

## becoming carbon neutral or achieving net zero...what are organisations doing?



IMPLICATIONS OF THE AMENDED PUBLIC PROCUREMENT THRESHOLDS



THE ROLE OF PROCUREMENT IN THE COURTAULD'S RECENT TRANSFORMATION PROJECT

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Meet the team

Transforming Public Procurement



**Don Bowman**  
**Director**  
 Tel: 020 7307 2769  
 M: 07931 862275  
 Email: [d.bowman@lupc.ac.uk](mailto:d.bowman@lupc.ac.uk)

General consortium direction and management of Ensemble Purchasing.



**Emma Keenan**  
**Deputy Director**  
 Tel: 020 7307 2767  
 M: 07849 089958  
 Email: [e.keenan@lupc.ac.uk](mailto:e.keenan@lupc.ac.uk)

Management of contracting team and tendering.



**Antonio Ramirez**  
**Senior Category Manager**  
 Tel: 020 7307 2764  
 M: 07932 346741  
 Email: [a.ramirez@lupc.ac.uk](mailto:a.ramirez@lupc.ac.uk)

e-Procurement lead, STEMEd and laboratory, electronic components, furniture & soft furnishings, PPE & clothing, utilities, veterinary supplies.



**Mike Kilner**  
**Senior Category Manager**  
 Tel: 020 7307 2768  
 M: 07932 347182  
 Email: [m.kilner@lupc.ac.uk](mailto:m.kilner@lupc.ac.uk)

ICT hardware and software, insurance, audio visual including photographic and broadcasting equipment, Electronics Watch.



**Roy Dennis**  
**Senior Category Manager**  
 Tel: 020 7307 2772  
 M: 07419 583838  
 Email: [r.dennis@lupc.ac.uk](mailto:r.dennis@lupc.ac.uk)

Library, professional services (including legal, debt collection, intellectual property rights, financial services, occupational health, temporary & permanent recruitment, global mobility), post, CreditSafe.



**Julie Gooch**  
**Senior Category Manager**  
 Tel: 020 7307 2778  
 M: 07546 050410  
 Email: [j.gooch@lupc.ac.uk](mailto:j.gooch@lupc.ac.uk)

Estates including: estates maintenance & minor works, waste management, cleaning services, equipment & supplies, security services, doors, lifts, access control, fire alarms, washroom, water quality management.



**Justin McLoughlin**  
**Senior Category Manager**  
 Tel: 07568 227 623  
 Email: [j.mcloughlin@lupc.ac.uk](mailto:j.mcloughlin@lupc.ac.uk)

Estates including: catering consultancy, outsourced catering, project management and full design team, PPE, work & sports wear, floor coverings, white goods, electrical materials.



**Joyce Kadri**  
**Category Manager**  
 Tel: 020 7307 2763  
 M: 07884 551949  
 Email: [j.kadri@lupc.ac.uk](mailto:j.kadri@lupc.ac.uk)

Ceremonial gown and photography, office supplies, printing, promotional products, recruitment advertising, removals and relocations, signs and signage, taxis, travel.



**Marisol Bernal**  
**Responsible Procurement Lead**  
 Tel: 020 7307 2765  
 Email: [m.bernal@lupc.ac.uk](mailto:m.bernal@lupc.ac.uk)

Responsible procurement lead; Responsible procurement policy, strategy, risk assessment and modern slavery statements, TUCO catering framework agreements.



**Suzanne Picken**  
**Head of Membership, Marketing & Comms**  
 Tel: 020 7307 2776  
 M: 07930 595498  
 Email: [s.picken@lupc.ac.uk](mailto:s.picken@lupc.ac.uk)

Membership; marketing agreements and services; training; conference and events; LUPC website; publications, communications.



**Giorgia Varriale**  
**Communications and Digital Marketing Coordinator**  
 Tel: 020 7307 2771  
 Email: [g.varriale@lupc.ac.uk](mailto:g.varriale@lupc.ac.uk)

Stakeholder communications, ebulletin and Linked magazine, social media, website content.



**Caroline Ford**  
**Accounts and Office Manager**  
 Tel: 020 7307 2762  
 M: 07908 460381  
 Email: [c.ford@lupc.ac.uk](mailto:c.ford@lupc.ac.uk)

Accounts, general enquiries and administration.



**Michael Flagg**  
**Systems Manager & Data Analyst**  
 Tel: 020 7307 2770  
 M: 07784 312365  
 Email: [m.flagg@lupc.ac.uk](mailto:m.flagg@lupc.ac.uk)

System management and development; collection, analysis and reporting of member and supplier data

Welcome to the first edition of Linked in 2022



I hope you all feel refreshed after the Christmas and New Year break, although it probably already seems some time ago. We look forward to working with you over the course of the year ahead.

I hope you have had a chance to look at our new LUPC website. I would particularly encourage you to log in and access the My LUPC section of the website. Here you can manage your interests and preferences to ensure you receive the right communications from us and also browse or add to the discussion boards, which we hope will be a useful resource and improve networking across our membership. Thanks to Suzanne Picken for all of the hard work she has put into this project.

We are pleased to announce that our annual LUPC & SUPC Conference will be returning as an in-person event on the 8 June. Please put this in your calendar; we look forward to welcoming you to an exciting new venue in the City of London. [Supplier](#)

[bookings](#) are now open.

In this edition of Linked, the main feature is "Becoming carbon neutral or achieving net zero...what are organisations doing?" This is a topic that is becoming more important every year and it is an area we will be increasingly focusing on. The London School of Economics and Political Science talk about how they achieved being the first university in the UK to be verified as carbon neutral; a fantastic achievement.

There are also other great articles; the amended public procurement thresholds, a case study of one of our Consultancy Service projects for the Courtauld Institute, and some guidance on recovering your unpaid invoices.

I'm sorry to announce that Emma Keenan, our Deputy Director, will be moving on to a new challenge in April. We thank her for the impact she has had during her time with LUPC and wish her well for the future. We will be recruiting in the near future.

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ET delivers evolutionary technology to colleges and universities across the UK; our deep-rooted expertise spans more than 28 years providing robust, secure and scalable technologies to support classroom and remote teaching, learning and management.

