alerts tutors when student engagement falls below predetermined levels, prompting them to intervene and giving them a valuable early opportunity to help get a student back on track.

A positive impact on student engagement

NTU's student dashboard has now been in place for a full academic year and initial results have helped to confirm the success of the project. In a recent staff survey, two-thirds of NTU's tutors said the dashboard had made a positive impact upon the way that they worked and over 80% felt that the data it provided

changed how they worked with students. Furthermore, 83% of staff reported they had contacted a student specifically as a consequence of data highlighted in the dashboard.

In a survey of first year students, over a quarter reported they had changed some aspect of their academic engagement after looking at their personal dashboard. Students also commented that they were "using the library more frequently" and "attending more lectures and seminars" in order to increase their engagement rating on their personal dashboard. Some even saw a competitive element to their ratings, whereby they wanted to "beat the class average" and "see who had the highest score".

The dashboard was also key to NTU's recent success at the Times Higher Education Awards, at which they won the Outstanding Support for Students Award. This success clearly recognises the university's commitment to delivering a superior experience to their students by utilising the unique StREAM predictive analytics service.

Innovation to help optimise student learning

Given the success of the service at NTU it's perhaps not surprising that Solutionpath was named as NTU's "Supplier of the Year" at NTU's Supplier Recognition Awards earlier this year. Nominations for this top award can only be made by students or employees of NTU and is a great accolade to Solutionpath.

Gillian Askew, Head of Procurement at NTU, says, "As one of the judges - and as Head of Procurement for the university, it was clear to me that Solutionpath had gone beyond simply engaging with NTU in



a supplier customer relationship context, but had developed innovative tools and resources that were having a direct impact on student engagement. As teaching is at the heart of all we do, having tools that help simplify, stimulate and optimise student learning is crucial".

Thanks to their collaborative work with NTU, Solutionpath, and its partner HP, is now working with other universities across the UK, USA and Australia to provide similar services.

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See for yourself the results StREAM can deliver - visit www.solutionpath.co.uk, where you can watch a short video.

Solutionpath is a DTP company. DTP Group is one of the UK's largest providers of IT services and solutions to the higher education sector and has recently been awarded HP's PartnerOne Big Data Solution Partner of the Year in EMEA.

Visit: www.dtpgroup.co.uk.

DTP Group is a supplier to NDNA and Networking Supply and Service frameworks open to LUPC members.



Swap great ideas with Efficiency Exchange

Rosie Niven, Efficiency Exchange's content editor discusses how sharing knowledge sparks innovation and drives efficiency – and how you can tap into it.

Most in higher education procurement would probably agree that it's important to be efficient and effective. In fact you're probably ahead of the game.

Professor Sir Ian Diamond has told us that, as a sector, we achieved estimated efficiencies of £1 billion over the past three years. Procurement savings have made a massive contribution to this figure, to the tune of £435m in the same period.

So procurement professionals can be rightly proud of their efforts. And yet - do you feel your initiatives go unnoticed?

As Sir Ian repeatedly says, being efficient is not enough, "I believe fundamentally that we have been using every pound wisely but we need to be seen to be doing so," he said at the launch of the Efficiency, Effectiveness and Value for Money report in February.

There's a lot of good work going on in institutions, but very often it fails to receive the recognition it deserves. That's where Efficiency Exchange comes in. We exist to enable staff in higher education to discover and share ideas, good practice and resources to help create smarter, stronger universities.

Set up following the original Diamond report, which recommended establishing a digital 'efficiency hub' to signpost good practice on efficiency and highlight innovative developments, Efficiency Exchange builds on this idea.

In our first two years, we've highlighted projects to advance efficiency in the sector, ranging from procurement "health checks" to developing services shared by several institutions, such as high-performance computing.

Coventry University has had a lot of positive headlines recently. In May, it reached 15th place in the Guardian's league table - the highest ever position for a former polytechnic - partly thanks to a positive National Student Survey.

This news surprised many, but Efficiency Exchange's readers were familiar with Coventry's mission to become a "no hidden extras" university. In December, the university's procurement manager Michael Duffy wrote an insightful blog about the promises programme which aims to give students more for their tuition fees.

In the blog, Duffy explained how the procurement team succeeded in distributing 20,000 free textbooks to 3,000 first-year students. By the second week of term, 90% of textbooks had been placed correctly, ensuring most students could make a smooth start to their studies, increasing their chances of successfully completing the first year of their degree.

The project was such a success, Coventry extended its free textbook scheme to all undergraduates at the university, and is seen as a contributor to the university's rise in the National Student Survey from 86% in 2012 to 91% in 2014.

