

Procurement Fraud: A personal perspective



PLEDGE ONE
PLASTIC

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WASTE MANAGEMENT:

Waking up to the war on waste



STUDENT STARTER PACKS:

Universities step up by enhancing the student experience



MENTAL WELLBEING:

Measuring wellbeing to improve performance



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MEET THE TEAM



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Portable appliance testing; signs and signage; taxis; travel; promotional products; removals and relocations; professional services including ceremonial gown and photography; cash and valuables in transit; audit services; childcare vouchers; recruitment advertising.



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StemEd and Lab, including IRLA, lab equipment, consumables, microscopes, lasers, PPE and veterinary supplies; AV; furniture; soft furnishings; paper; photographic; travel; vehicle hire; utilities.



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Library; professional services (including legal, debt collection, occupational health, temp staff and global mobility); post; office supplies.



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Developing responsible procurement competencies through study and hands on experience, undertaking tasks and projects.



Don Bowman
LUPC Director

Welcome to the Summer edition of *Linked*

I hope you will enjoy reading the Summer edition of *Linked*, in particular the main feature which focuses on tackling attempted procurement fraud and the mitigation actions carried out by The University of London. The University of London has shown great leadership within the HE sector in this area and has been sharing the lessons they learned to the benefit of the wider procurement community.

I am very pleased to welcome a new member of staff to LUPC, Michael Flagg who has taken over as LUPC's Data Analyst.

Since the last edition of *Linked*, we have taken on two new Members; The Royal College of Paediatrics and Child Health, and The Royal Society of Chemistry.

With an ever growing membership, it is critical that LUPC engages with our members to ensure they derive the maximum benefit from their membership. Over the next year we will be investing in a number of new member events, which you can learn more about on the following news pages and on our website.

Please do take the time to complete the LUPC annual membership survey. This is YOUR consortium and the survey is your chance to input into the way we operate, remember we are owned by our members to deliver benefits for our members.

Research is also taking place to ascertain the demand for CIPS training for members' staff. If there is sufficient appetite for this we will engage with suppliers to deliver CIPS training for our members in central London and see how else we can support our membership in this delivery.

I hope to see some of you at COUP 2019 in September at the University of Leicester. We would be particularly interested in hearing your views on what you felt worked well (and what didn't) as LUPC will be hosting COUP in 2021 at the campus of one of our members. The location of the chosen member will be announced at COUP 2019. If you would be interested in joining the organising committee for COUP 2021, please contact me for further details.

Don Bowman
April 2019



Tuition fee debts
Overseas debts
Salary over payments

Accommodation debts
Library fines
Commercial debts

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LUPC Team Update



Michael Flagg joined LUPC just over a month ago as our new Data Analyst. Michael is responsible for all our data needs from handling quarterly supplier management information to members' spend data. Michael will also be developing and delivering the annual Member Benefit reports issued in December and the Scope 3 reports sent to members in January.

Cristian Martin, Senior Contracts Manager for the Estates and FM category, will be moving on in September. It's more a case of au revoir rather than goodbye as Cristian will be taking up the position of Head of Procurement at one of our members.

We wish Cristian every success in his new role and are currently recruiting a replacement for him.

Rob Godfrey is working with us as an Interim Senior Contracts Manager covering professional services whilst we recruit for a permanent position to fill this role. Please contact Emma Keenan e.keenan@lupc.ac.uk if you are interested in discussing either the Estates or Professional Services Senior Contract Manager role at LUPC.

We're very pleased to announce that Jim Biggin, who has been carrying out a one year graduate placement with us, has accepted a permanent role with our team as a Category Manager from mid- August. Jim will be working for three days a week in a procurement capacity in the Estates area, and then two days a week on the communications side of LUPC. He will also be involved in supporting the organisation of COUP 2021.

LUPC & SUPC Conference 2019



LUPC & SUPC held our joint annual conference at the prestigious County Hall on London's South Bank on Thursday 16 May. This year was particularly exciting for both consortia as it was the first joint conference since SUPC and LUPC embarked on a strategic partnership as part of our Future Collaboration Project.

We were delighted to have over 280 delegates attend the day, representing 95 institutions from both memberships. We also welcomed 62 awarded framework suppliers showcasing their exciting products and services as part of our exhibition.

Feedback on the event was positive with some even saying it was the best to date;

"A must attend event for procurement professionals in HE." Member

"Great venue, great speakers and very well organised." Member

"Superb organisation, helpful and friendly staff and an excellent calibre of attendees." Exhibitor

"The best organised conference I have attended so far." Exhibitor

Thank you to everyone who contributed to making this event a huge success. We hope you had an enjoyable and valuable day and look forward to seeing you at next year's conference, already in the diary for 30 April 2020.

LUPC Survey

Every year we run an LUPC Membership Survey to gauge how we are performing from our members' perspective. Our annual survey is now out so please do take this opportunity to feedback your thoughts.

We are looking to continually improve and your feedback will be invaluable in helping us to make sure we are delivering what you need. We will report back on the outcome of the survey and detail our plan of action in response to your comments in the next edition of Linked.

Members can complete the survey www.surveymonkey.co.uk/r/lupcsurvey2019 up to the deadline of Friday 16 August

Thank you in advance for your participation.

Welcome to New Members

LUPC is delighted to welcome two new members; The Royal College of Paediatrics and Child Health, whose mission is to transform child health through knowledge, innovation and expertise, and The Royal Society of Chemistry whose purpose is the general advancement of chemical science.

New Professional Services Frameworks

Two new professional services frameworks are now available to members; Temporary and Permanent Recruitment Services and Occupational Health & Wellbeing Services.

The Temporary and Permanent Recruitment Services framework covers a wide range of roles and there are eight lots on the framework;

Lot 1 – Admin – National	Lot 5 – Corporate and Professional Roles
Lot 2 – Ancillary – National	Lot 6 – Data, Digital and Technical roles (ICT)
Lot 3 – Admin – London only	Lot 7 – One Stop Shop and Payroll Services
Lot 4 – Ancillary – London only	Lot 8 – Non Medical Helpers

The **Occupational Health & Wellbeing Services** framework is divided into three lots;

Lot 1: Staff and Student Occupational Health Services in Greater London

Provision of OHS services (core, non-wcore and specialist non-core) to Member institutions that require a service within Greater London.

Lot 2: Staff and Student Occupational Health Services National

Provision of OHS services on a national basis, whereby the awarded supplier is expected to provide their services either on-site or off-site. The services for this lot are the same as those of Lot 1.

Lot 3: Staff and Student Wellbeing Services National

Provision of services; support/advice/wellbeing and chat services, disability support, and legal advice. This range of services is provided by suppliers via an online portal and/or mobile device application.

Full details on both frameworks are available on HE Contracts. For further information please contact Rob Godfrey r.godfrey@lupc.ac.uk 020 7307 2772.