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We work with the world's top vendors including Fujitsu, Nutanix, Rubrik and Citrix, plus many others.

Andrew Boyce - MANAGING DIRECTOR, ET WORKS UK - [andrew.boyce@etworks.com](mailto:andrew.boyce@etworks.com)

Further reading: [www.etworks.com/news-articles/fujitsu-sssna/](http://www.etworks.com/news-articles/fujitsu-sssna/)

Follow us on Twitter @lupcconsortium



## LUPC's brand-new website!

Our new [LUPC website](#) launched on Thursday 27th January with a number of enhanced features to provide a better member experience. LUPC members can now log in to the website to personalise their interests and preferences which will determine the information they receive from us. Content will also be available to members behind the login for more sensitive, or member-exclusive, information. We will also be operating Discussion Boards for members wishing to

engage with organisations across the LUPC membership for networking, guidance and support.

Please contact [Suzanne Picken](#) if you have any feedback on the new website, we'd love to know your thoughts.



Follow us on Twitter  
@lupcconsortium

## UKUPC November Newsletter

The [UK Universities Purchasing Consortia \(UKUPC\) November newsletter](#) includes advice, guidance and information on the following topics:

- Supply chain shortages
- Energy prices
- COP26
- Value-for-money frameworks
- Responsible Procurement
- Improving your information systems
- Upcoming events and training

## LUPC's Ultimate Guide to Procurement Best Practice

New for 2022 is **LUPC's Ultimate Guide to Procurement Best Practice** which will take procurement professionals from good to great in 10 sessions.

Aimed at those involved in LUPC's Operational Procurement Network (OPN), particularly those early in their procurement career, this **free, year-long 10-step course for full members only** will start on **3 February 2022**.

Each module, taking place online and lasting one hour, will cover a key stage of the **procurement cycle** and will also be accompanied by a **drop-in Peer Group** session the following week. Find out [module titles, date and time of each session](#).

The more experienced procurement professionals amongst our members can choose to join any of the sessions of interest. Those attending the full course will receive a certificate of completion.

Don't miss out! [Register now](#).

## Public procurement latest news

On 6th December, the Government published its response to the feedback received during its consultation on the [Green Paper](#).

Law firm, [Mills and Reeve](#), on the [LUPC Legal Services Framework](#), has summarised the key elements in [this handy reference piece](#).

Whilst new legislation isn't expected until 2023 at the earliest (with an anticipated six-month notice period) we will be liaising regularly with our members, suppliers and the cabinet office to provide you with advice and support on changes as we learn more.

[Get in touch with Emma](#) if you'd like to discuss this further.

## Welcome to the newest additions to the LUPC team.

Justin McLoughlin has joined us as our additional **Senior Category Manager for Estates**, sharing responsibility for the category with Julie Gooch. Justin previously worked in procurement at the Department for Digital, Culture, Media & Sport (DCMS) and the BBC.

Giorgia Varriale is our new **Communications and Digital Marketing Coordinator**. She joins us from London South Bank University (LSBU) where she was the Marketing Lead and School Administrator for the School of Law and Social Sciences.



## Frameworks in the pipeline

- **Residential Textiles, Student Starter Packs and Window Coverings** (expected to go live March 2022). Contact [Antonio Ramirez](#)
- **Graduation and Ceremonial Gowns, Photography and Event Services-National** (expected to go live March 2022). Contact: [Joyce Kadri](#)
- **Catering Consultancy Services** (expected to go live April 2022). Contact: [Emma Keenan](#)
- **PA/Travel Insurance** (expected to go live 1 May). Contact: [Mike Kilner](#)
- **National Desktop and Notebook Agreement (NDNA) - National** (expected to go live 1 September 2022). Contact: [Mike Kilner](#)
- **Servers, Storage & Solutions National Agreement (SSNA)** (expected to go live July 2022). Contact: [Mike Kilner](#)

## Framework agreement news

### Estates and Facilities Management Services

LUPC members can now access our [Estates and Facilities Management Services \(EFM5059 LU\)](#) framework agreement. Additionally, SUPC members within the London and Southeast can use the agreement by becoming a Restricted Associate Member of LUPC at no charge.

The framework covers the provision of estates maintenance and minor works, security services (guarding and reception) and cleaning services. Members can contract for these services individually or have them provided by one contractor through the new Bundled FM Services lot.

Learn about the [full Framework details](#) on our website or contact [Julie Gooch](#).

### Apple Equipment, Services and Associated Services

The new HEPCW-led [Apple Equipment, Accessories and Associated Services \(ITS6004HW\)](#) framework agreement provides LUPC members with access to four suppliers that are Apple Authorised Education Specialists (AAES), all of whom

are able to provide discounted pricing, specialist advice for the deployment of Apple technologies, and a range of services including, but not limited to, training and product support. [Read more on our website](#).

### Lab Gases

SUPC's [Laboratory & Other Gases, Associated Equipment and Services \(LAB4041 SU\)](#) framework agreement went live on 1st November 2021. Open to LUPC members, you can find [further details on our website](#) or [watch the interactive presentation](#) on how to use the framework.

### Books, e-books and e-Textbooks

The latest iteration of SUPC's [Books, e-Books and e-Textbooks \(LIB4044 SU\)](#) framework agreement is available for use by LUPC members. Full details are [available on our website](#) and you can also watch the [agreement launch webinar](#).

### IT Equipment Reuse Recycling and Disposal

LUPC Members can access the new iteration of NWUPC's [IT Equipment Reuse Recycling and Disposal \(ITS3082\)](#)

[NW](#) framework agreement. Its main aims are to reduce waste volumes, optimise product utilisation and enable the re-purposing of redundant items for use by others in accordance with the principles of the waste hierarchy.

You can [read more information on our website](#) or [register for an introduction to the agreement](#) at 10am on either 3rd February or 9th March.

### LUPC & SUPC Annual Conference

The **LUPC & SUPC annual conference** for members and exhibiting framework suppliers returns in-person on 8th June 2022! This year's conference will take place at a fabulous new City location in Liverpool Street.

Supplier registration (framework suppliers on UKUPC agreements open to LUPC and SUPC members only) for exhibition and sponsorship opportunities are now open, [see our website for full information](#).

We are currently finalising the programme content and more information, including member registration, will be available in due course. For now, please save the date.

