



LUPC Annual Review

2021-2022

SUMMARY OF RESULTS

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



LUPC is a reliable organisation, fulfilling an important role in the sector. I find LUPC's Category Managers knowledgeable and responsive to user needs.

Jon Ryder-Oliver
Senior Procurement Business Partner,
The National Archives

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CHAIRS REPORT



As the newly appointed Chair of LUPC, I'm pleased to present LUPC's Annual Review for 2021-22.

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LUPC launched its new strategy, Working together to achieve shared goals in a changing world, at the beginning of 2021-22 setting out how we will continue to meet our members' needs. The strategy goals, objectives and key performance indicators (KPIs) can be found on page 21, along with how

LUPC has performed against the KPIs in the first year of the strategy.

The final financial result for the year shows the company made a loss for the year of £203,229 after tax, this is entirely due to a change in the pension provision. This reflects an increase in income to £1,312,705 (2020/21: £1,224,717), and an increase in operating expenditure to £1,505,433 (2020/21: £1,191,706). The balance sheet shows a net asset position of £729,848 (2020/21: £933,077).

Three new members joined us during the year; King's College London, Royal College of Radiologists, and The American International University in London. This brings the membership total to 92.

Naina Patel, HR Director at the University of the Arts, joined the LUPC Board in September 2021. We welcome her steer, in particular relating to HR

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Mark Blaney
Finance and Resources Director,
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Jon Ryter-Oliver
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CATEGORY ACTIVITY



Information and Communications Technology (ICT)
The previous supply challenges continued this year with higher-than-normal demand and a succession of further Covid-related lockdowns in manufacturing areas such as China. Supply chain risks were also assessed with ICT suppliers following the outbreak of the conflict in Ukraine. Several component categories eased in cost towards the end of this cycle with forecasters predicting reduced economic activity and demand for the second half of 2022.

LUPC and its members participated in newly tendered frameworks including the latest *Apple Equipment* agreement, which commenced back in November and offered attractive discounts across the Apple ecosystem. Regular stock updates were also issued to LUPC's Computing Group members, together with ongoing information around training events, price-related discussions and tendering activity.

New ICT frameworks in 2021-22	Planned for 2022-23
<ul style="list-style-type: none"> Apple Equipment and Services Framework Agreement - National IT Equipment Reuse, Recycling & Disposal Short Message Service (SMS) set 	<ul style="list-style-type: none"> Accommodation Management and Conference Software Alumni CRM Desktop & Notebook (NDNA) Finance, HR/Payroll Systems and Associated Services HENSS2 (Networking Equipment and Services) Servers, Storage and Solutions National Agreement (SSNA) Similarity Detection Systems and Associated Services Student Information Management Systems and Associated Services Student Module Evaluation Systems and Associated Services

LUPC also assisted with the development and evaluation of the new *IT Equipment Reuse Recycling and Disposal* framework, which commenced in early 2022. This had the aim of reducing waste volumes, optimising product utilisation and landfill avoidance through enabling the re-purposing of redundant items for use by others in accordance with the principles of the waste hierarchy. Any income generated through returned IT less an agreed deduction for the recycler's services, can either be retained by the member or donated to a local cause or charity.

Finally, the latest *Short Message Service (SMS)* framework was amongst the new Jisc-led agreements supported by LUPC and made available to members.

Mike Kilner
Senior Category Manager

MEMBER ENGAGEMENT



national procurement conference, taking place in September 2023.

A variety of other events took place this year including category group meetings, member inductions demonstrating LUPC's services and how to make the most of membership, responsible procurement meetings and events, and NEC4 training.

In January 2022, we launched the new LUPC website. With a more up-to-date refreshed look, it is easier to navigate and find information that is needed. LUPC members can log in to the website to personalise their interests and preferences in the *My LUPC* section, which enables them to tailor the information they receive from us. Content is also available to members behind the login for more sensitive, or member-exclusive, information.

"It was great to be back with members and suppliers face-to-face. Some things just can't be replicated in a Zoom call."

LUPC member

CORPORATE STRATEGY



LUPC's Corporate Strategy 2021-24 – Working together to achieve shared goals in a changing world

In September 2021, LUPC launched its new strategy for 2021-24. The focus has our members very much at the centre of our activity with a continuing emphasis on collaboration. Written in consultation with the LUPC team, Board and member feedback, each goal has objectives and key performance indicators (KPIs) which set how we plan to deliver against them. Progress against our strategic KPIs is reported on by the LUPC Director at each quarterly LUPC Board meeting. We provide a summary below of the first year of activity.

Goal 1: Deliver compliant framework agreements that are commercially advantageous for our members.

Objectives
Working with UK Universities Purchasing Consortia (UKUPC) we will:

- Deliver frameworks that meet the requirements of the new public procurement regulations.
- Consider the commercial requirements of our members widely at every stage.
- Reflect member needs consistently in our framework offerings in terms of value, scope, and sustainability.
- Ensure innovation is contemplated at all appropriate times throughout the procurement process.
- Apply continuous improvement protocols to each framework iteration.

KPIs

- (a) Use the annual survey to seek wider feedback on current and future use of framework agreements. Target +90% satisfaction rate. In the membership survey 2022, 100% of survey respondents agreed that the frameworks meet their requirements.



CORPORATE STRATEGY



associations/groups to the tender working party. All frameworks in the year invited representatives from relevant parties.

Goal 5: Develop a range of member benefits that add value.

- Objectives**
- Provide detailed annual member benefits reports.
 - Distribute accurate and informative spend data to members.
 - Adopt a continuous improvement approach to the range of benefits we offer.

KPIs

- (a) Proactively work to increase the number of members we provide individual spend data reports for using 2020 as the base year. In 2020 the base figure was 30. In both 2021 and 2022 it was 34.

Goal 6: Ensure customer service excellence in all we do.

- Objectives**
- Understand and respond appropriately to our members' needs.
 - Establish clear and effective internal processes in customer service.

KPIs

- (a) Gain and maintain an annual formal Customer Service Excellence accreditation.

UKUPC UPDATE

UKUPC webinars

Throughout the year, UKUPC has delivered a series of free webinars covering some of the hottest topics in HE procurement to members. Each webinar was led by one of the regional consortia and took place every other month from September 2021. Focusing on the pertinent issues facing professionals working in procurement, they have enabled learning and engagement with colleagues nationally across the sector. Topics included:

- Cyber Security
- Environmental, Social and Governance
- Addressing and mitigating supply risks in challenging times
- Opportunities for Circular Procurement
- Loneliness and Connection
- Transforming Public Procurement: Preparing for changes to the PCR

Recordings of these can be found on the [UKUPC website](#).

Higher Education Themes, Outcomes and Measures (HE TOMs)

UKUPC and some of its member institutions partnered with [Social Value Portal](#) on the official [Social Value guidance and measurement](#).

framework: Higher Education Themes, Outcomes and Measures (HE TOMs). This guidance helps HE bodies capture and communicate the full value of activities where they support their local economy

and community. It also empowers and informs organisations so that embedding Social Value into procuring goods and services is simpler. Further detail can be found [here](#).



ELECTRONICS WATCH



timeline for engagement on factory cases and created a commitment for RBA to address each issue in Electronics Watch monitoring reports with progress in certain areas. Unfortunately, there has been difficulty in reaching agreed closure within the stipulated timeline, with some factory investigations meeting secondary audit delays.

Electronics Watch ran a virtual four-day summit in late 2021 with a focus on the freedom of association and the right to collective bargaining. The summit explored in detail how public buyers can protect these rights, and how trade unions can help to ensure social and environmental responsibility in their supply chains. Several other events were held during the last period including, *"Supply Chain Transparency and Factory Level Impact - What is the Role of Electronics Watch Affiliates?"* in October 2021, which had presentations delivered by LUPC team members Mike Kilner and Marisol Bernal.