Recent Events:

Waste Management and Occupational Health Framework Launches and Heads of Procurement Meeting



July has been a busy month for events for LUPC. We held two launch events for our new Waste Management Services and Occupational Health and Wellbeing Services frameworks on 2 July. These free events included an opportunity to hear about the new frameworks, for members to meet the awarded suppliers, hear about current hot topics and participate in lively discussions. We do encourage our members to attend these events as they are valuable for learning more about the goods or services in question, including innovations within the industry, and also provide beneficial networking opportunities with both peers and suppliers.

We also held our first Heads of Procurement meeting on 24th July. The meeting was the first of a planned series of regular events providing learning and networking opportunities for those in a senior procurement position.

The purpose of these meetings is to enable LUPC member organisations to share knowledge and experience of a wide range of topics including management, strategic matters and career focus. The first meeting covered communication and influencing skills: how to sell the procurement function to stakeholders, and recruitment and retention of good staff.

We will keep you informed of future meeting dates. If you have any ideas for topics you would like to see covered, please contact Emma Keenan e.keenan@lupc.ac.uk

NEW AGREEMENTS



- **Temporary and Permanent Recruitment Services**
- **Occupational Health and Wellbeing Services**
- **Serials, Periodicals and Associated Services Framework**
- **Molecular Biology Research Services**
- **Life Science Equipment**
- **Cleaning Equipment – supply and maintenance**

For more information on all agreements visit: lupc.ac.uk

UPCOMING TENDERS

- **Student Module Evaluation and Survey Software** (expected go live July 2019)
- **Taxi Services for London and surrounding counties** (expected go live August 2019)
- **eProcurement Systems** (expected go live August 2019)
- **Travel and Student Travel Services** (expected go live August 2019)
- **Laboratory Consumables and Chemicals- IRLA** (expected go live early September 2019)
- **Networking - Routing & Switching** (expected go live October 2019)
- **Data Centre Management Equipment and Infrastructure** (expected go live October 2019)
- **National Electronics Agreement** (expected go live for November 2019)

DATES FOR YOUR DIARY

- **Meet the Team breakfast** 3 October 2019
- **New Member Induction** 3 October 2019
- **LUPC & SUPC Conference 2020** 30 April 2020

To keep track of all our events visit www.lupc.ac.uk/events

This section will give you an update on any new agreements in place, or news on existing agreements. Please note this is not the full list of available agreements, just those where there is some news to report. For the full list of agreements and for further information on any of the agreements listed here, please visit the HE Contracts (HEC) site: www.hecontracts.co.uk

The initials next to each agreement indicate the LUPC Contracts Manager you should contact for further information about a particular agreement, these are as follows:

CM	Cristian Martin	020 7307 2771	c.martin@lupc.ac.uk
DW	Darran Whatley	020 7307 2764	d.whatley@lupc.ac.uk
JK	Joyce Kadri	020 7307 2763	j.kadri@lupc.ac.uk
MK	Mike Kilner	020 7307 2768	m.kilner@lupc.ac.uk
RG	Rob Godfrey	020 7307 2772	r.godfrey@lupc.ac.uk

Other useful contacts:

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

AUDIO VISUAL

Audio Visual Products and Services – HEPCW, LUPC and SUPC **DW**
NEUPC to lead collaboration between HEPCW, LUPC, NEUPC and SUPC. Re-tender plan to be agreed.

Broadcasting Equipment and Integration Services **DW**
HEC record for this new framework agreement, can be found here: <https://www.hecontracts.co.uk/agreements/758>
LUPC implementation will be arranged for August.

ESTATES & FM

Catering Consultancy and Catering Outsourced Services – National **CM**
Annual review meetings being held. A discussion with a supplier led to the idea of a catering services masterclass to be held towards the end of the year to show members how best to run services with the frameworks available. Full information will follow in due course.

Cleaning Services – Regional **CM**
The framework extension of one year is to be taken up with the framework now ending on 15/08/20. A joint tender with security services (separate lots) is being considered. The challenge will be finding a way to continue to support members looking to bring workers in house.

Electrical Materials & Associated Products – National **MK**
NWUPC is organising supplier review meetings for September.

Electronics (NUWPEC) – National **MK**
The tender documentation for the framework renewal is in the process of being finalised.

Estates Maintenance and Minor Works – Regional **CM**
Re-tender process to commence soon.

Furniture Supply and Installation– National **DW**
Low progress is being made on the due diligence project, requested by the responsible procurement group, due to a delay in suppliers providing the required information; product details, quantities purchased and spend value. Hopeful to complete this by August.

Security Services (Guarding and Reception) – Regional **CM**
The framework extension of one year is to be taken up with the framework now ending on 18/09/20. A joint tender with cleaning services (separate lots) is being considered. The challenge will be finding a way to continue to support members looking to bring workers in house.

Waste Management Services (Sustainable) - National **CM**
A national launch event was held on 2nd July. Feedback on the event so far has been very good.

White Goods – National **MK**
Stearn continue to dominate the agreement and are looking to produce a short end user guide for distribution within Estates and FM teams to advertise some of the additional services they offer e.g. free WEEE collections, site audits and institution specific inventory holdings.

There have been an increasing number of questions around servicing and repair and institution feedback around these requirements would be most welcome.

ICT & TELECOMS

Computing - Data Centre Management Equipment and Infrastructure – National **MK**
The final version of the Procurement Strategy was issued on to the LUPC Computing Commodity Group (CCG) on 14 June for any final comments. A final draft of the ITT is with the tender working party ahead of its imminent issue to the market. The specification and scope includes the maintenance, provision, and management of new or existing Data Centre Management equipment and Infrastructure plus the provision of Data Centre related Consultancy services. Preventative maintenance, testing, regular and emergency maintenance is also covered.

For ease of administration and simplicity, the new framework will not be split into lots.

Computing- Desktop and Notebook Agreement - National ('NDNA') **MK**
Sales figures by region and OEM (including resellers) for the agreement up to and including Q3 2018/9 have been shared to both the working party and the suppliers as well as hosted on HE Contracts for institution visibility. Detailed Sales and Service Management Information, Minutes and Matters Arising from Meetings, Mini-Competition Exemplars and Presentations will continue to be available either on HEC or from the Contract Manager on request.

The next set of review meetings will be held at Lenovo reseller partner Getech between 8-10 October and will include a full on-site review of their operation including their service centre.

HP completed the process of swapping out partner Academia with Stone during April.

Personnel changes at Acer see Craig Booth, Managing Director at Acer, take a more hands-on role. Nick Walter becomes Head of Commercial Business and his role will encompass the Commercial Sales team (Distribution, Reseller and End User), Pricing Management and the Peripherals (Display and Projector) team.

Computing- ITRAP (IT Related Accessories and Parts) – National **MK**
A note was issued to the CCG in May regarding the creation of the tender working party, ahead of issuing the tenders in August for return in October and contract commencement from 1 January 2020. Henrik Brogger and Donald Wu from Queen Mary University of London have agreed to act as volunteers for the working party on behalf of the region. The first meeting has been arranged for mid-July to discuss the strategy, results of the pre-tender member feedback survey and the timetable.