## Events

**LUPC's Ultimate Guide to Procurement Practice**  
Multiple dates across 2022  
starting on 3 February 2022.  
[Register here](#)

**LUPC & SUPC Responsible Procurement Group Meeting**  
10 February 2022  
[Register here](#)

**IT Equipment Re-Use framework agreement launch**  
3 February, 9 March  
[Register here](#)

**Head of Procurement Monthly Meeting**  
25 February, 25 March  
**LUPC & SUPC Conference**  
8 June 2022 Save the date.

## Responsible Procurement placement at Jisc

Marisol Bernal,  
LUPC's Responsible  
Procurement Lead



I completed my work placement at Jisc at the beginning of December. For two days a week over a twelve-week period, I worked on the following initiatives: Increasing knowledge of the benefits of Electronics Watch by supporting Jisc with their understanding of their affiliation and helping them to get the most from this;

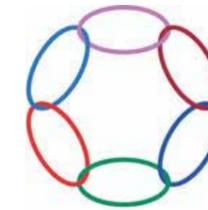
- Contributing to their Corporate Social



Responsibility and Modern Slavery working groups;

- Improving understanding of how the procurement and sustainability functions can work in practice and supporting the development of the relationship between the two; and
- Sharing sustainability resources and relevant events with the Jisc teams.

## UKUPC publishes carbon reduction plan for SMEs



UK Universities Purchasing Consortia (UKUPC), of which LUPC is a member, has released 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.

While large suppliers may have the resources (if not always the will) to significantly lower their carbon emissions, it can be hard for small and medium-sized enterprises (SMEs) who may have limited expertise and financial or human resources to deliver meaningful change.

Larger suppliers already have a legal requirement to report their emissions, but the bulk of organisations supplying the HE sector in the UK are SMEs with limited resources

and expertise.

The guidance, which is being shared with all awarded frameworks suppliers, covers:

- Why carbon reduction is important
- Why the HE sector wants suppliers to commit to a carbon reduction plan
- The benefits of having a carbon reduction plan
- Ways to reduce your carbon footprint
- Steps in developing a plan
- Suggested template
- Useful resources
- Key terms glossary

Members can also use [this complete guidance](#) with suppliers that sit outside of consortia frameworks.

## UKUPC webinar recording available: Environmental, Corporate and Social Governance (ESG)

On 25 November, NWUPC hosted the second session in the series of UKUPC Webinars. Delivered by Andrew Hewett, Director of Finance at Manchester Metropolitan University and Smita Jamdar and Udi Datta of Shakespeare Martineau, the session delved into what ESG is and how it can be used at your organisation.

The webinar was recorded and is available to view [here](#).

## LUPC & SUPC Annual Responsible Procurement event

We held our annual LUPC & SUPC joint Responsible Procurement event on 10th November. We heard from Clyde & Co. on [Creating a diverse workforce](#); from The University of Nottingham on their [Slavery Free Campus](#) and from The Environment Agency (EA) on [Carbon Offsetting](#). All three webinars were recorded, and you can view them on the [LUPC and SUPC Events YouTube Channel](#).



## Electronics Watch LinkedIn page

As you may know, we were one of the founding members of Electronics Watch (EW), set up to protect the rights of workers in the electronics industry supply chains back in 2015. We also pay annually for LUPC's full members to be Electronics Watch affiliates. You can read about how to make the most of your affiliation on page 11.

We would like to make you aware of a new page on [LinkedIn for Electronics Watch Affiliates](#), where EW will share useful resources and upcoming events and promote their communications to affiliates.

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## UKUPC demonstrates what COP26 means for our members

As COP26 was all about collaborative working, UKUPC (UK Universities Purchasing Consortia) took the opportunity to come together to tell you what COP26 means to its members, and what action our collective membership is taking. Over the duration of COP26, we brought you updates from the conference as well as showcasing [UKUPC members planned activity in response to the climate emergency](#).



## Electronics Watch Freedom of Association virtual summit

This year, the Electronics Watch (EW) virtual summit focused on two of the most important, yet least talked about, workers' rights; the freedom of association and the right to collective bargaining. The summit took place between 30 November - 3 December and was the culmination of a series of activities on this topic that they organised in 2021.

In the electronics industry, a small minority of production workers are members of independent, democratic trade unions. Fewer still benefit from collective bargaining agreements. Without access to both, it is difficult for workers to defend themselves against workplace abuses, protect their health and safety, and strive for decent working conditions.

The virtual summit built on what EW has learned to date from workers, public buyers, monitoring partners, and trade unions on the fundamental rights to freedom of association and collective bargaining. EW 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.

You can access the recordings of the summit [here](#)



## LUPC's Mike Kilner and Marisol Bernal share their expertise at Electronics Watch webinar

LUPC's Senior Category Manager, Mike Kilner and Responsible Procurement Lead, Marisol Bernal, recently shared their expertise at a webinar organised by Electronics Watch and Unison on [Supply chain transparency and factory level impact - what is the role of affiliates?](#) The webinar focused on the importance of supply chain transparency for public procurement and the need to understand where the main risks lie throughout the whole supply chain.

## External News UN Guiding Principles on Business and Human Rights

Businesses impact human rights wherever, and however, they operate. In 2011, the UN issued a set of guidelines: the [UN Guiding Principles on Business and Human Rights](#) (UNGPs), defining who is responsible for addressing these impacts. It is possible that in the near future, the UN principles may be implemented into UK law. To help our members and suppliers think about requirements that may be placed on them, we would like to highlight this [short video](#) which can also be shared internally within your organisations.