Mike Kilner
Senior Category Manager

CATEGORY ACTIVITY

Library

The books, e-books, e-textbooks, and associated services framework was tendered and made available to members in January 2022. The new agreement provides relevant goods and services via content aggregators. The agreement is primarily concerned with library use but there are also Lots that cover the purchase of printed books by departments and schools, and by staff and students, including via bursary schemes.

Roy Dennis
Senior Category Manager

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Planned for 2022-23

- Library Security and Self-Service Equipment, Software and Maintenance

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The LUPC professional services category group meetings continued throughout the year.

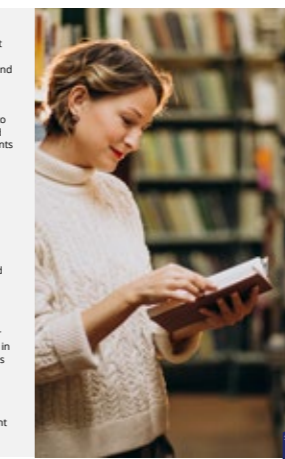
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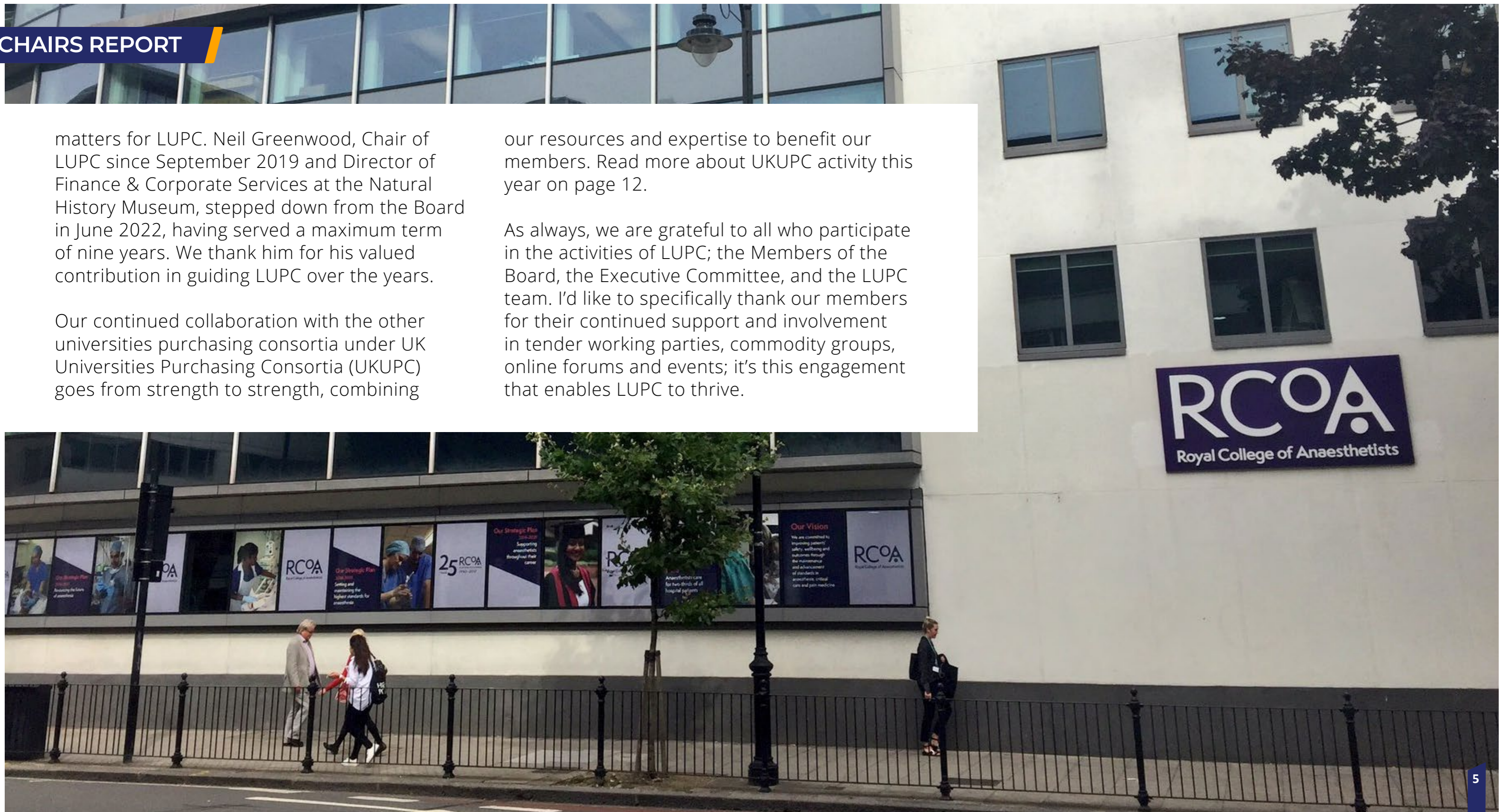
Mark Blaney
Finance and Resources Director,
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matters for LUPC. Neil Greenwood, Chair of LUPC since September 2019 and Director of Finance & Corporate Services at the Natural History Museum, stepped down from the Board in June 2022, having served a maximum term of nine years. We thank him for his valued contribution in guiding LUPC over the years.

Our continued collaboration with the other universities purchasing consortia under UK Universities Purchasing Consortia (UKUPC) goes from strength to strength, combining

our resources and expertise to benefit our members. Read more about UKUPC activity this year on page 12.

As always, we are grateful to all who participate in the activities of LUPC; the Members of the Board, the Executive Committee, and the LUPC team. I'd like to specifically thank our members for their continued support and involvement in tender working parties, commodity groups, online forums and events; it's this engagement that enables LUPC to thrive.





Delivering for our members is, as always, our number one priority and we put them at the centre of everything we do.

The results of our annual membership survey are encouraging and show that we are meeting, or even exceeding, member expectation:

- > 100% of respondents would recommend LUPC to another organisation
- > 100% of respondents feel LUPC provides excellent or good customer service.

An impactful area of the LUPC team's work, that has seen an increase in demand this year, is the direct procurement support provided to members. Our contracting team have stepped in to support members' procurement needs by assisting with tendering activity, on several occasions. This has not only helped the members involved but provided our team with direct experience of working within a member organisation, enhancing their understanding of member requirements.

Our new corporate strategy for 2021-24 builds upon the foundations we have laid and emphasises the need to work together across the sector to meet member requirements. As well as launching a new strategy this year, we have written a new Responsible Procurement Strategic Plan and Environmental Policy; with a commitment to be a net zero company by the end of 2022-23. For more information on this, please see page 14.

Throughout the year we have provided 35 events and training sessions for members. The highlight being meeting up again in-person at our LUPC and SUPC Conference in June, held at a brand-new location in Liverpool Street. New for this year was our Ultimate Guide to Procurement Best Practice Series. This was aimed at those involved in operational procurement activity and took members through the different stages of the Procurement



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Don Bowman
Director, LUPC

Cycle each month. Further details on member engagement can be found on page 19.

Following on from the success of the LUPC and SUPC annual conference, we are partnering with SUPC to deliver the UKUPC Conference 2023 (formerly known as COUP). This national procurement conference and exhibition will take place at the University of Exeter on 6-7 September 2023. Work on this is

very much underway to ensure we deliver an excellent conference programme for UKUPC members.

Finally, I would like to express my gratitude to the LUPC team for their hard work this year which is reflected in some of our members seeing the team as an extension of their own organisation. We never forget that we are owned by our members and are for our members.