Computing - National Education Printer Agreement ('NEPA') **MK**
Itec Connect Ltd has replaced Capita as a Kyocera reseller on Lot 2 Managed Print Services as from 5 July. Itec is headquartered in Bristol with nine regional offices across England.

Konica Minolta have advised that they plan to outsource some of their back office functions from this September and as such have written to their customers with details of the proposed change. NEUPC are looking at the proposal, and are conducting due diligence checks.

The tender working party request for volunteers to assist with the NEPA re-procurement will be issued shortly and the strategy drafted.

Canon UK & Ireland Headquarters (HQ) is to move from Reigate and co-locate with Canon Europe, Middle East & Africa HQ based in Uxbridge. An outsourced model (BPO) is being followed for selected departments in Finance, Business Operations and Customer Services. More information around its impact has been requested from Canon.

Computing - Networking Supply & Services – National MK

The agreement is performing well and any feedback would be welcome ahead of the next contract reviews, which are likely to be in October.

Computing - PCs with Apple Operating Systems – National MK

The most recent supplier review meetings, which again included Apple, were held in London on 21/22 May. The next will be held on 25 September at Apple’s Executive Briefing Centre in London.

A formal battery recall notice was issued by Apple on 20 June against certain 15" MacBook Pro models. Given the safety implications, full details were circulated to the CCG to pass on to their colleagues and stakeholders as appropriate.

Computing - Server, Storage and Solutions National Agreement (“SSSNA”) MK

The most recent SSSNA Review meetings were undertaken between 25 and 27 June in Reading. One of the recurring discussions was on the lot structure and scope for the next agreement including how best to incorporate the increasing move towards hybrid, off-premises solutions and those invoiced on a pay-as-you-use OPEX basis. Demand is also increasing for consultancy-style services as institutions seek advice on their strategic direction of travel.

Work on the re-tender is expected to commence in January 2020 and it has been agreed with the working party that the final year extension will be formally taken up and communicated with the suppliers shortly.

Finance, HR/Payroll, ERP and Associated Services MK

Each of the suppliers’ rate cards and a desktop calculator has been uploaded to HEC for members to use.

Software License Resellers (SLRA) – National MK

SUPC are in the process of setting up the tender working party for the re-tender commencing in September with a view to having the new contract in place by July 2020.

Telecommunications inc. landline and mobile – National (CCS) RM1045 MK

The current framework will expire on 26 July 2019 and will be replaced by Network Services 2 (RM3808). The expected award date of this new framework is the 16 July 2019 and it should be available for customer use in August.

Institutions wishing to run a further competition are recommended to wait for the launch of Network Services 2. For those wishing to go to market quickly, the Terms and Conditions for RM3808 are available at <https://www.crowncommercial.gov.uk/agreements/RM3808>.

Computing – General Matters not covered elsewhere

The Jisc Routing and Switching framework (now titled “Network Equipment”) is progressing to timetable with 28 responses received, which are currently being evaluated by a number of IT Procurement professionals including LUPC. The selection of preferred bidders is due to take place by 19 July 2019.

Current supplier CAE issued the following statement on 11 April in relation to being the first ranked (and only) supplier on Lot 7 Huawei:

“We have made a strategic decision to no longer partner with Huawei for end users that are new to CAE. This of course doesn’t affect any existing contracts we have in place with our existing customers to provide Huawei support, however does mean we cannot respond to new end user opportunities for Huawei (unless for example where we’re already providing a service to a customer and they require equipment or support).” The Buyers Guide has been updated to reflect this.

The most recent service review meetings for the Jisc Telecommunications Framework took place in May.

The agreement is due for renewal at the start of 2020 and Jisc are just in the process of considering options for the next agreement.

Below is a summary of Jisc-led agreement usage:

Framework	No. of customers to date
Routers & Switching	203
Telecoms (3)	12
Vulnerability Assessment	43
Web Filtering	15
Phishing	42
Text (2)	260

Electronics Watch (EW) continues to grow and hopes to recruit part-time outreach and monitoring staff within France and China respectively in the next few months as part of its strategic plan. The Finance Committee and Board of Trustees convened in late May and early June.

Assistance was given as part of an EW presentation at June’s HOCG meeting in Stirling with the aim of NEUPC and/or NWUPC joining the Consortium membership arrangements following LUPC and APUC.

An afternoon presentation covering Supplier Engagement in the context of PCR2015 was delivered at the Greenwich Sustainability Conference.

Version 2.1 of Terms has been advised to the NDNA OEMs and further discussion continues to take place around supply chain transparency at Tier One and Two level as well as the sharing of audit findings.

The last National ICT Group (NICTG) meeting was held virtually on 5 June with additional technical representation including Tina Pask (UoL and UCISA Software Sub-Group Chair) and Cindy Wrapson (Jisc). Draft minutes have been issued to the group for checking and verification. It was noted that the new APUC-led Student Module Agreement was just out of standstill with the terms and conditions in final discussion with the awarded parties prior to notification.

The next meeting has been arranged for the ‘arrival’ day at COUP in Leicester on 3 September.

LIBRARY

Books, E-Books, Standing Orders and Related Material – Inter-regional Agreement (SUPC-led) RG

This agreement has been extended to 2021. The first meeting of the SUPC / LUPC Joint Library Group took place on 6th June.

Serials, Periodicals and Associated Services Joint Consortia Agreement – Inter-Regional (SUPC led) RG

This new agreement is now live. Full details are available for members on HE Contracts.

OFFICE SUPPLIES & EQUIPMENT

Office Supplies – National DW

Transport for London has joined as an associate member. Bids for the framework re-tender have been returned and evaluated by the tender working party led by NWUPC. Award notices are due to be published imminently. The framework agreement will start on 01/08/2019. LUPC members can contact Darran Whatley, d.whatley@lupc.ac.uk, to support moving over to the new framework agreement.

PROFESSIONAL SERVICES

Ceremonial Gown and Photography Services—National JK
Supplier review meetings are being arranged for August.

Debt Recovery Services – National RG
Supplier review meetings will take place in Spring 2020 to coincide with the anniversary of the launch even

Insurance – Regional MK
The Group Terms of Reference have been updated and issued with signed responses due for return during July including greater commitment to remain within the group over the entire term.

Lesley Bravery from Imperial College has taken on the role of Chair with two new members joining the ITSG, Catherine Orobator from UEL and Martin Fenner from LSBU.

Legal Services – National RG
The next series of supplier review meetings will take place by the end of October.

Occupational Health Services – National SF
This new agreement is now live. A launch event took place on 2nd July 2019 which was attended by both members and suppliers.

Temporary and Permanent (TAP) Recruitment Services – National (SUPC Led) RG
This is a new agreement being run by SUPC and is open to LUPC members. Further information on the new agreement is available on HE Contracts.

STEMed & LABORATORIES

Gases (IUPC) – National MK
Helium price discussions arising in part from the global shortage are ongoing with BOC and a written counter-offer was issued to their proposed price increase at the end of June. Customers remain on allocation at this time and further news is updated on a monthly basis to HE Contracts.