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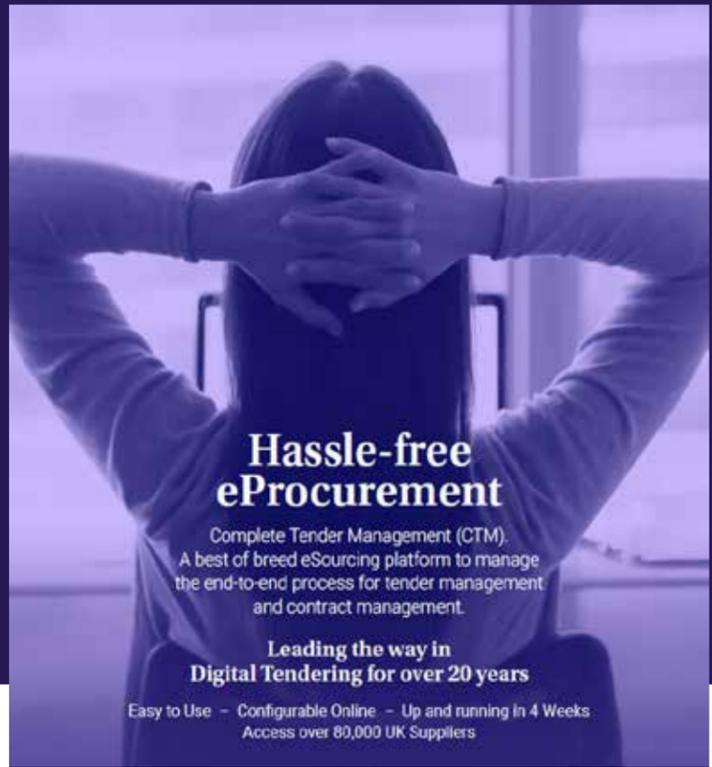
Citron Hygiene is a framework supplier on the NWUPC framework agreement for Washroom Services including Period Dignity Solutions (JAN3136 NW)



# Are you ready for the changes in Procurement?

THE CURRENT 7 PROCUREMENT PROCEDURES REDUCE TO ONLY 3

The Merzell CTM platform already allows our customers to create bespoke procurement procedures to match their needs. Let us help you stay compliant!



- Merzell is the sole supplier on the LUPC eProcurement systems framework agreement (ITS5058LU)
- Read our new client case studies at: [Merzell Success Stories](#)
- Recent contract awards for 2021:
  - \* 11 New Universities switched to the Merzell CTM system
  - \* 26 Local Authorities switched to CTM with a Collaborative Portal
  - \* Major new utility client
- New module – **Public Contracts Register** released allowing publication of all authority contracts for public transparency

## Overview Video

Merzell are proud to offer a new updated 'Overview' video for 2022, giving a taste of the CTM system used by the LUPC and further University clients. The video covers Merzell as a company together with the CTM system from eTendering to Contract Management and more.

This 14 minute long video can be viewed by simply clicking the thumbnail image below:



*"Merzell are always very responsive and we appreciate the continuous support in providing all the additional assistance possible to get this project running smoothly"*

- LUPC Member

## Feature

# MAKING THE MOST OUT OF YOUR ELECTRONICS WATCH AFFILIATION

In 2015, Electronics Watch was formally launched as an independent monitoring organisation, bringing together public sector buyers and civil society organisations in electronics production regions, with experts in human rights and global supply chains.

[Electronics Watch](#) is a not-for-profit non-governmental organisation and is continuously expanding the scope of monitoring to more regions and more suppliers. An increasing number of public sector organisations are joining and sharing the cost of monitoring the industry through Electronics Watch.

LUPC was a founding member of Electronics Watch and has paid for all of LUPC's full members to be affiliated for a number of years now. This is another area where we demonstrate our commitment to responsible

procurement. Affiliation supports our work to mitigate human rights abuses in supply chains, this applies to our frameworks but also to any other relevant contracts of our members and it all comes as part of the LUPC membership.

### What do Electronics Watch do for us and our members?

Electronics Watch works in the following way on behalf of the affiliates:

- Provides the [Affiliate Product Form](#) to encourage reporting on the product models they have procured in the last 12 months.

- Supports affiliates with the [Factory Disclosure Form](#) to obtain the names and addresses of factories where consortia members' product models and key components are produced.

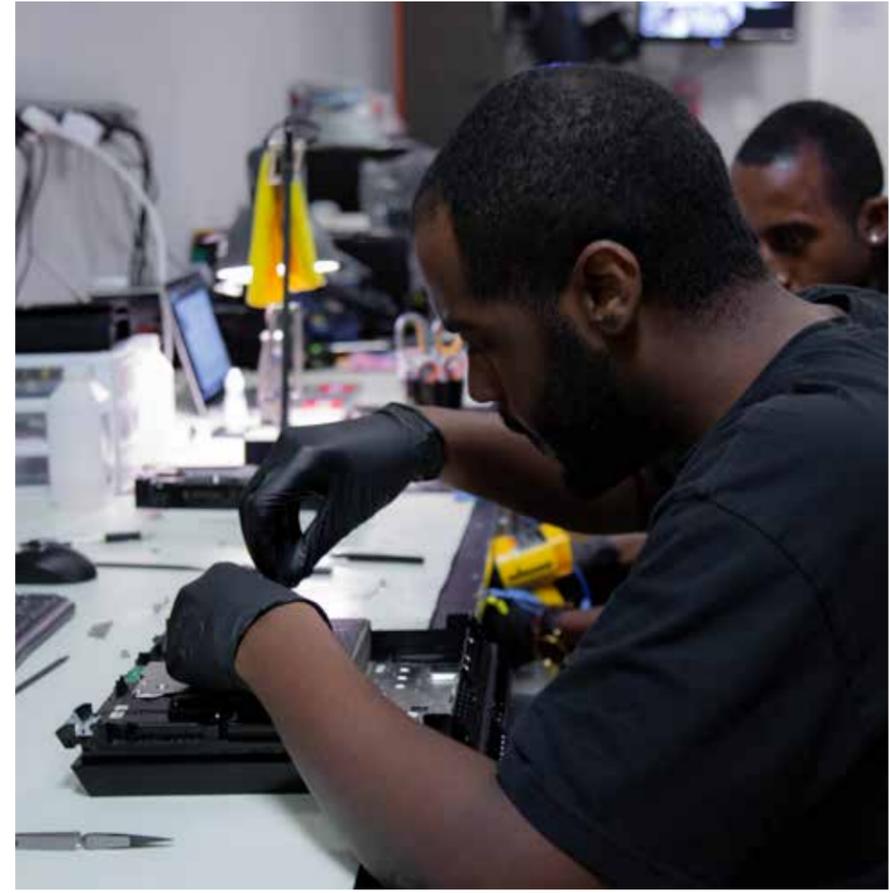
- Carries out compliance investigations and update reports, and produces guidance to help inform affiliate's engagement with suppliers based on Electronics Watch monitoring findings.