LUPC's Category Management Team highlights activity in 2021-22 by LUPC and its partners across UK Universities Purchasing Consortia (UKUPC)

Estates, Facilities and Buildings

LUPC went live in November 2021 with its new *Estates and Facilities Management Services* agreement, incorporating maintenance and minor works; security: guarding and reception; and cleaning services. This brought together three separate agreements under one single agreement. The new framework introduced an additional bundled lot which allows members the option to contract with a single supplier for the delivery of all three services or a combination of

them. It provides a wider selection of experienced suppliers to allow for improved competition.

With the current *Waste Management (sustainable)* framework agreement due to expire in March 2023, LUPC engaged with members and the supplier market throughout this year to obtain knowledge and insights. The information obtained will feed into the preparation of the new waste management agreement, due to be tendered in 2022/2023, to help ensure that the new agreement

is up-to-date and incorporates learnings from the current agreement.

Usage of the current *Catering Outsourced Services* framework has been steadily increasing since the opening-up of the sector following the pandemic. With the current framework agreement due to expire in March 2023, market research has been ongoing to prepare for the new tender to be published late 2022.

The *Graduation and Ceremonial Gowns, Photography and Event Services* framework agreement was tendered in early summer 2022 and went live in July 2022. The original iteration of this tender provided support for gowns and photography services to assist members in delivering graduation events. The latest framework agreement offers members compliant access to a broader collection of suppliers whilst supporting the core requirements of service.

LUPC's *Taxi Services* framework agreement has seen an increase in spend over the past 24 months due to pandemic restrictions being lifted and members returning to a new normal. The current framework is in its final extension period and LUPC is considering options as to whether to retender for these services in 2023. Should this proceed, there is expected to be changes in scope and specifications to allow for more flexible approaches of supply.

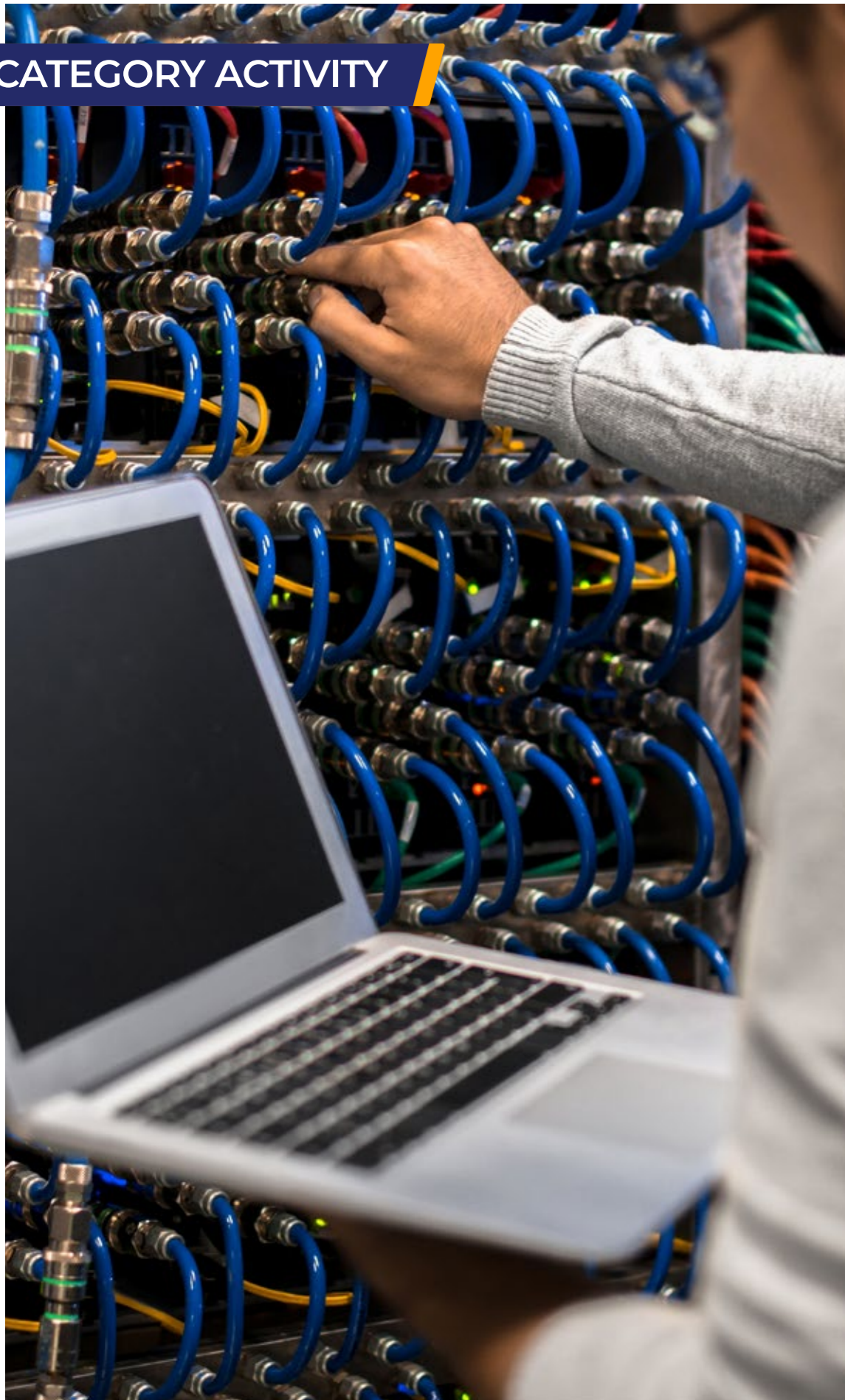
New Estates, Facilities and Building frameworks in 2021-22

- > 3D Printers, 3D Scanners and Associated Equipment, DPS
- > Estates and Facilities Management Services
- > Franking Machines
- > Residential Textiles, Student Starter Packs and Window Coverings
- > Sustainable Furniture Solutions
- > Water Quality Management

Planned for 2022-23

- > Carbon Offsetting Validation Services
- > Catering Outsourced Services
- > Cleaning and Janitorial Supplies
- > Professional Services for Construction
- > Waste Management Services (Sustainable)

Julie Gooch & Justin McLoughlin
Senior Category Managers



Information and Communications Technology (ICT)

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Mike Kilner
Senior Category Manager

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- > IT Equipment Reuse, Recycling & Disposal
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- > Accommodation Management and Conference Software
- > Alumni CRM
- > Desktop & Notebook (NDNA)
- > Finance, HR/Payroll Systems and Associated Services
- > HENSS2 (Networking Equipment and Services)
- > Servers, Storage and Solutions National Agreement (SSSNA)
- > Similarity Detection Systems and Associated Services
- > Student Information Management Systems and Associated Services
- > Student Module Evaluation Systems and Associated Services

CATEGORY ACTIVITY

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Senior Category Manager

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The LUPC *professional services category* group meetings continued throughout the year. Work has now started to

improve this category area by breaking out to category-specific events. Starting with legal services, law firms will now meet with members to present on current topics in law. This will develop into other areas including travel and occupational health in the year ahead.

LUPC's *credit checking service* has been retendered and awarded to the incumbent, Creditsafe. This enhances the service that we provide as a benefit to full members and includes a new design, increased training through webinars, and further developments planned during the term of the agreement.