While Coventry's promises programme is innovative; tried and tested methods enabled its success. Coventry made use of framework agreements, reorganised its procurement team, assigning senior staff responsibility for particular categories and invested in training and support staff.

Coventry's experience proves solutions are out there, and sharing ideas and good practice makes a difference. By getting the message out about your successes, you can inspire others, build important relationships and demonstrate your commitment to efficiency and effectiveness to Government.

Efficiency Exchange is an effective showcase for efficiency stories. Some projects we've featured have gone on to be included as examples of best practice in the Diamond report published by Universities UK in February. Others have won or been nominated for awards.

A good example of this is equipment.data, a database which allows researchers to locate equipment. Having already featured in the latest Diamond report, equipment.data received another accolade in June when its founder, Adrian Cox, was highly commended at the Association of Research Managers and Administrator's 2015 awards.

Cox, an Efficiency Exchange blogger, is enthusiastic about the value sharing brings. Speaking about how it's raised equipment.data's profile, he said, "I'm pleased with the acknowledgment of my articles in wider publishing, highlighting the following Efficiency Exchange has established."

Efficiency Exchange features some fantastic examples of best practice by LUPC members from waste management contracts at the University of Greenwich, to book procurement at Queen Mary. But we're always looking for more contributions.

That's where you come in. I'm inviting LUPC members to join our network, learn about best practice at other institutions and share your own work by writing blogs or providing case studies, so you can get the recognition you deserve and help others achieve similar successes.

Universities UK and Jisc launched Efficiency Exchange in response to the original Diamond report, which recommended establishing a digital 'efficiency hub' to signpost good practice on efficiency and highlight innovative developments. HEFCE and the Leadership Foundation fund it via the Innovation and Transformation Fund.

Email: rosie.niven@universitiesuk.ac.uk

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Let's talk...

This issue, *Linked* gets to know **John Headley**, Director of Finance at University of East London and one of LUPC's newest board members.

How long have you worked at the University of East London?

I started here in November 2013, so almost 2 years.

How did you get involved in procurement?

I've been a finance director at the NHS and in businesses like Bupa. Like a lot of finance directors, I've had a remit for procurement too.

Clearly procurement is an important business function so it's good when it sits with finance. Both functions benefit from working in tandem.

What do you enjoy most about your job?

It's nice to lead the department – the finance and procurement teams contribute a lot to UEL. I also enjoy being on the leadership team and helping to shape the institution's strategy and future. It gives me the opportunity to deal with a whole range of people – students, support staff, academics and the board of governors.

What's the most difficult aspect?

The biggest challenge is to get everyone on the same page. Colleagues are often passionate about what they do and don't always understand the business side. In a corporate environment people understand procedures. In an academic one, they tend to be inquisitive by nature, so even mundane things like processes to place an order, book travel or get a cash advance can be subject to debate.

How do you deal with this?

I encourage my team to get out and about because I believe they can make a huge impact when they get out from behind their desks. When you help people they are more willing to see your side of the story.

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

I recently tendered for a new audit firm for the university which was interesting (to me, anyway!).

In previous roles I bought all kinds of medical equipment and services, and the most interesting project was for a managed cardiology cath lab service. A supplier challenged a procurement decision and I had to get involved with handling a dispute. The experience led me to understand how sensitive big procurements are. We had to go to the Treasury in Whitehall for high level meetings to see off the challenge. I learned the hard way to value the judgement of my head of procurement.

In your view, what value can working with the procurement team bring to other departments?

It's about enabling people to do their jobs better, giving them options and taking away headaches. We carry out an annual internal customer survey and we always get glowing tributes to the procurement team. It's nice to see how much they help people.

They tell us they appreciate the little things in particular. Things like raising orders when there's no one else around, helping with system issues and travelling with students to hire a van using a university card so they could leave immediately for a prestigious event in Venice.

In what ways does the University of East London benefit from its membership of LUPC in your opinion?

We benefit from the use of the frameworks which reduce the hassle of purchasing and give us access to good prices. LUPC events are great opportunities for networking and developing contacts too.

I'm also very interested in the consultancy service. I hope to tap into that over the next year.

What are the key challenges ahead for your institution?

The sector is much more competitive now and it's under more pressure with the £9,000 fee capped. With income flat and grant funding set to be cut, there will be winners and losers. The key will be to create a strong brand and distinctive image to stand out from other universities. We've just launched our new corporate plan and we are looking to build our marketing and communication capacity.

What's UEL's unique selling point to prospective students?