- Conducts on-going risk screening through the network of monitoring partners in major electronics production regions, using both in-person and remote monitoring methods. Electronics Watch monitors will be alerted to the factories and products of particular focus for each of our affiliates.

- Carries out on-going factory investigations and remediation activities based on multiple data sources and methodologies. The remediation process includes on-going engagement with multiple electronics brands and companies.

- Undertakes regional Risk Assessments and produces a risk assessment tool for China, the Philippines, India, Indonesia, Vietnam, and other regions of production.

- Creates platforms for collaboration with other affiliates, monitoring partners, and ICT companies to address core systemic industry issues.



## Feature

### Additional resources you can access

Full LUPC members can also access Electronics Watch clauses, resources, information and direct support, so members can work with their own suppliers in order to increase supply chain transparency and improve conditions for electronics workers globally.

You can also access the affiliates section of the Electronics Watch website. If you don't already have login details, please email [Martina Hooper](mailto:Martina.Hooper).

After registration you will be able to access the following resources:

- [Monitoring reports, worker rights, complaints and case studies](#)
- [Public Buyer Toolkit](#)
- [Affiliate Action Guide](#)

- [Procurement Tools](#)
- [Company Performance Tracker \(CPT\)](#)
- [Electronics Watch Annual Report](#)
- Introductory webinar for new affiliates. The webinar explains the Electronics Watch impact model and provides guidance on how to integrate this model within your organisation. please email [Peter Pawlicki](mailto:Peter.Pawlicki) for more information.
- Other guidance created specific for public buyers such as their latest [How to Protect Workers from Chemical Hazards in Electronics Supply Chains](#)

There is also a [LinkedIn private group](#) for Electronics Watch affiliates to access the latest news, resources and tools.

### Using Electronics Watch terms in your contracts

To take full advantage of the Electronics

Watch model, LUPC members should ensure that their award decision process and call-off contract paperwork includes certain responsibilities for the suppliers if awarded. The appointed supplier should complete the [Factory Disclosure Form](#), in a reasonable period of time, as part of the ongoing activity to identify centres of production for the IT hardware being procured, right down to the key component level. This requirement is enshrined in the Electronics Watch Contract Conditions, which are also included within several national ICT framework agreements.

To understand how best to implement the expertise and support that Electronics Watch offers its affiliates. If you have any other questions, please contact [Mike Kilner](mailto:Mike.Kilner), LUPC's Senior Category Manager for ICT.



TECHNOLOGY  
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## Technology & Support for Higher Education

COVID-19 has reshaped the Higher Education landscape as we know it, with many universities in the midst of reshaping the way they deliver teaching and learning for the foreseeable future.



As an IT partner of choice to the UK Education sector for nearly 30 years, Stone has the knowledge and experience needed to support universities in building an effective, connected, and secure digital education space that empowers educators and where students can thrive, no matter their location.

Utilising extensive in-house capabilities, and our trusted partnerships with leading names such as HP, Microsoft, Intel and more, we can deliver a bespoke solutions, dedicated account management and trusted remote support to help you.

We're also placed on a number of frameworks that are pivotal to the sector, including the SSSNA, JISC, NDNA, CPC and more; an endorsement of our commitment to making a positive impact in Higher Education, fair pricing and maximising value for our customers.



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## BECOMING CARBON NEUTRAL OR ACHIEVING NET ZERO....WHAT ARE ORGANISATIONS DOING?

One of the biggest considerations for many organisations right now is the action they are taking to reduce emissions. In this section, we summarise our understanding of the difference between carbon neutral and net zero, and hear from member, LSE, and suppliers, Banner and Dell Technologies about their activity.

**C**arbon neutral and net zero are often used inter-changeably, and unfortunately there is currently no universally agreed definition for the two terms. Our understanding is that carbon neutral refers to carbon dioxide emissions only, where typically a company first reduces their CO2 emissions as much as possible, and then invests in offsets to balance out the remaining carbon emitted by their operations. But net

zero usually refers to all greenhouse gases, not just carbon dioxide.

Greenhouse gas emissions are classed as either scope 1, 2 or 3. Scope 1 are those emissions released into the atmosphere as a direct result of business activity. Scope 2 covers the emissions it makes indirectly; those created in the production of energy that is purchased and used by an organisation. Scope 3 covers all the emissions associated, not

with the company itself, but that the organisation is indirectly responsible for throughout its supply chain. Addressing Scope 3 emissions is by far and away where organisations can have the most impact.

### LSE Case Study: Procuring carbon offsets to achieve carbon neutral status

*As the first carbon neutral verified*

*university in the UK, developing an effective approach to procuring high-quality carbon offsets was key in LSE's journey. Learn more from Charles Joly, Head of Sustainability at LSE.*

In 2020, the London School of Economics and Political Science (LSE) launched its ambitious Sustainability Strategic Plan to tackle the climate crisis and embed sustainable practices across its activities. The need to rapidly reduce carbon emissions is core to the plan, as is mitigating emissions not yet avoided.

#### The case for carbon mitigation

The use of carbon offsets can be divisive. The popularisation of the net-zero concept is challenging this perception, as is a growing recognition that funding high-quality carbon mitigation projects, which would otherwise not take place, is one way to support emissions reductions at a global level.

LSE worked hard over the years to reduce its carbon emissions, with close to £5 million invested in energy-efficiency measures across campus, supporting a 44% reduction in emissions since 2005 despite an increase in campus size and student numbers.

With carbon reductions remaining our top priority, was LSE ready to take the additional step of mitigating the carbon emissions it cannot yet avoid? We asked this question to our diverse community, and 86% of our students and staff gave their support. Next, LSE set plans in motion to mitigate its emissions and as a result become carbon neutral.

#### Procurement process

Conversations with several carbon offsets providers informed our decisions to (1) appoint a single broker to simplify contract management and (2) build a diversified portfolio to reduce risk. We also found that the quality and price of offsets varies widely, as does brokers' commissions on offsets prices.

Specifications were developed detailing our expected volume of carbon offsets required, based on the carbon footprint of previous years and our minimum requirements for project standards, including Gold Standard or Verified Carbon Standard certification.