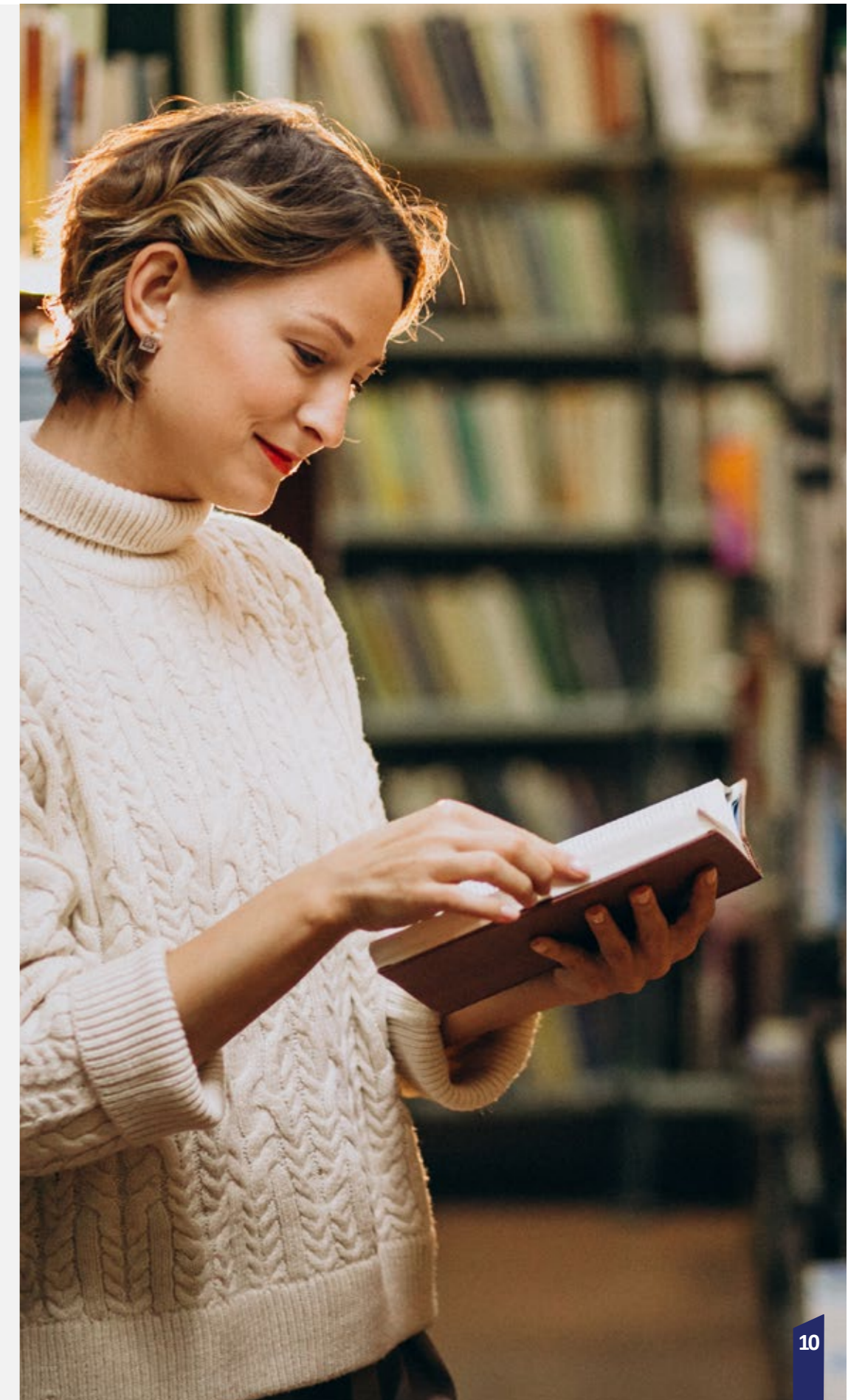
Roy Dennis

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Insurance

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CATEGORY ACTIVITY

Two successful underwriting exercises were undertaken in 2022, the first for Personal Accident and Travel insurance cover, which in May led to the return of AIG as the Insurance Group's insurers in this area. The second encompassed the remaining lines across 16 Lots, with Risk Management Partners successfully awarded in July for several classes including property, engineering and casualty.

New Professional Services (Travel, Legal, Consultancy Recruitment, Insurance, Printing) frameworks in 2021-22

- > Credit Checking Service
- > Executive and Senior Specialist Search and Associated Recruitment Services
- > Graduation and Ceremonial Gowns, Photography and Event Services
- > Insurance Brokerage Services
- > Insurance Services (PA/Travel)

Planned for 2022-23

- > Audit Services - Internal External and Tax
- > Debt Recovery Services
- > Education Recruitment Advertising and Resourcing Services (National) NERARS 2022
- > Fleet Solutions - Sustainable
- > Insurance Services (Underwriting stage exc. PA/Travel)
- > Occupational Health Services

The group's risk management initiatives continued to be well-received; this included a significant six-figure bursary assisting with escape of water prevention measures and other contractor-related risks within property.

Mike Kilner

Senior Category Manager

STEMed and Laboratories

This category, like many others, has seen significant market challenges such as soaring fuel costs, key raw materials and commodity price rises, as well staffing challenges. Supply chains have been experiencing this impact almost continually with Brexit, the pandemic and the war in Ukraine.

We have seen greater usage by members of LUPC's *General Lab Equipment* framework agreement as a result of the significant increase in the number of lots and suppliers on the agreement. Access to a larger supply base is also helping to navigate issues such as lengthy

New STEMed (Medical, Laboratory, Veterinary) frameworks in 2021-22

- > 3D Printers, 3D Scanners and Associated Equipment, DPS
- > Microscopy & Imaging Equipment
- > IUPC Lab Gases

Planned for 2022-23

- > Mass Spectrometry & Chromatography Equipment
- > Life Sciences
- > Supply of Lasers and Associated Equipment DPS (APUC)

lead times and lack of availability caused by the market challenges mentioned above.

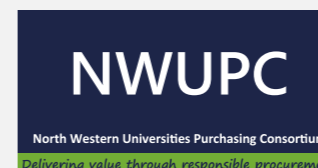
The *Life Science Equipment* framework also saw a sharp uptake in usage and spend in 2021/22 in comparison to the previous year. It is one of four Life Science related agreements that will be combined to create the next Life Sciences Framework Agreement, to be tendered in 2022/23.

To further assist members and provide a forum for lab buyers to exchange views and information, LUPC has re-launched the quarterly specialist *STEMed category meetings*, with the first taking place in June 2022.

Antonio Ramirez

Senior Category Manager

“100% of the respondents to the LUPC Annual Membership Survey 2022 stated that the available framework agreements reflect their organisation's requirements in terms of value, scope and sustainability.”



LUPC is part of a larger nationwide partnership with the other universities consortia known as UK Universities Purchasing Consortia (UKUPC)

UKUPC combines the six regional purchasing consortia; APUC, HEPCW, LUPC, NEUPC, NWUPC and SUPC with The Energy Consortium (TEC) and The University Caterers Organisation (TUCCO). Together, they have created a formal entity to support collaborative procurement within Higher and Further Education, combining their knowledge and expertise by working with each other and the wider procurement community.

What does UKUPC mean for our members?

UKUPC is all about leveraging the benefits of collaborative procurement - the eight UK consortia work jointly on procurement activities with the goal of achieving financial and operational efficiencies, as well as sharing best practice. Each year, our members spend over £1 billion through our framework agreements. By harnessing the power of group purchasing, UKUPC saves time and money for its members through access to framework agreements. Integrating the efforts of UKUPC's expert teams also provides savings, efficiencies and

a better service for all of the UKUPC community.