Agreement extension letters will be formally issued as part of the fourth and final year in early July

General Laboratory Equipment, Supply/Installation – National DW
Reviews were completed on 1 May 2019, all suppliers attended as well as national working party for general laboratory equipment (NWPGL) members from across the U.K.

The agenda included framework agreement take-up, Brexit, responsible procurement, account manager changes, post-installation services, strategy for re-tendering and inviting non-framework agreement suppliers.

An updated buyers guide was uploaded, <https://www.hecontracts.co.uk/agreements/300>

An initial strategy was drafted for the re-tender for further discussion in September. Supplier multi lots, medical equipment and other equipment will be discussed.

Laboratory Consumables and Chemicals - Inter-Regional (IRLA) DW
The re-tender bids are due back in mid-July, and then evaluation will start. Award is due in August, with a September start date.

A supplier multi lot was included. If any member requires advice please contact Darran Whatley, d.whatley@lupc.ac.uk.

Laboratory – Life Sciences – Equipment DW
This new framework agreement went live on 03/06/19. Full details are available to members on HE Contracts. <https://www.hecontracts.co.uk/agreements/757>

Laboratory – Molecular Biology Research Services (previously Life Sciences – Services) DW
LUPC is arranging implementation meetings during August.
Details are available on HE Contracts. <https://www.hecontracts.co.uk/agreements/676>

Other Laboratory – Updates

The STEMed group met in June, and members agreed to add medical equipment to the general lab equipment re-tender. The group agreed to extend the group representation to various technical roles, from an established technical group, and to also include a responsible procurement person.

TRAVEL

Taxi Services – Regional JK
The framework re-tender process is near completion. The Agreement will be awarded to four successful suppliers. Implementation meetings are taking place in mid-July. HE Contracts will be updated with all new supplier information.

Travel Management Services – National (SUPC led) DW
Bids are back from the framework re-tender, and evaluation is progressing. The framework is due to go live during August 2019.

UTILITIES

For all TEC news, visit their website at: <http://www.tec.ac.uk/news>

Publications

Monthly e-bulletins were issued in April, May and June

The spring edition of Linked magazine was circulated at the end of April.

Events

Recent Events

- The quarterly Meet the Team breakfast and New Member Induction took place on 2 May, 15 members attended.
- A Debt Collection and Student Legal Matters training and networking event took place on 5 April, 50 members attended.
- The LUPC and SUPC Annual Conference took place on 16 May at County Hall. Over 250 members attended.
- An LUPC and SUPC Joint Library Group Meeting took place on 6 June
- A launch event for the new Waste Management and Occupational Health Frameworks took place on 2 July, 35 members attended.

Upcoming Events

- Heads of Procurement Networking Event - 24 July
- Meet the Team breakfast and New Member Induction - 1 November

(Correct as at 15 July 2019)

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



LONDON
UNIVERSITIES
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CONSORTIUM

Responsible Procurement: News

LUPC's Responsible Procurement Officer, Marisol Bernal rounds up LUPC's responsible procurement activity over the last quarter.



Hazel Blears talking to a packed room of delegates at the LUPC and SUPC Conference in May

Social Value in Procurement Breakout Session - LUPC/ SUPC Conference

This year the SUPC/LUPC joint conference welcomed over 280 delegates. One of the most significant breakout sessions was Social Value in Procurement presented by Hazel Blears (Former MP and Social Value Adviser at Simetrica) and Veronica Daly (Chief Procurement Officer at King's College London). The very full audience clearly demonstrated the growing interest from procurers in this subject and the recognised importance of including it in awarding contracts.

Hazel Blears, co-sponsor of the original Social Value Act (2013) and a member of the Government Review of the Act in 2015, began the session by explaining that establishing a policy is the first step towards implementing social value in an organisation. This policy should be accompanied by a standard scoring methodology as well as an agreement on what will be measured, how, by whom and which reports will be produced.

The Social Value Act called for all public sector commissioners 'to have a regard to' the economic, social and environmental wellbeing of the area for which the services contracts were being provided. Blears shared her experience around the implementation of a Sustainable Purchasing Policy in Parliament and explained that including social, economic and environmental aspects in a sustainable procurement policy is the way to show suppliers equal opportunities, inclusivity and diversity in relation to performing contracts. It also serves to promote apprenticeships, encourage the participation of SMEs and give the importance it deserves to the consideration of purchasing Fairtrade products and conservation of energy, water and other natural resources.

Veronica Daly began the second half of the session by stating that serving the community and society are part of the strategic

objectives for King's College London (KCL). Daly explained the long term benefits sustainable business models bring. These include competitive advantage with socially minded clients; financial benefits such as improved employee recruitment, retention and engagement; compliance with social procurement requirements i.e. the Social Value and Modern Slavery Acts; greater innovation in bids and greater funding.

Daly shared some key points from her Socially Responsible Purchasing Policy detailing the inclusion of fairly-traded, local and seasonal food and drink, prepared to high levels of environmental stewardship and industry standards. Wherever possible KCL use local businesses and SMEs, especially those in its campus boroughs, they look to increase the number of social enterprises in its supply chain and they consider the inclusion of the provisions of the Social Value Act each time they run a procurement.

It has never been more evident that the focus on responsible and sustainable procurement continues to gain pace. LUPC will continue to work towards finding and highlighting the best possible value for our Members, without causing harm to others.

Impact Through Public Procurement - Responsible Business Alliance and CSR Europe

On April 16th, on behalf of the LUPC, I attended the Responsible Business Alliance (RBA) and CSR Europe conference "Impact Through Public Procurement" in Brussels. It presented a great opportunity to see RBA's and the electronics industry's commitment to social responsibility and for the public sector to share practices around their sustainable procurement efforts.

The focal points during the day were: 1) for the industry to use due diligence in supply chains as a circular economy; 2) the importance of collaboration to enable sustainable public procurement; and 3) harmonisation between government, industry and civil society to drive social and environmental excellence through public procurement.

Robert Whitehead of the Crown Commercial Service (CCS) explained that during the early part of 2019 the government invited persons to respond to a consultation on how government should take account of social value in the award of central government contracts. He pointed out that there is a need to also consider social value around the procurement of goods rather than just services.

Björn Claeson from Electronics Watch stressed the importance of harmonisation on core labour standards, contractual rules for public buyers and the need for workers to have meaningful roles in order to achieve lasting social responsibility. The event also included a session around best practice due diligence with talks by representatives of Apple, Dell, BMW and HP.

The day was an excellent opportunity to highlight the benefits of industry, public sector and civil society all working together. I look forward to the next event and would definitely encourage others to attend.

Upgrading Skills at LUPC

In the coming months I will be delivering targeted training to the rest of the LUPC team on how to better use social value aspects to promote economic, social and environmental wellbeing.

In receiving this training the team will be even better placed to deliver framework agreements which increase opportunities for disadvantaged people, promote responsible supply chains and build stronger communities.

Key points from this training will be detailed in a future edition of *Linked*.