Having identified from our market research a price point balancing value and high quality, and to avoid giving poor quality projects a competitive advantage, our procurement approach was to set a fixed budget coupled with a scoring criterion on the % of payment funding the projects. Other key aspects of our scoring criteria included:

- Demonstration of expertise, industry experience, and qualifications.
- Evidence of approach and processes to ensure quality of projects for additionality, verifiability, traceability, social and environmental co-benefits, and more.
- Proposals to engage student and staff in the process and educational opportunities.

Considering the large numbers of suppliers in the market, a shortlist of six were invited to submit proposals. Scoring and selection was conducted by a diverse panel including academic and student representatives. The panel appointed the [Compensate Foundation](#) for its thorough scientific approach in selecting and monitoring carbon mitigation projects. Compensate is a not-for profit organisation and 90% of its earnings directly funds projects, the highest ratio received in our competition.

The development of LSE's carbon credits portfolio with Compensate was an educational opportunity, with LSE academics and students actively involved. The LSE community voted for a portfolio focused on forest conservation projects, for their additional positive impacts on biodiversity and creating economic opportunities for local communities.

**Carbon Neutral status and next steps**  
LSE purchased a volume of carbon

offsets equal to its reported emissions for the academic year 2020/21. This was critical in LSE meeting the PAS 2060 standard for carbon neutrality, as externally verified by auditors BSI, making [LSE the first Carbon Neutral university in the UK](#).

While the School plans to continue mitigating its emissions, a key area of focus is delivering further carbon reduction measures such as the electrification of our campus heating systems.

Following COP26 and a wave of corporate net-zero carbon pledges, the voluntary carbon market has seen unprecedented demand driving prices up rapidly. Rising carbon offsets prices is a positive development which will further support the case for carbon reductions. For organisations seeking to mitigate their emissions, developing a robust procurement approach for emissions mitigation will be critical to address the volatility of the market.

### Banner Case Study: Can suppliers achieve Net Zero by 2030?

*One of the UK's oldest full-service business supplies companies has committed to an extremely ambitious target of achieving Net Zero by 2030. Isabel Spence, from Banner, explains the strategy that has made this commitment possible...*  
Banner has been an indispensable partner to UK businesses of all sizes for over 200 years. It specialises in providing consolidation services, facilities and PPE products, print management, business interiors, technology, managed print solutions and the essential office stationery. Essentially, everything a business could need, all under one roof.

You might think the reality of providing such a broad range of different products and services, which require big warehouses and excellent logistical operations, has to mean a larger carbon footprint. But post-COP26, Banner was able to confidently announce its plans to reach Net Zero in just eight years.

It's an aggressive and challenging target, to be sure, but it's supported by detailed planning and a huge collaborative effort across our estate of operations. We plan to make headway by systematically identifying and addressing the most carbon-intensive pinch points in our business on an ongoing basis.

These are the key areas we're starting with:

**Reducing Order Sizes**

Small and frequent orders have an enormous impact on the environment in terms of both carbon emissions and disposable packaging.

Every year, approximately 30,000 orders at a value of less than £25 are processed through Banner. In the education sector alone, these small orders account approximately for emissions of 6,616kg of CO2 and the use of 242,750 litres of fuel.

As such, we're working closely with our customers to reduce carbon intensive small orders. Suppliers to the Education sector can easily set a minimum value to their orders which results in customers ordering less frequently, this will equate to measurably less road miles and CO2 emissions.

**Perfecting Our Packaging**

We already go to great lengths to make sure our cardboard packaging boxes are the best possible fit for the items in any particular order, and that they contain recycled content of 70% or more.

With fragile goods, we use recycled shredded cardboard as infill rather than plastic. And, after a long hunt, we have sourced a supplier who makes packaging tape made with 100% recyclable and biodegradable gum, eliminating 450,000 meters of plastic packaging tape from parcels each year.

But this is an active area of R&D for Banner and should be for all suppliers, because it is a big contributor to carbon emissions. We aim to continually improve our packaging

and will report back on any future improvements.

**Cleaner Deliveries**

Banner is fortunate to use Truline as its transport fleet. Truline's fleet contains lower emission trucks, all of which are equipped with the most up to date ultra-low emission Euro 6 engines.

These vehicles deliver up to a 7% improvement in mpg, they fully meet the current requirements for low carbon zones around cities to keep air clean and help us support the green industrial revolution.

Of course, the move to Electric Vehicles is also well underway and we will continue to invest in green alternatives to diesel. Making our transport greener is something we're committed to long-term and we are confident this will accelerate quickly as better technology becomes available.

**Better Buying Choices**

We've also made it easier for customers to choose sustainable products by going the extra mile when choosing what to supply and how we present it to our customers. Procurement has a

significant role to play in the race to Net Zero and we believe it is pivotal to reducing environmental impacts.

**Reducing Waste**

We always aim to recycle the waste we can't avoid, but we also go beyond that to try to stop the waste at its source. Wherever we can reduce landfill we do, like with our paper.

Any paper you buy from Banner is packaged in more paper, not plastic. By changing our plastic shrink wrapping to a paper wrapper, we removed 10 tonnes of plastic packaging materials from the supply chain.

We also regularly get our head in the bins, so to speak, for waste audits to maintain waste segregation and maximise recycling.

**Lighting**

We've improved energy efficiency across our sites by introducing LED lighting and other low energy devices across our workplace. LED lighting is more energy efficient and has a longer life than traditional bulbs, creating less waste. They also produce no heat or UV emissions making them better for

offices and distribution centres.

As part of our Net Zero commitments, we're in the process of identifying opportunities to further reduce energy use across our sites and are reviewing options for the capture of renewable energy from our operational sites in the future.

**Can other suppliers achieve Net Zero by 2030?**

The first step to achieving anything is believing that it's possible, so I would say yes, of course other suppliers can meet Net Zero by 2030.

It is an aggressive target, and we appreciate that Banner is well positioned as a long-established business with the will and the capability to make significant wholesale changes towards it. But even small changes can have a big impact and the benefits of a supplier achieving Net Zero are passed directly onto customers, so it should be a priority for all suppliers!

To find out more about Banner and its Net Zero commitments, click [here](#).