Key activity through 2021-22

Market Insight Document

UKUPC's quarterly Market Insight Document, launched in September 2021, outlines issues impacting international and national supply chains. Written by consortia category managers, it covers considerations related to labour, logistics, regulations and commerciality at a category level, and provides:

- > A high-level guide to market activity, risks and opportunities in the wake of significant disruption following Brexit, Covid, the war in Ukraine and a variety of other international natural, political, economic and social events.
- > Information gleaned from a number of sources including directly from suppliers and appropriate news sources.

“Thanks to UKUPC for continuing to provide this very helpful and informative document. It provides a great overview of factors in the macro-environment affecting specific markets relevant to the HE sector in a succinct way. Much appreciated!”

Grace Onyenuforo

Head of Procurement, Kingston University and St. George's, University of London

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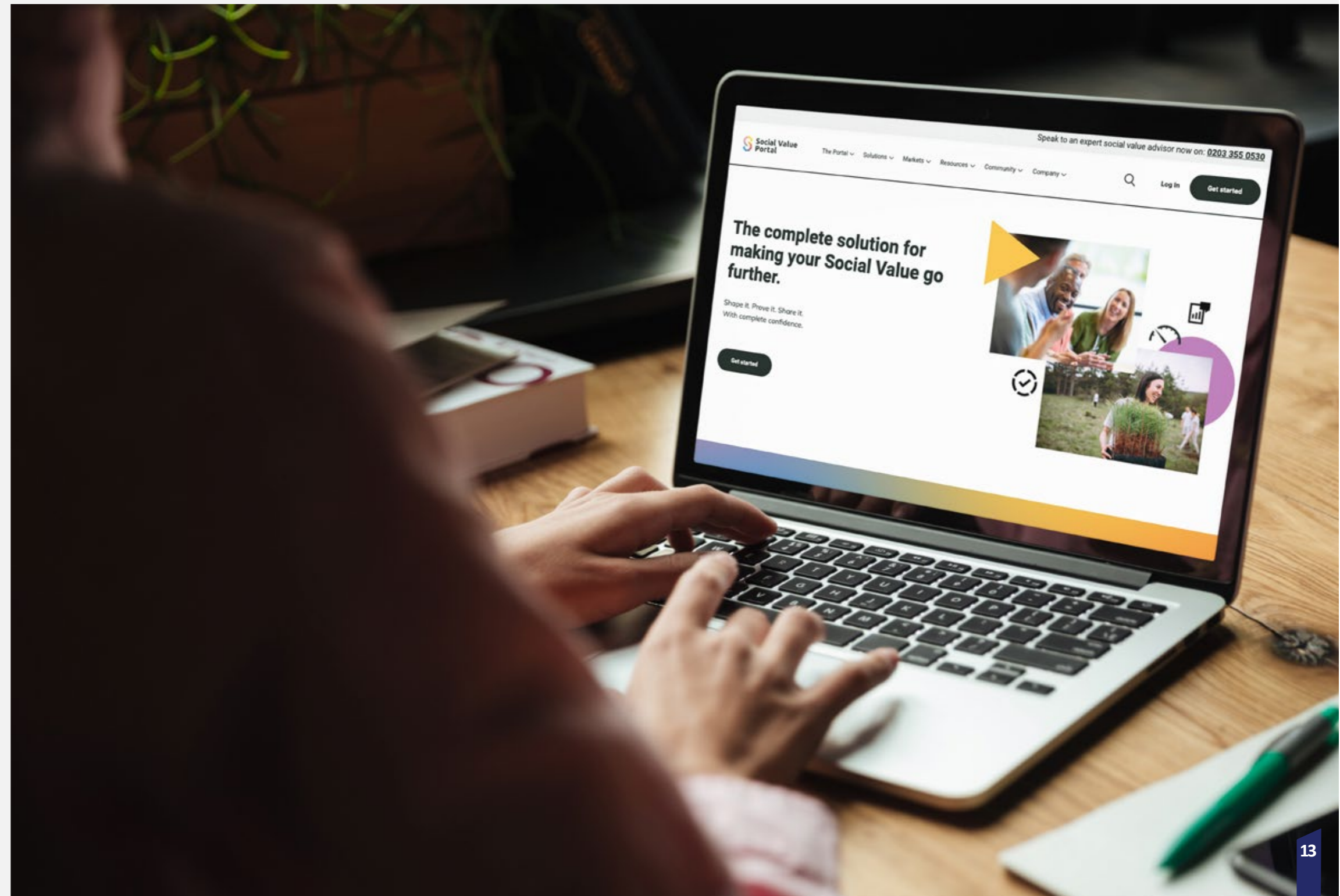
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and community. It also empowers and informs organisations so that embedding Social Value when procuring goods and services is simpler. Further detail can be found [here](#).





Striving to be a net-zero company by the end of 2022-23, LUPC is committed to enhancing responsible procurement activity across its members, partners and suppliers. Marisol Bernal, LUPC's responsible procurement lead, presents the key actions this year.

Responsible procurement is considered throughout LUPC's tendering activities, from tender strategy stage to regularly reviewing and assessing the risks of human rights abuses, environmental impacts and other sustainability issues across framework supply chains. It is also a primary consideration in how LUPC operates as a company, with a pledge to become a net zero company in the coming financial year.

New Responsible Procurement Strategic Plan and achieving Net-Zero

LUPC launched a new [Responsible Procurement Strategic Plan](#) in May 2022 that sets out its responsible procurement activity for the next 12 months, and how it will meet requirements within the LUPC Corporate Strategy in this area. LUPC has also written its first [Environmental Policy](#) to mitigate the environmental impact of its activities. To meet its net zero commitment detailed in this policy,

LUPC has created an [LUPC Carbon Emissions Report 2020-21](#) as a preliminary exercise to finalise the methodologies and calculations required from the 2021-22 academic year onwards.

CIPS Corporate Ethics Mark

LUPC has been awarded the [Chartered Institute of Procurement & Supply \(CIPS\) Corporate Ethics Mark](#) for the third year running. The accreditation demonstrates that LUPC has adopted and embedded ethical values in how it sources and manages suppliers.

Modern Slavery

Addressing modern slavery risk, as part of responsible procurement, is a topic of huge importance to LUPC. There is a continuous drive towards best practice in this area and supporting members and suppliers in developing their activities in this area.



Members have access to an eLearning suite on [Protecting Human Rights in the Supply Chain](#). This was developed especially for public procurement practitioners by LUPC in collaboration with its partner consortium APUC and the University of Greenwich.

LUPC has created a series of documents in relation to modern slavery including:

- > A one-page document with [top tips on how to write a modern slavery statement](#). While this document aims to support members tracking their progress when writing their statements, the checklist can also be used to evaluate suppliers' modern slavery statements.
- > [Guidance on preparing a Modern Slavery Statement](#) supporting higher education and wider public sector organisations to develop human rights due diligence in their supply chain and report on what they are doing in their statements. The Business, Human Rights and the Environment Research Group (BHRE) and LUPC have prepared this guidance based on their research and interactions with public buyers.
- > A [guide](#) listing resources related to modern slavery & human rights, including UK and international legislation, relevant international organisations, and advice on modern slavery statements.

LUPC's 8th [Modern Slavery Statement](#) for 2021-22 included policies on modern slavery in supply chains,

progress on the Supplier Due Diligence Tool, and updates from our activities with members, Electronics Watch, and other external partners. It also set nine goals for the 2022-23 financial year.

Collaboration

LUPC understands the importance of working in partnership with our members, suppliers and other consortia to ensure sustainable and responsibly considered procurement is interwoven across all aspects of the procurement process.