Sustainable Procurement Exchange Forum at University of Greenwich



Adam Gromnica, Emma Keenan and Olga Martin-Ortega welcome attendees to the Sustainable Procurement Exchange Forum

On 20th June at the University of Greenwich I, and other members of the LUPC team attended a Sustainable Exchange Forum. This event was co-hosted by us; the Business, Human Rights and the Environment Research Group (BHRE) and the Public Unit of the Ministry of Labour and Social Affairs of the Czech Republic. It served as an exchange and dialogue between public sector professionals from all these organisations (and others) and addressed the importance of the need to protect and promote respect for human rights in public supply chains.

Attended by over 50 people, the day provided an opportunity to share best practice, reflect upon our challenges and discuss innovative ways of procuring goods and services responsibly and sustainably.

Attended by over 50 people, the day provided an opportunity to share best practice, reflect upon our challenges and discuss innovative ways of procuring goods and services responsibly and sustainably.

There was a real range of knowledge in the room. Those who were just embarking on implementing new processes were able to learn from those more experienced and many topics were discussed, from government and local organisation policy, to leadership and support available as well as the need to communicate benefits to a wide range of stakeholders.

Many new friendships were formed and we look forward to continuing to share experiences with others with common goals (and supply chains!) to progress this very important topic.

Simple, free assessment for ISO 20400 sustainable procurement

Action Sustainability has developed a free online tool to assess your organisation’s responsible procurement activity against ISO 20400. You just need to create an account with some simple information to enable the benchmarking of your scores anonymously and you can re-assess as many times as you wish. All you need to do is go to www.iso20400.org, click “Take a Self-Assessment” and off you go.

Responsible Procurement Advisory Group

The Responsible Procurement Advisory Group (RPAG) spearheads LUPC’s responsible procurement policies and strategies. RPAG is comprised of students, procurement professionals and sustainability managers from LUPC’s membership.



For more information about joining the group, contact **Marisol Bernal**, Responsible Procurement Officer, m.bernal@lupc.ac.uk 020 7307 2765.

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Contact Emma Keenan on 020 7307 2767 for more information and/or an informal chat.

Application by CV and covering letter to e.keenan@lupc.ac.uk. Deadline 16 August.



Waking up to the war on Waste

Those involved in the education sector have long been recognised as pioneers in sustainability and today the appetite for 'green' solutions to waste management are more prevalent than ever. Cawleys' Nicky Severn sets out how student engagement can assist with the recycling of waste.



Students from the University of Hertfordshire make their pledges

The negative impact of over consumption, a single-use throw-away society and unsustainable waste disposable processes have become such large macro-economic issues that worries about waste and its connection to global warming and pollution has overtaken the worries caused by population growth.

The obvious effects a non-sustainable approach could have on the planet in years to come is understandably a major concern for younger generations. As a result, there has been an increasing importance placed on eco-friendly practices at every stage of the education life-span, from nursery and junior school, right through to university life.

All of today's students, regardless of age, are immersed within the digital arena. Digital communications have a far wider reach than any traditional form of promotion that has gone before it and knowledge is available at the touch of a button. As such, millennials, and the generations that follow, demand and expect more information than ever before, this is particularly true of organisations' ethical practices. Younger generations are extremely environmentally aware and increasing coverage of the consequences of unsustainable actions have created a passion to make a real difference. Waste disposal is a significant part of this.

When it comes to waste and recycling, segregated bins, clear signage, posters and knowledge sharing among students and staff

is all helpful, however, at Cawleys we believe that engagement is key. Strong ethical intentions are all well and good but unless they can actively be put in to practice they are of little use. We believe that taking the time to visit a campus to actively highlight the practicalities of segregation and recycling really helps enable universities to reduce contamination rates and hit recycling targets. This is especially true in an environment where there isn't yet a universal recycling labelling system in place. Knowledge is power, and we have found that conducting these recycling and waste awareness days allows us to inform students and staff face to face how to best use the recycling and waste management systems they have in place.

Along with engagement, another important factor is for educational facilities to take a joined-up approach. This applies to both the green committees within universities as well as facilities managers, senior management teams and contractors on site. We have found that the most effective approach to sustainability is to generate awareness and common goals through the whole university, from managing director level, to cleaning operative. This is particularly true when it comes to on-site concessions such as coffee shops, caterers and retailers who should all be encouraged to follow the same waste and recycling processes as the rest of the university. For example, if a university has chosen to use compostable cutlery and cups, it is vital that any on-site coffee shop is encouraged to do the same to avoid contamination of the compostable waste.

It's important to ensure that all waste, including food, coffee grounds and compostables are disposed of in a way that is fast, economical and most importantly beneficial to the environment. 70 per cent of the waste produced by universities comes from paper, card, and food. Choosing to recycle these waste streams using the correct segregation techniques can help minimise the amount of waste sent to landfill. As part of your waste management programme ensure your waste management supplier provides full training for your staff, as well as posters and signage for use across your site.



Nicky Severn is a Marketing Manager at Cawleys, a framework supplier on the national Waste Management Services (Sustainable) Framework. Contact Nicky.Severn@cawleys.co.uk

Procurement Fraud:

A personal perspective

With a 55% year on year increase in the value of fraud offences in the UK it's no surprise that LUPC members are finding themselves becoming more aware of incidences of fraudulent behaviour in their own organisations. Our **Suzanne Picken** talks with **Caroline Heckscher**, Procurement Director at the University of London, about their experience and the advice she would give to our members.



The University of London (UoL) found themselves a target of fraud back in 2017; as the investigation unfolded they uncovered activity which had the potential to result in a loss of £11 million.

Concerns were initially raised when a staff member received a phone call from a supplier asking for confirmation of receipt of a previous shipment of goods. No such goods had been received, and additionally the invoice for the goods did not match up with a UoL purchase order (PO) number.

When investigated, it became evident that fraudsters had forged UoL's new purchase order form template to place fake orders with UoL's suppliers, which were then intercepted at the time of delivery. UoL had recently implemented a "no purchase order, no pay" system which meant it prevented any of the invoices for the bogus orders from being paid; this meant that the institution escaped unharmed financially but sadly six of their suppliers lost a combined total of hundreds of thousands of pounds.

The University put procedures in place so that all staff were aware of the risks, this helped when another key incident occurred. A building manager noticed a courier making an IT equipment delivery through the front entrance of the building rather than through the goods in area which is standard practice. The building manager retrieved one of the parcels at the same time as an unknown man intercepted another box and ran off with it. The building manager immediately locked the entrances to the building, this proved fruitful as the fraudster did attempt to return for the other item.

The criminal investigation is still ongoing, the individuals concerned have not yet been identified or caught.

Caroline gave us the details of the key actions they took to try and prevent future occurrences of fraud, we hope these will help you:

Reporting: UoL and their suppliers reported incidents to their local police forces as well as to Action Fraud¹, the UK's national reporting centre for fraud and cybercrime.

Fraud Response Plan: The procurement team worked with their internal audit department to develop and implement a formal fraud response plan. This ensured that controls in place were adequate and enabled an understanding of the full extent of the fraud.