We're about civic engagement – which is about staff and students working together to make a positive difference to society - and we've great locations in Docklands and Stratford. East London is now a happening place to be.

If you weren't in your current career, what would you be doing?

If I won the lottery I would retire early and move back to Madrid, where I used to live.

What achievement are you most proud of and why?

I'm proudest of my kids. My daughter is fourteen and loves dance and drama and my son is studying history at Oxford.

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

We recently went to see *Mistress America*. It's a very good independent film, telling the bittersweet story of a misfit girl just starting university, whose life is turned upside-down by her brash soon-to-be stepsister.

I've also read a couple of interesting books recently, both about the power of media. My son lent me John Ronson's *So You've Been Publically Shamed* which looks at how people are mobbed online after taking a step out of line. It's a very amenable book about the less attractive aspects of social media and the modern world. I'd recommend it to anyone.

The other is a short novel by Heinrich Böll called *The Lost Honour of Katharina Blum*. This very readable book from the seventies is about how journalists can ruin reputations.

Fancy being our next member interview?

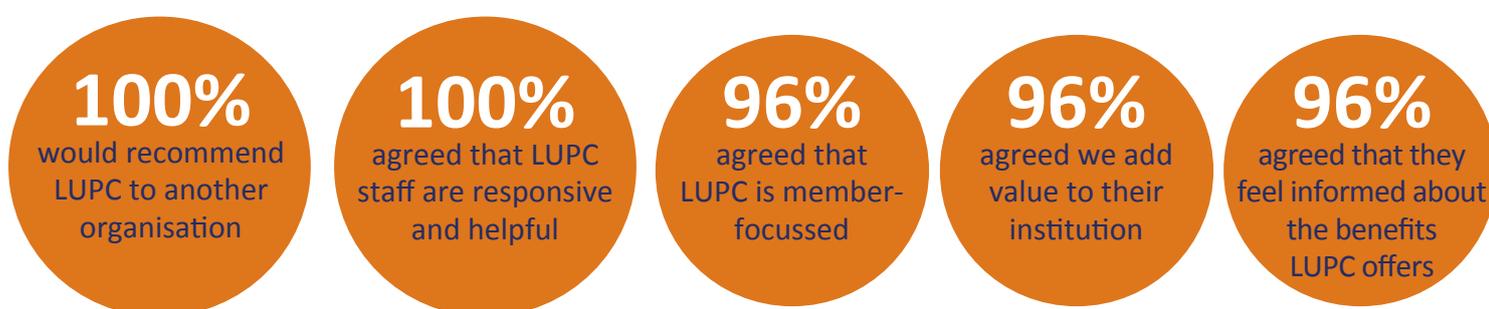
Contact: d.dzubas@lupc.ac.uk

Membership survey 2015

LUPC ran our annual membership survey over the summer and the results reveal where you think we excel and where we could do better. Here we share and respond to what you had to say.

You gave us glowing reviews for...

Our agreements members ranked agreements that **save them money, time** and are **EU compliant** as their top three benefits of membership



But some areas need polishing...

7% **say agreements could be easier to use**
We recognise EU-tendered agreements can be a little complicated at first, but remember, all the hard work has been done at tender stage. Start with the Buyer's Guide for each agreement and if you're having trouble, please do call us on 020 7307 2760.

11% **say they're uncertain of how to deal with issues they may have with our suppliers**
Although your contracts are your own to manage, LUPC manages supplier performance at framework level through regular supplier review meetings, so we can help you escalate any persistent issues you're facing. If you're having real trouble, someone else might be too, and to help resolve it, we need to know about it. To feedback your issues, speak to the LUPC team.

11% **feel we don't account for their institution's procurement needs**
All LUPC agreements are tendered and managed by a commodity group made up of members, but across nearly 70 member institutions, requirements will inevitably vary. In such cases, members can change the tender weighting or run a short mini-competition to include their own requirements, without needing to start a new tender. Make sure you check the Buyer's Guide for details, or speak to the LUPC team.

12% **say they're unclear about how to become more involved in the consortium**
LUPC is truly member-led, so there are plenty of ways to get involved. Your options include: joining the Board, the Executive Committee or even taking part in our tender working parties, where you can help shape our agreements.

23% **feel unsure of how to get the best out of their institution's membership**
Given 96% said they felt informed about LUPC's benefits, this response comes as a bit of a surprise. If you're unsure of what agreements and additional benefits are open to you as an LUPC member, you can read all about them at www.lupc.ac.uk/member-benefits.html or contact Dana Dzubas, Marketing Manager, d.dzubas@lupc.ac.uk. Spending a few minutes now, could save you time and money later!

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