LUPC works with other UKUPC colleagues as part of a formal *Responsible Procurement Network* (RPN). The RPN reviews and promotes good responsible procurement practice across its combined membership, aiding both consortia procurement professionals and members to consider best practice within their procurement operations. Resources available on the [UKUPC website](#) include a [carbon reduction plan for SMEs](#) supplying the HE Sector. This guidance aims to help minimise the impact of the sector's activities on the environment. LUPC also works in partnership with organisations such as [BHRE](#), [HEPA](#), [Electronics Watch](#) and the [Ellen MacArthur Foundation](#) to ensure we can provide the best possible support for our members in their responsible procurement activity.

[UKUPC](#) and some of its member institutions partnered with [Social Value Portal](#) on the official [Social Value guidance and measurement framework](#): Higher Education Themes, Outcomes and Measures (HE

“Addressing modern slavery risk, as part of responsible procurement, is a topic of huge importance to LUPC. There is a continuous drive towards best practice in this area and supporting members and suppliers in developing their activities in this area.”



TOMs). This guidance helps HE bodies capture and communicate the full value of activities where they support their local economy and community. It also empowers and informs organisations so that embedding Social Value when procuring goods and services is simpler. For more information see [here](#).

Electronics Watch affiliation

All full members of LUPC are automatically affiliated to Electronics Watch (EW), the independent monitoring organisation helping public sector entities meet their responsibility to protect the labour rights and safety of workers in global electronics supply chains.

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

In-house expertise to support members

I have carried out free of charge work placements with member organisations, benefitting the members by sharing my expertise to assist them in their responsible procurement activities. Over the past year, I have worked with Jisc, Historic Royal Palaces,

Zoological Society of London and Birkbeck College and University of London, supporting on the following:

- > Getting the most out of their Electronics Watch affiliation by showing them how to use the Public Buyer Toolkit;
- > Reviewing procurement processes and documents from a responsible procurement perspective to identify areas that need updating;
- > Reviewing modern slavery statements to make sure they contain mandatory information and helping create content to reflect current activity in this area.

Martina Trusgnach, who is undertaking a PhD with the BHRE at the University of Greenwich, in collaboration with LUPC, is working with LUPC using her expertise in human rights to support our wider responsible procurement work.

Responsible Procurement Group

LUPC and Southern Universities Purchasing consortium (SUPC) have a joint [Responsible Procurement Group \(RPG\)](#). The group meets quarterly and brings greater visibility to projects being undertaken throughout our combined membership by widening participation of the groups and strengthening relationships between members. Our focus is to share best practice and help those interested by supporting the development of practical advice and guidance on important and relevant subjects.

Marisol Bernal

Responsible Procurement Lead



Electronics Watch Update demonstrating the on-going protection of workers

LUPC is a founding member of Electronics Watch which helps protect the labour rights and safety of workers in global electronics supply chains. Since 2017, LUPC has paid for all of its full members to be Electronics Watch affiliates; providing guidance, resources and contract clauses that support responsible procurement.

Electronics Watch continues to connect public sector buyers with workers' rights experts who monitor Information and Communication Technology (ICT) supply chains, driving compliance and ultimately improving working conditions. This involves engaging with resellers, manufacturers, the industry, and other stakeholders to follow up on contract conditions. An example of this over the last 12 months includes the analysis and discussion of supplier responses to the Electronics Watch *Gap Analysis* tool to understand differences between worker and company priorities in China. This has

established several suggested improvements for suppliers to act upon as part of their in-country manufacturing.

In 2021, Electronics Watch launched a monitoring pilot of mining operations linked to global electronics supply chains. Since then, Electronics Watch has been working with a monitoring partner on nickel mining in the Philippines, the island of Palawan in the Philippines being a major source of nickel for prominent electric vehicle manufacturers and battery suppliers. A report was subsequently published in May, linking the large-scale mining of nickel to severe human rights and environmental impacts in the Philippines with an affiliate webinar delivered on the main findings in March.

There were mixed results from the first full year of the Terms of Engagement process with the Responsible Business Alliance (RBA) industry body. The terms established a step-by-step process and

“LUPC pays for all of its full members to be Electronics Watch affiliates; providing guidance, resources and contract clauses that support responsible procurement.”

timeline for engagement on factory cases and created a commitment for RBA to address each issue in Electronics Watch monitoring reports with progress in certain areas. Unfortunately, there has been difficulty in reaching agreed closure within the stipulated timeline, with some factory investigations meeting secondary audit delays.

Electronics Watch ran a virtual four-day summit in late 2021 with a focus on the freedom of association and the right to collective bargaining. The summit explored in detail how public buyers can protect these rights, and how trade unions can help to ensure social and environmental responsibility in their supply chains. Several other events were held during the last period including, *“Supply Chain Transparency and Factory Level Impact – What is the Role of Electronics Watch Affiliates?”* in October 2021, which had presentations delivered by LUPC team members Mike Kilner and Marisol Bernal.

Mike Kilner

Senior Category Manager



At LUPC, we value our relationships with our members and are continually striving to support their needs in the best way that we can.

A true added-value benefit to LUPC membership, is the range of events that we provide for our members throughout the year. These are opportunities for members to learn, share and develop, while building up their professional network, which can help them in their role and career.

Brand-new for 2022, was the well-attended LUPC *Ultimate Guide to Procurement Best Practice*. This was a free, practical training programme covering the procurement cycle in 10 sessions. Aimed at members involved in operational procurement, the modules covered the key stages of the procurement process delivered by senior professionals from the LUPC team and Executive Committee. It involved real-life practical examples with presenters sharing their experiences and the reality, as well as the more theoretical side, of procurement. We accompanied each main topic with a drop-in peer group session the following week, allowing participants to discuss

each subject further in breakout rooms. We plan to run this course again in 2023.

Our *Heads of Procurement Monthly Meetings* have continued to be well-attended and provide opportunities for members to discuss the key challenges they are facing. The meetings are also a good space for LUPC to provide updates on relevant procurement topics. This year we have covered many subjects including responsible procurement - scope 3 and net zero, category updates, supply and market challenges, procurement recruitment, tender pipelines, and the new procurement regulations.

In June 2022, we saw the return in-person of our *LUPC & SUPC Conference* with approximately 250 members in attendance, 2 keynote speeches, 12 breakout sessions, and 67 exhibitors. LUPC and SUPC are working together again to deliver the *UKUPC Conference 2023* (formerly known as COUP), a two-day



MEMBER ENGAGEMENT



national procurement conference, taking place in September 2023.

A variety of other events took place this year including category group meetings, member inductions demonstrating LUPC's services and how to make the most of membership, responsible procurement meetings and events, and NEC4 training.

In January 2022, we launched the new [LUPC website](#). With a more up-to-date refreshed look, it is easier to navigate and find information that is needed. LUPC members can log in to the website to personalise their interests and preferences in the **My LUPC** section, which enables them to tailor the information they receive from us. Content is also available to members behind the login for more sensitive, or member-exclusive, information.

“It was great to be back with members and suppliers face-to-face. Some things just can't be replicated in a Zoom call.”

LUPC member



LUPC's Corporate Strategy 2021-24 – Working together to achieve shared goals in a changing world

In September 2021, LUPC launched its new strategy for 2021-24. The focus has our members very much at the centre of our activity with a continuing emphasis on collaboration. Written in consultation with the LUPC team, Board and member feedback, each goal has objectives and key performance indicators (KPIs) which set how we plan to deliver against them. Progress against our strategic KPIs is reported on by the LUPC Director at each quarterly LUPC Board meeting. We provide a summary below of the first year of activity.

Goal 1: Deliver compliant framework agreements that are commercially advantageous for our members.