Penetration Test: A penetration test of key systems and the IT network were carried out, no breaches were identified. UoL were therefore confident that their own system had not been compromised. UoL now stipulate as part of their supplier selection process and their terms and conditions that if a supplier's system touches the UoL network they must carry out regular penetration tests.

Communications: A message was sent directly to all current suppliers with instructions on how to validate genuine orders and an educational note was published on the UoL website².

The main advice to suppliers (which we can all replicate) is to check that purchase orders are genuine by verifying the detail with the customer, check the delivery address is affiliated to the customer and correct, and review the items and quantities being ordered to sense check that this is typical expenditure.

Staff were advised to be vigilant, particularly those in finance, the helpdesk and those responsible for goods receipt; this is essential for on-going monitoring.

A wider communication was sent out to students at the University warning of the ways they may unintentionally become involved in these types of scams, for example by being asked to accept packages at their accommodation address.

Audit: An audit of invoices was undertaken, (predominantly IT related) to ensure that no payments had slipped through for items not received.

1 <https://www.actionfraud.police.uk>

2 <https://london.ac.uk/news-and-opinion/fraudulent-emails-and-purchase-orders>

Incident Log: UoL maintained a log of all suppliers who contacted them so that they could track events including the goods value. This raised the significance of the crime for the police; previously each supplier had reported incidences to their local police force and were given individual crime references, the new way of combined reporting identified a much larger picture and resulted in the crimes being escalated to the Metropolitan’s Police’s FALCON (Fraud and Linked Crime Online) team.

Control check and policies: Robust internal controls were checked including reviewing who at UoL was placing orders with suppliers and only nominated individuals could do so for high value goods, such as IT equipment.

Effective policies and behaviours were communicated to suppliers and also to staff internally, in particular to understand procurement policies. This included the message of “No purchase order, no pay” and that senior members of staff would not ask for large invoices to be paid urgently.

Caroline said:

“The main thing I have learnt from this experience is that you can’t manage situations like these alone – it requires collaboration and teamwork across the organisation including different skillsets; procurement, finance, security, ICT colleagues and internal audit.”

Internal Procurement Fraud

More than half of fraud crimes in the UK are committed by external actors e.g. hackers, customers, and intermediaries (as in the case of the UoL). Internal procurement fraud is also common and can include employees colluding with suppliers involving bribery, corrupt influence (awarding contracts without robust and transparent processes) and billing fraud where the representatives of the buyer will profit in some way from the fraud.

What to look out for

There are a number of red flag indicators that may indicate suspicion, or leave persons more vulnerable to being the victim of a crime. It is important to look out for not just specific behaviour but significant changes in behaviour.

- Individuals experiencing financial difficulties; they may be living beyond their usual means.
- Unusually close relationship with a supplier.
- Control issues/ unwillingness to share duties.
- Personal problems – divorce or other family problems.

A final word from Caroline:

“Be on your guard, ensure you have the right safeguards, controls and training in place – be suspicious! Move towards proactive resilience rather than reactive security.”

If you would like to discuss this further with **Caroline Heckscher** contact Caroline.Heckscher@london.ac.uk. There is a session on Counter fraud and identifying financial risk for those attending the Conference of University Purchasing (COUP) on 5 September 2019 at the University of Leicester.

HOW TO PROTECT YOUR INSTITUTION AGAINST FRAUD

Below is a step by step guide which you may find useful to share

Educate Employees and Suppliers

Ensure buyers are familiar with your procurement processes and create a supplier code of conduct which is issued to all suppliers.

Purchasing controls, segregation of duty and auditing

- Centralise procurement with well-defined processes, ensuring checks and balances requiring more than one person to sign off on large expenditure. Use of an e-procurement system, where appropriate, will also provide a transparent audit trail of supplier selection.
- Ensure supplier due diligence is carried out during any supplier approval process, with suppliers being thoroughly vetted and verified by a minimum of two people.
- Use an electronic accounts payable system, with key controls around separation of duties between requisition, ordering, checking receipt of goods and services and authorising payment.
- Ensure the same individual doesn’t have control over the entire procurement process. Ideally, there would be a procuring department and an accounts payable department.
- Implement a three-way matching system (purchase order, receipt and invoice) to verify invoices before payment.
- Carry out random audits of purchasing transactions on a regular basis.

Fraud Risk Assessment

Fraudster’s exploit weaknesses in an organisation’s system, so there is a need to analyse and understand the risks. Any assessment should anticipate the behaviour of a potential criminal.

Fraud Response Plan

Ensure you have a fraud response plan in place so that you are prepared for how you will deal with any fraudulent activity *before* it occurs. Your fraud response plan should define responsibilities for action and reporting lines.

Training

Carry out Counter Fraud training for those involved in procurement and train staff to watch for red flags in order to identify fraud.

Whistle Blowing Policy and support

Where risk assessments and the use of analytics detect suspected fraud, it is crucial that suspicions are reported and properly investigated. Ensure all staff know who to talk to if they have concerns.

Systems and data

To prevent cyber-attacks on your organisation, be proactive with your protection;

- Keep up to date with routine maintenance of your IT systems, including patches, updates and access permissions.
- Use secure storage space from cloud providers to make data less accessible to cybercriminals.
- Ensure you have sufficient software installed on your systems; a firewall, security software and a strong virtual private network to make it harder for cybercriminals to intercept data.
- Carry out regular penetration tests on systems internally and also stipulate that suppliers do so.

Mental Wellbeing: “If you measure it, you can manage it.”

Does your organisation measure levels of wellbeing amongst their staff? Monkey Mind’s Graham McDowell reports on how measurement of wellbeing levels can impact ability and performance.

Take a moment to consider a typical university or large organisation and consider how many metrics and key performance indicators (KPIs) might be employed across its numerous departments, activities and operations. I imagine that any manager or administrator responsible for any activity, would be required to use some form of metric so the organisation could assess its effectiveness in some way.

So, we seem to accept the maxim “If you measure it, you can manage it” as we so readily rely on data to understand how we’re doing in relation to our targets, historical performance and competitors. The data we gather also informs our decisions about changes we can make to improve future performance.

But delve deeper and we find that at the very heart of every metric, we are actually measuring a human being, or more specifically, the functional ability of an individual or group, to perform certain specific tasks. And, we must then understand that an individual’s functional ability and performance is always directly linked to their level of mental wellbeing.

As mental wellbeing, at an individual, departmental and organisational level, so directly effects every other metric and KPI, this is clearly THE most obvious, relevant and important metric to understand and monitor, right? So please put your hand up if your organisation regularly measures mental wellbeing levels and uses the data gathered to manage your human resources, by helping individuals improve their functional ability and performance?

Well, if you put your hand up, kudos to you and your organisation, but if you didn’t, don’t worry, you’re not alone. You see whilst there is an evolving awareness around mental health within the workplace and education, I feel we still need to undergo a fundamental shift as a society in how we think and talk about this subject.