*Banner is a supplier on several framework agreements open to LUPC members: Office, Computer & Library Supplies (OFF3068 NW), Printers and Managed Print Services (ITS2006 NE), Promotional Merchandise (OFF3128 NW), Cleaning & Janitorial Supplies, IT Related Accessories and Parts (ITS4041 SU).*

**Dell Technologies: Reducing our Carbon Footprint**

*Science has set the target; we need to halve emissions by 2030. John Bailey, UK Director of Higher Education & Research Institutions at Dell Technologies, provides an overview of its commitments.*

At Dell Technologies, we encourage behaviour change and support that change by redesigning technologies that help reduce energy consumption, streamline manufacturing, and improve logistics across all sectors, including energy, transportation, manufacturing and building management.



Having transparent goals is vital to being good stewards of one's home. As part of our [Progress Made Real 2030 Plan](#), we set a goal of reducing our Scope 1 and 2 Green House Gases emissions by 50% by 2030- a target approved by the science-based targets initiative as consistent with reductions required to keep warming to 1.5C. We've also committed to purchasing 75% of our electricity from renewables by 2030 and 100% by 2040.

Goals alone are not enough. We must be accountable—actions matter. We submit annual progress reports and have achieved an "A" rating for our emissions reporting from CDP, a not-for-profit charity that runs the global disclosure system for companies to manage their environmental impacts. Since 2011, we've reduced the energy intensity of our product portfolio by 76.7%; which we attribute to our FY21 product mix as well as performance improvements in core technology delivered through new product introductions. We're showing progress against our goals to reach net-zero emissions by 2050 or before and are getting more than 50% of our electricity from renewable sources today.

Our core values drive us to re-think and re-design our offerings to maximise

recyclability and minimise carbon footprints, and to reinforce ethical and environmentally sustainable practices across our supply chain and throughout the industry. And we don't do any of this alone. We partner with customers, suppliers and communities to create products and services that use less, enable more and meet the goals of a more sustainable world.

The tech sector accounts for approximately [2% of global emissions](#), and we must take responsibility for that footprint. But the most significant opportunity lies in how we can help reduce the remaining 98 per cent. Technologies such as cloud, Edge, Internet of Things (IoT) and Artificial Intelligence and Machine Learning will be essential in helping us understand our true impact, streamline processes, share best practices and drive the de-carbonisation of the economy.

Technology is a tool for solving the climate crisis, not a silver bullet. But, working together, we can push the boundaries of innovation and improve everyone's tomorrow.

*Dell Technologies is a supplier on the Desktop and Notebooks framework agreement (ITS5042 LU).*



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# IMPLICATIONS OF THE AMENDED PUBLIC PROCUREMENT THRESHOLDS

The recent review of the public procurement threshold figures included changes to the VAT position. Anja Beriro, Partner at Browne Jacobson, sets out clearly what this means for organisations that need to comply with the regulations.

Every two years, the Cabinet Office is obliged to review the threshold figures contained within: (1) the Defence and Security Public Contracts Regulations 2011; (2) the Public Contracts Regulations 2015; (3) the Concession Contracts Regulations 2016; and (4) the Utilities Contracts Regulations 2016 (the "Procurement Legislation").

This review is required by virtue of the UK's participation in the World Trade Organisation Agreement on Government procurement (the "GPA"). The GPA, between 21 parties (including the US and the EU), seeks to ensure open, fair and transparent conditions of competition in the Government procurement market. The practical effect of the GPA is that suppliers from countries party to the agreement are treated equally to domestic suppliers in relation to certain types of procurement opportunities which exceed specified threshold figures.

In order to prepare appropriately and continue to meet their legal obligations,

contracting authorities must be aware of the implications of this review and the amended threshold figures.

### The 2022 threshold figures

The Public Procurement (Agreement on Government Procurement) (Thresholds) (Amendment) Regulations 2021 (the "Regulations") contains the revised threshold figures that take effect on 1 January 2022. These revised thresholds will not apply to any procurement which has commenced prior to the Regulations coming into force.

The revised threshold figures are in the table at the bottom of the page.

Higher education institutions will often use the light touch regime for the provision of services linked to the provision of education and the relevant threshold for the award of a service contract has not been changed at £655,540 for both central Government bodies and sub-central authorities, although of course, taking VAT into account means that, as with all the other thresholds there is a decrease in contract value.

### Changes to the VAT position

The Regulations amend the VAT position of threshold figures (including the light touch regime). The threshold figures are now calculated inclusive of VAT and are applicable across the Procurement Legislation.

The Government is obliged to make this amendment to the calculation of threshold figures as the EU specific methodology for calculating threshold figures exclusive of VAT no longer applies to the UK. The UK must now accord with the standard methodology adopted by non-EU members of the GPA, which calculates threshold figures inclusive of VAT.

The implications of this VAT change mean that there has, in real terms, been a reduction in value of the threshold figures. As a result, a number of contracts which may not have otherwise fallen within the scope of the relevant procurement regimes, when calculated net of VAT may

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- energy efficient deliveries

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Regulation	Type of Contract	Existing Figure (calculated excl. of VAT)	New Figure (calculated inc. of VAT)
<b>Public Contracts Regulations 2015</b>	Works contracts	£4,733,252	£5,336,937
	Supply and service contracts awarded by central Government	£122,976	£138,760
	Supply and service contracts awarded by local Government	£189,330	£213,477
<b>Utilities Contracts Regulations 2016</b>	Works contracts	£4,733,252	£5,336,937
	Supply and service contract	£378,660	£426,955
<b>Concessions Contracts Regulations 2016</b>	Concession contracts	£4,733,252	£5,336,937

## Feature

now be subject to the Procurement Legislation.

Closer consideration is going to have to be given to:

1. Whether an authority that is not liable to pay VAT for certain goods and services, due to its status (charitable or otherwise), is still required to calculate the value of a contract as including VAT, thereby bringing more prospective contracts within the regulated procurement regime. The most risk-free approach would be to include VAT in such a calculation in order to avoid any uncertainty, but that is less favourable to those organisations that have beneficial tax status.
2. The potential that there is for inequality of treatment between contracting authorities if some do and some do not have to include VAT in their contract value calculations.