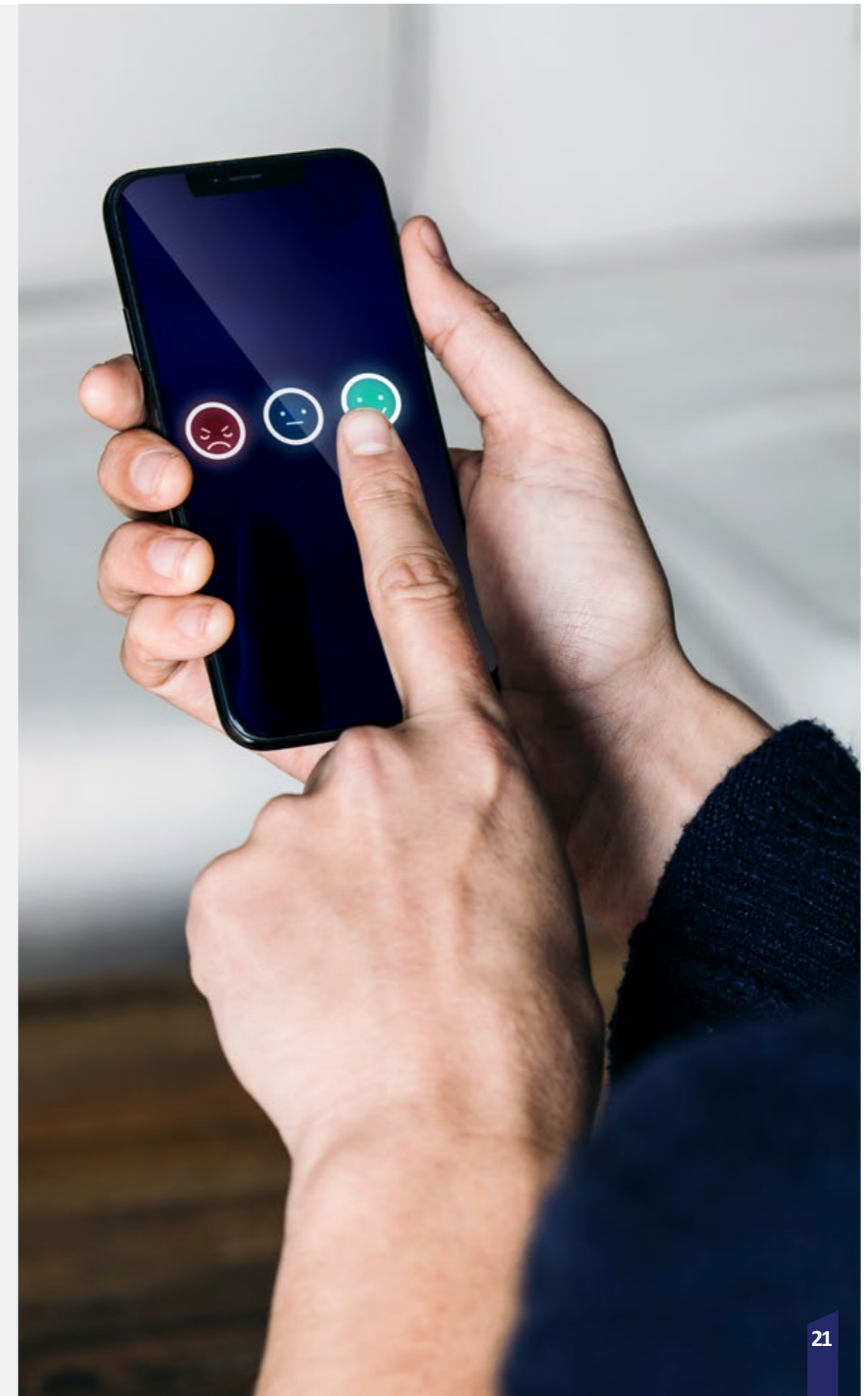
Objectives

Working with UK Universities Purchasing Consortia (UKUPC) we will:

- > Deliver frameworks that meet the requirements of the new public procurement regulations.
- > Consider the commercial requirements of our members widely at every stage.
- > Reflect member needs consistently in our framework offerings in terms of value, scope, and sustainability.
- > Ensure innovation is contemplated at all appropriate times throughout the procurement process.
- > Apply continuous improvement protocols to each framework iteration.

KPIs

1. (a) Use the annual survey to seek wider feedback on current and future use of framework agreements. Target >90% satisfaction rate. *In the membership survey 2022, 100% of survey respondents agreed that the frameworks meet their requirements.*



1. (b) After allowing for inflation, a year-on-year increase on spend through framework agreements. *Allowing for inflation, spend data showed a 1.4% increase compared to 2020-21.*

Goal 2: Enhance LUPC's position as a leader in Responsible Procurement.

Objectives

- > Implement effective supplier due diligence.
- > Communicate our activity regularly through media, events, and training opportunities.
- > Investigate opportunities for collaboration with appropriate bodies where learning can be shared across the three pillars (Environmental, Social, Economic).
- > Provide 1:1 and group support to our members via our dedicated responsible procurement lead.
- > Work with suppliers and our members to help them achieve their net zero emissions targets.
- > Improve the Equality, and Inclusion (EDI) understanding of our staff and our members procurement teams.

KPIs

2. (a) Achieve the KPI's in the LUPC Responsible Procurement Strategic Plan. *Progress will be reported in next year's annual review.*

2. (b) Using the annual survey, seek members' views of LUPC's position as a leader in responsible procurement: Target >85% *In the membership survey 2022, 88% of survey respondents saw LUPC as a leader in responsible procurement.*

2. (c) Ensure all those in contracting roles, as well as the director and deputy director, maintain Chartered MCIPS status. *All MCIPS contracting staff have maintained MCIPS Chartered status.*

2. (d) Deliver procurement related EDI training for staff and members. *Planned for 2022-23.*

Goal 3: Foster a culture for members and employees to network, share best practice, learn, develop, and grow.

Objectives

- > Provide regular and ample opportunities for networking and collaboration in person and online.
- > Identify gaps in knowledge or participation where LUPC can support its members in development.
- > Support members in the development of their commercial thinking specifically with regards to the effective and efficient use of framework agreements.
- > Create an environment where all LUPC staff feel valued and continuous learning is the norm.

KPIs

3. (a) As a minimum, deliver 24 group events for members per year. *A total of 36 member events were delivered in 2021-22.*

3. (b) Develop a new online networking platform for our members. *LUPC's new website launched in January 2022 now has discussion boards for networking.*

3. (c) Target a >50% response rate to our annual survey. *37 out of 92 members (40%) responded to the 2022 annual membership survey, compared to 23 last year. There is still some work to do on this.*

3. (d) Undertake an annual staff survey, managed externally, to measure staff satisfaction. *This is scheduled for Autumn 2022.*

Goal 4: Collaborate widely to share, learn, and streamline activity to ensure maximum benefit for our members and to raise the profile of procurement.

Objectives

- > Continue working closely with UKUPC and its working groups.
- > Work proactively with a wide range of external stakeholders to establish and learn best practice protocols to share with members.

KPIs

4. (a) For every framework we deliver we will invite appropriate representation from other sector



associations/groups to the tender working party. All frameworks in the year invited representatives from relevant parties.

Goal 5: Develop a range of member benefits that add value.

Objectives

- > Provide detailed annual member benefits reports.
- > Distribute accurate and informative spend data to members.
- > Adopt a continuous improvement approach to the range of benefits we offer.

KPIs

5. (a) Proactively work to increase the number of members we provide individual spend data reports for using 2020 as the base year. In 2020 the base figure was 30. In both 2021 and 2022 it was 34.

Goal 6: Ensure customer service excellence in all we do.

Objectives

- > Understand and respond appropriately to our members' needs.
- > Establish clear and effective internal processes in customer service.

KPIs

6. (a) Gain and maintain an annual formal Customer Service Excellence accreditation.