As a species, we have a survival instinct that narrows our focus on to the perceived problem. For example, with issues such as anxiety, depression and anger, those suffering, do so because ultimately, they narrowed their focus onto their ‘problems’ and if as a society we do the same, by narrowing our focus onto their ‘problems’, we merely perpetuate the cycle.

As Einstein said: “We cannot solve our problems with the same thinking that created them.” We need therefore to develop the habit of focussing instead on the solution, which brings us back to measuring mental wellbeing within your organisation. If you or your colleagues do not want to find out the results, it’s because you’re thinking of them as a potential ‘problem’.



If that’s the case, switch your thinking and consider that these results are in fact the solution. If your organisation is operating at, let’s say, 60% of it’s mental wellbeing potential, it means you’ve got 40% worth of untapped potential, and the data you’ve gathered around this will help you to access some of that potential.

Just imagine, having a new metric that could show you where to find 40% worth of improved performance and what effect it might have on your organisation, and the life experience of the people within it, if their average mental wellbeing levels and therefore behaviour and performance, increased by even 10%?

And, when I’m feeling really optimistic, I even imagine a future where universities and employers actually attract staff and students by publishing their organisational mental wellbeing results in a league table. As John Lennon said: “You may say I’m a dreamer,” but the question is: “Am I the only one?”



MonkeyMind
find your inner balance

Graham McDowell is a mindfulness coach, solution focused hypnotherapist and psychotherapist and founder of Monkey Mind Limited, a framework supplier for Occupational Health and Wellbeing. Contact graham@monkeymind.uk.com www.monkeymind.uk.com

Student Starter Packs: Universities enhance the student experience

Going to university for the first time can be a daunting experience. Gailarde's **Sarah Richen** reports on how universities are assisting students to settle in to student life.

Flying the security of the family nest and into student accommodation for the first time brings a host of stresses and worries, both practically and emotionally. It's a big transition especially for those moving away from home for the first time.

One thing for sure, is students are becoming increasingly drawn to universities who offer the full student experience rather than just academics alone. Universities across the country are working hard to welcome their students with open arms to make the transition to student life as easy as possible.

We looked at stats from the WUSCAs, an annual celebration of the best universities and higher education institutions in the

UK. The Whatuni Student Choice Awards awarded (in order of ranking) Swansea University, Aberystwyth University, Loughborough University, Bangor University & Harper Adams University for 'University of the Year 2019.'

All of the awards are nominated by students themselves, through the 41,000+ reviews collected in 2019 alone. Students are the most prolific users of the internet in our society and automatically go online for almost any task – and that includes feedback of any kind! As a result of this, we are beginning to see a whole new era of savvy students with high standards and universities are recognising this in their pre-arrival offering.

One thing that the five top rated universities have in common is their offering to students, one of which is pre-arrival student packs from UniKitOut. As part of their experience students can easily order bedroom, kitchen and bathroom kits to be waiting for them upon arrival. Products for the bedroom, bathroom and kitchen can now be provided in compact, tailor-made packs comprising a wide variety of bedding, linen, towelling, cooking equipment, crockery, bathroom essentials and homewares.

The upshot is that when the students arrive at university for the first time, all the chosen equipment to ease their way in will already be there waiting for them. From feedback received to date, it is clear that a totally bespoke online service significantly enhances the student experience for the benefit of both students and universities alike.

Universities are also supporting international students more than ever before, with many offering help opening bank accounts, mental health support, Immigration & visa guidance, cost of living information along with general questions & general move-in help.

Upon speaking with hall managers on a regular basis, their roles have evolved and they often develop a mentor relationship with students - becoming a parent figure, a friend and a support network all in one.

If the students are well prepared for what to expect when beginning university for the first time, along with being equipped from day one, university life will be certain to start out smoothly and hassle free for all parties concerned.

Sarah Richens is the Marketing & Ecommerce manager for UniKitOut by Gailarde, a supplier of essential student packs delivered to university before arrival. Gailarde is a framework supplier on the Soft Furnishings, Associated Products and Services Framework. www.unikitout.com 0203 475 4751



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Health benefits of considerate building design

The design, construction and operation of buildings can have a real impact on helping people thrive. The International WELL Building Institute's **Victoria Lockhart** outlines the potential for improving the health and wellbeing of students, faculty and staff.

When it comes to sustainable procurement and operations for university building facilities, the conversation traditionally has been shaped by environmental priorities and current green building practices. As this movement has grown, its proven energy and water efficiencies, and waste and greenhouse gas reduction strategies have been widely accepted as best practice across the globe. We've made incredible progress against building performance. It's now time to focus on human performance and the contributions better buildings make towards helping people thrive.

Our buildings can shape our habits and choices, regulate our sleep-wake cycle and encourage us toward healthy choices that enable us to fulfil our potential. Nowhere is this of greater importance than in places of learning. Behaviours established during student life can contribute to successful learning outcomes and help shape positive lifelong habits.

We know that the state of our health is overwhelmingly determined by our physical and social environments – more so than even our genetics, lifestyle and medical care combined¹. As we spend more than 90 percent of our time indoors, building features such as indoor air quality, acoustics, lighting and ergonomics have a profound effect on human health and well-being.

Lighting misaligned to our circadian rhythm impacts productivity and alertness. Poor indoor air quality not only can cause discomfort but can also lead to loss of focus and “trigger a host of health problems — including asthma and allergies — that increase absenteeism and reduce academic performance².” Students with learning, attention or reading deficits are more adversely affected by poor acoustic conditions than the average student, which can lead to stress and fatigue. And lack of access to healthy foods and a sedentary lifestyle can help contribute to higher obesity rates at the juncture when physical activity is already known to decline as children transition to adult life. If we can leverage campus buildings – classrooms, halls of residence, student unions, fitness centres and cafeterias – to support students to establish healthy habits and lifestyles, then we're setting them up for successful lives.

A focus on health and well-being is not only imperative for the students on campus. Higher education facilities must also provide for the needs of faculty and staff. This includes constructing and operating healthy indoor spaces where people work, and selecting furniture and other products that reduce exposure to hazardous materials. There is also a powerful opportunity to create healthy organisational cultures that weave in opportunities for mindfulness or connections to nature.

alongside the chance to rest and recharge during the day in order to manage stress and enhance people's happiness, job satisfaction and performance.

The WELL Building Standard, the first rating system to be exclusively focused on human health and wellness, is helping to fuel this larger transformation taking place globally, as organisations increasingly recognise that design, construction and operations decisions can positively contribute to people's overall sense of well-being. We're starting to see measurable outcomes from post-occupancy data in terms of reduced absenteeism and turnover, and improved happiness and satisfaction in the workplace. At the first WELL Certified project in Europe, based in London, early findings showed “substantial improvements in staff engagement” with increases in perceived well-being, sense of community and retention. Employees reported enjoying their work environment more, which has translated to bottom line savings³. Higher education institutions such as Maastricht University (Netherlands), Universidad de Valladolid (Spain), National University of Singapore and the University of Virginia (USA) are following suit as they look to WELL as a framework for supporting human health.