Income statement

	2022		2021	
	£	£	£	£
Turnover		1,312,705		1,244,717
Staff costs	1,083,848		823,824	
Other operating expenses	425,585		367,882	
		1,509,433		1,191,706
Operating (loss)/profit		(196,728)		53,011
Interest receivable & similar income		392		133
		(196,336)		53,144
Other finance costs		4,281		4,663
(Loss)/Profit before taxation		(200,617)		48,481
Tax on (loss)/profit		2,612		8,727
(Loss)/Profit for the financial year		(203,229)		39,754

DIRECTORS' STATEMENT

The Income and Expenditure Account and Balance Sheet set out on page 24 are extracts from the full statutory accounts which were approved by the Directors on 16 December 2022 and on which the auditors have given an unqualified opinion. The statutory accounts, which should be consulted for a full understanding of the financial affairs of the company, will be submitted to Companies House.

Balance sheet

	2022	2021
	£	£
Current assets		
Debtors	466,801	408,167
Cash at bank	881,109	870,806
	1,347,910	1,278,973
Creditors		
Amounts falling due within one year	251,647	193,020
Net current assets	1,096,263	1,085,953
Total assets less current liabilities	1,096,263	1,085,953
Provisions for liabilities	366,415	152,876
Net assets	729,848	933,077
Reserves	729,848	933,077
Retained earnings	729,848	933,077

AUDITORS' STATEMENT

We have examined the Income and Expenditure Account and Balance Sheet set out on page 24 and confirm that these statements have been accurately extracted from the full statutory accounts for the year ended 31 July 2022. The maintenance and integrity of the London Universities Purchasing Consortium website is the responsibility of the directors; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may occur to the financial information contained in the annual review made publicly available on the website. Wylie & Bisset (Audit) Limited, 168 Bath Street, Glasgow G2 4TP.

Board

Neil Greenwood (Chair) *resigned 17 June 2022*
Director of Finance & Corporate Services
Natural History Museum

Linda Alexander
Director of Estates and Facilities
Ravensbourne University London

Mark Blaney
Finance and Resources Director
Royal College of Anaesthetists

Don Bowman
Director
London Universities Purchasing Consortium

Laura Dawson
Chief Information Officer
London School of Economics and Political Science

Andrew Dyer
Finance Director
London School of Hygiene and Tropical Medicine

Dr Olga Martin-Ortega
Reader in Public International Law
University of Greenwich

Ken Morrison
Director of Legal Services
St George's University of London

Naina Patel *appointed 17 September 2021*
HR Director
University of the Arts

Ralph Sanders
Director of Planning, Information and Reporting
London South Bank University

Amanda White
Director of Finance
Royal College of Art

Executive Committee

Daniel Barry
Head of Procurement
Royal Holloway, University of London

Don Bowman
Director
LUPC

Alan Hill
Head of Procurement
Institute of Cancer Research

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

Cristian Martin
Director of Procurement
London School of Economics and Political Science

Declan McAlistair
Head of Procurement
Tate Galleries

Joanna McKelvey
Head of Procurement and Contract Management
Royal Botanic Gardens, Kew

Janet Albion *appointed 1 January 2022*
Head of Procurement and Supply Chain
National Nuclear Laboratory

James Rockliffe
Director of Procurement Services
London South Bank University

Jon Ryder-Oliver *left 31 December 2021*
Procurement Senior Business Partner
National Archives

Jasbinder Sandhu
Deputy Director
LUPC

Bahar Shahin
Head of Procurement
Queen Mary, University of London

Sue Weston
Director of Procurement
Jisc

MEMBERS

Full Members

Aga Khan University, The Institute for the Study of Muslim Civilisations
Architectural Association School of Architecture
Bank of England
Birkbeck, University of London
British Council
Camberwell College of Arts (UAL)
Cell and Gene Therapy Catapult
Central Saint Martins College of Arts & Design (UAL)
Chelsea College of Art & Design (UAL)
CITB – Construction Industry Training Board
City of London Freeman's School
City of London School
City of London School for Girls
Competition and Markets Authority (CMA)
Courtauld Institute of Art
Defence Science and Technology Laboratory (DSTL)
DEFRA Group Commercial
Department for Work and Pensions (DWP)
Diamond Light Source
Goldsmiths, University of London
Guildhall School of Music & Drama
Harris Federation
Historic Royal Palaces
Horniman Museum and Gardens
Imperial War Museum
Institute of Cancer Research
International Students House
Jisc

King's College London
Kingston University
London Academy of Music and Dramatic Art (LAMDA)
London Ambulance Service NHS Trust
London Business School
London College of Communication (UAL)
London College of Fashion (UAL)
London Metropolitan University
London School of Economics & Political Science
London School of Hygiene & Tropical Medicine (LSHTM)
London South Bank University
Medicines & Healthcare products Regulatory Agency (MHRA)
Met Office
Museum of London
National Institute for Biological Standards & Control (NIBSC)
National Nuclear Laboratory
National Oceanography Centre
National Physical Laboratory
National Portrait Gallery
Natural History Museum
NBI Partnership
NHS Blood & Transplant (NHSBT)
Porton Biopharma
Queen Mary University of London
Ravensbourne University London
Regent's University London
Richmond American International University London
Rose Bruford College
Royal Academy of Dramatic Art
Royal Academy of Music
Royal Albert Hall
Royal Botanic Gardens, Kew

Royal Central School of Speech & Drama
Royal College of Radiologists
Royal College of Anaesthetists
Royal College of Art
Royal College of General Practitioners
Royal College of Music
Royal College of Paediatrics and Child Health
Royal College of Physicians
Royal College of Psychiatrists
Royal College of Surgeons of England
Royal Holloway, University of London
Royal Veterinary College
Science Museum Group (including Science Museum London, Science Museum Swindon, National Museum of Science & Industry, National Railway Museum, National Science and Media Museum)
SOAS University of London
South West London & St George's Mental Health NHS Trust
St George's, University of London
Tate incl Modern, Britain, Liverpool and St Ives
The Alan Turing Institute
The British Library
The British Museum
The Francis Crick Institute
The National Archives
The National Gallery
The University of Buckingham
Trinity College, London
Trinity Laban Conservatoire of Music & Dance
UK Atomic Energy Authority
UK Health Security Agency (UKHSA) - formerly Public Health England (PHE)
UK Shared Business Services Ltd (UK SBS)
Universities UK
University of East London
University of Greenwich

University of London
University of Roehampton
University of the Arts London (UAL)
University of Westminster
Victoria & Albert Museum
Wimbledon College of Art (UAL)
Zoological Society of London (incorporating Institute of Zoology)

Associate Members Inc. Further Education Colleges

Academy of Social Sciences
Advance HE
Barking & Dagenham College
Barnet & Southgate College
Big Creative Academy
British Academy of Management
Brooklands College
Carshalton College
City & Islington College (Capital City College Group)
City Lit
City of Westminster College
College of Haringey, Enfield and North East London (Capital City College Group)
Creative Process
Croydon College
Fashion Retail Academy
Guildford College
HCUC College Group
Kingston College
Lambeth College (Southbank Colleges)
Lewisham College (NCG)
London South East Colleges
Morley College
New City College
Newham College London

North East Surrey College of Technology (NESCOLT)
North Kent College
Orchard Hill College Academy Trust
Richmond and Hillcroft Adult Community College
Richmond Upon Thames College
South Thames Colleges Group
Southwark College (NCG)
St Mungo's
St Paul's School
University Academy of Engineering South Bank
West London College
West Thames College
Westminster Adult Education Service
Westminster Kingsway College (Capital City College Group)
Woodhouse College
Working Men's College





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