We're also seeing WELL serve as a catalyst for broader change. We're hearing from WELL projects that positive behavioural changes people have gained through nudges at the workplace – choosing fruit as a snack over sweets, or increasing their activity throughout the day – are leading to healthy habits at home and beyond. At the organisational level, WELL has helped to cut across operational siloes and bring together diverse groups, such as operations and facilities with human resources, in a combined effort to drive better outcomes for employees.

We're now excited about the opportunity to support higher education in its embrace of healthier people through better buildings and to inspire the next generation of leaders to become ambassadors for public health. Everyone has a role to play in advancing better decisions about our buildings to improve the health and well-being of all people that work, live, learn and play in them.

¹ Centers for Disease Control and Protection. Frequently Asked Questions. 2014. Available online at: <http://www.cdc.gov/nchhstp/socialdeterminants/faq.html>

² Environmental Protection Agency (EPA) (2016) How Does Indoor Air Quality Impact Student Health and Academic Performance? <https://www.epa.gov/iaq-schools/how-does-indoor-air-quality-impact-student-health-and-academic-performance>

³ Capturing the Value of Sustainability: Identifying the links between sustainability and business value; January 2018, UKGBC: <https://www.ukgbc.org/ukgbc-work/capturing-value-sustainability-2/>



Victoria Lockhart is Director of Market Development, Europe at the International WELL Building Institute. Contact victoria.lockhart@wellcertified.com.

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Let's talk...

This issue, for something different, we talk to **Jim Biggin**, our very own Graduate Procurement Officer at LUPC.

How long have you worked at LUPC?

I've worked for LUPC for almost 11 months, starting in September 2018 in the first ever graduate position at LUPC.

What motivated you to apply for a graduate procurement role?

After applying everywhere, I narrowed down that the public sector was for me. I felt like I would be able to help change the world. Then, while I was a student, I saw the positive impact procurement can have in supply chains when I successfully campaigned LUPC to affiliate all of its Members to Electronics Watch. I had originally thought I could only get one Member affiliated, which was the university where I was studying, Queen Mary. I thought this success will have such an impact on people's lives all over the world, I want to do more of that, and the role was a good match.

What are the key things you've learnt and got involved in during your year at LUPC?

EU/UK Public Procurement legislation, level 4 CIPS, pivot tables, the sourcing process, how insurance works, internal and external stakeholder engagement and how an eProcurement system works. Most importantly though, mastering how much milk to pour into everyone's tea.

What do you most enjoy about your job?

I love the variety of tasks, writing articles one hour and terms and conditions for a lab equipment framework the next. Mainly I feel genuinely cared for, like people want me to succeed and I really enjoy that because it feels like I can do my best and develop how I want to. I feel like I am contributing.

What's the most difficult aspect?

It's being brave to accept responsibility for projects and apply yourself to not make mistakes. The frameworks will likely be used by hundreds of people, buyers and suppliers, here in the UK and impact even those in the factories making the equipment we put through our Frameworks. As a graduate you've only ever had responsibility for yourself, so it's tempting to shrink back from those moments because you don't want to make any mistakes, but those moments define you. Even arranging a meeting will impact other people's work, but you feel good after it's successful.

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

Probably charity work, or working for the government, making an impact more locally.

What's the most interesting project you've been involved in during your graduate role?

A short project I can think of was where I was assisting the Senior Contracts Manager for Professional Services evaluate LUPC's Debt Recovery Framework. It was fascinating to see the methods they use to recover debt from non-UK jurisdictions, like searching social media for addresses, and the problem of people disappearing and therefore the debt too. It goes to show how easy it is for someone to find you if they really try, and made me think twice about how much personal information I put online.

What would you like to be doing in five years' time?

I would like to be working in estates procurement. I have always enjoyed urban planning from my Geography degree, and my dissertation was on the Barbican Estate in Central London. Being able to influence how an estate or place is created and managed, particularly making it more enjoyable and healthy for its users and the surrounding public is what I would find rewarding.

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

Seeing a room of laboratory experts I have never met before unanimously agree that my work drafting specifications for Life Science Equipment is perfect. I felt proud because I had no experience with those equipment types, so I spent a considerable amount of time, maybe 15 hours, creating the specifications from scratch, with minimal guidance. I researched them on Bio-Compare, created my own comparison excel sheet of each model within the equipment types, and wrote them. It felt very vindicating and motivating that I can do well in this role, as I had just begun at that point, and so made me confident I had chosen the right job.

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

I just watched *Toy Story 4*, I nearly cried it was so fitting for the end of the series.

Thank you!



PURCHASING
CONSORTIUM

FRAMEWORK *TOP TIPS!*

Adhere to the seven key points outlined below in order to achieve best value when using framework agreements.

1 PRE-MARKET ENGAGEMENT

Engage with suppliers early on in your process. This enables;

- you to understand the latest in the market and how best to shape your mini-competition
- suppliers to plan in advance and schedule adequate time to respond to your mini-competition, as well as understand your organisation and what you are looking for.

2 SCOPING THE INITIAL REQUIREMENT

- Create an effective internal cross-functional team comprised of procurement and any necessary operational/technical expertise.
- Where insufficient expertise in-house is available for outsourced services, consider the use of relevant consultants to assist with your specification.

3 SPECIFICATION

- Consider mandatory vs. desirable requirements and where possible, encourage innovation by keeping your focus on the final outcome e.g. output-based, performance style specifications.
- Make reference to your key objectives, quoting industry standard specifications where possible e.g. office cleaning standards.
- Include delivery focussed service levels and KPIs to measure key objectives

4 PRICING

Engage with suppliers early on in your process. This enables;

- Use your mini-competition to ensure you are getting best value. Frameworks for services are often “ceiling rates” which can be improved upon at mini-competition stage. Remind the suppliers in these instances that you are looking for improvements on the framework rates in their submission.
- For services agreements it is not necessarily the lowest hourly rate that will be the most competitive, the time to deliver your requirement will also have an impact on the lowest cost.

5 MINI-COMPETITION EVALUATION

- Don't re-evaluate every element of the original framework. Focus on the elements of award that are specifically important to your organisation.
- Many frameworks will permit the variation of weightings within their award criteria and sub-criteria. Use this to reflect your organisation's needs.
- Include your evaluation methodology with your mini-competition documents to ensure transparency on how the suppliers will be scored.

6 CHALLENGING INTERNAL STAKEHOLDERS

- Frameworks suppliers are not the same as preferred supplier lists.
- Be mindful that simply using a framework supplier doesn't necessarily mean obligations of the public contracts regulations are being met. Although direct award is permissible with some frameworks, the appropriate call-off process should be followed and call-off contracts signed with a clear start and end date.

7 CALL OF CONTRACT & KPIs

- Call off terms and conditions are included within the framework documentation. Member specific refinements can be made so long as the changes are not material.
- Any service level expectations and KPIs should be stipulated as part of your mini-competition process.

The six university purchasing consortia are always looking for membership views, industry specific expertise and evaluators for their tender working parties. Please contact your consortium with a view to you sharing ideas and getting involved.

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- Colin Davies, Procurement Director
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