### Valuing a prospective contract

When determining the best procurement strategy, it is essential to consider the method of calculating the value of any contract.

When calculating the value of a contract, the estimated value must include all contractual costs that are payable over the life of the relevant contract including VAT. It is essential to include costs for the full duration of the contract, any extensions and the cost of any ancillary services or goods that may increase the total value of the contract.

It is important to consider the implications of aggregation on the value of any contract. In order to prevent an authority from purposely avoiding the requirement to carry out a procurement by renewing a contract below the relevant threshold, the value is taken across the amounts payable for not only the life of the contact, but also any renewals within a 12-month period for purchasing

goods, or 48 months for service contracts.

Careful consideration is also required when it comes to the value under framework agreements. Fundamentally, a framework makes it easier to manage the process of testing the market and to streamline the procurement process. Each framework has a finite value and once call-off contracts have been awarded under that framework to that value, then a new separate contract or a new framework is required. It is important that contracting authorities pay close attention to the cumulative value of call-off contracts awarded under a framework in order to avoid any issues

with the Procurement Legislation.

In addition to the points raised in this article, there is the ongoing review of the public procurement regime, see our latest article here, that may have further impact on calculating thresholds. We will provide further updates and training sessions when the new regime proposals become clearer.

*Browne Jacobson is a supplier on the LUPC Legal Services (PFB5069 LU) framework agreement.*



**Anja Beriro**  
Browne Jacobson  
Contact [anja.beriro@brownejacobson.com](mailto:anja.beriro@brownejacobson.com)



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# RECOVERING YOUR UNPAID COMMERCIAL INVOICES

Recovering overdue commercial accounts can be an issue. Mark Taylor, Wilkin Chapman LLP, highlights effective strategies for LUPC members.

Following our appointment to the LUPC [Debt Recovery Services](#) framework agreement, we have assisted several members with collecting overdue commercial accounts.

By working closely with each organisation, we adopt a bespoke recovery strategy that ensures communication is directed to appropriate internal personnel within their clients' organisation. By implementing effective communication methods, you can address any accounting queries or discrepancies at an early stage in your recovery cycle and most importantly, secure payment whilst maintaining an ongoing relationship with your customers.

The last 18 months have undoubtedly been a challenge for most organisations, however as business gradually returns to some form of normality and government grants are removed, the problem of unpaid invoices will start to be a priority.

Organisations will need to adopt effective internal and external credit control procedures to ensure prompt payment and maintain cashflow.

We set out below some of the key areas in developing effective recovery strategies for LUPC members:

1. Review of terms and conditions and ensure that clauses are updated and applicable to all customers
  - a. Make sure that you have evidence that customers have signed and returned terms and conditions.
  - b. Consider late payment and interest clauses. Do they improve on the provisions of the Late Payment of Commercial Debts legislation or do they put you in a worse position due to the low bank base rate?
2. Know who you are dealing with – check the legal status of customers
  - a. Be clear who you are contracting

- with. Is your customer a sole trader and if so, do you have their full name and business address?
  - b. Is the customer a partnership, limited company, or other type of organisation like an association or club? If so, do you have the names of the partners, the full limited company name and registration number or names of the organisations' officers?
  - c. Check the current financial position of the company.
3. Documents – make sure they are compliant to support your claim for payment
    - a. Is your invoice addressed to the correct party and sent to the correct address?
    - b. Does the invoice contain necessary purchase order numbers or references?
    - c. Be prepared to forward any requested documentation (by email if possible) to prove the claim to prevent customers delaying payment by requesting supporting paperwork.

4. Credit Control Procedures – ensure your processes and systems are robust enough to chase payment effectively but fairly. React quickly if repayment plans break down
  - a. Draw up a clear schedule of reminder letters/emails/texts/telephone calls to chase payments.
  - b. Maintain timescales but allow some flexibility for common sense when customers are co-operating but may have temporary financial difficulties.
  - c. Remember:
    - (a) positive action puts you at the front of the queue for payment;
    - (b) the longer a debt is

outstanding, the more difficult it is to recover.

5. Coronavirus – have policies in place to allow breathing space, repayment plans and cash terms for loyal customers that find themselves in financial difficulty
  - a. Some loyal customers will still be in difficulty because of the pandemic. Think about the long-term relationships and make commercial decisions on supporting those customers through their difficulties.
  - b. Can payments be structured to allow smaller but regular payments to clear an outstanding debt?
6. Pre-action – ensure that you observe the Debt Recovery Pre-action Protocol and use digital channels to contact customers
  - a. When starting the legal process, familiarise yourself with the Debt Recovery Pre-action Protocol and the required approach for different customers i.e., sole traders and limited companies.
  - b. Create bespoke communication formats – letters, emails and text messages.
  - c. Create pre-payment reminders – enhance query resolution processes.
  - d. Match your recovery approach to your customer. For example, some customers reply more readily to text or email communications.
7. Late Payment Interest and Compensation – familiarise yourself with the law to maximise collections
  - a. Consider applying The Late Payment of Commercial Debts (Interest) Act 1998 and The Late Payment of Commercial Debts Regulations, so that you claim the appropriate amounts of interest and compensation if you need to make a claim.
  - b. Compensation and Interest can be claimed as soon as a debt is overdue.
  - c. Consider using the late payment legislation as a bargaining tool to negotiate repayment of your outstanding invoices.

- Utilise the full range of recovery strategies and enforcement options if you need to take the legal route to recover payment.
- d. There are a range of enforcement options available so make sure that you or your advisor considers all options and selects the most cost effective.
  - e. Make sure that you or your advisor carefully select High Court Enforcement Officers to ensure compliant and effective bailiff work that protects your brand reputation.
  - f. Always start from a position of considering your leverage against the debtor and how that

leverage can be utilised via the enforcement system to persuade payment and put your claim at the forefront of the debtor's mind.

*Wilkin Chapman LLP is a supplier on the LUPC Debt Recovery Services framework agreement. For members seeking advice on debt recovery, you can instruct a specialise firm via this framework agreement.*



**Mark Taylor**  
Partner at Wilkin Chapman.  
Contact [mark.taylor@wilkinchapman.co.uk](mailto:mark.taylor@wilkinchapman.co.uk).



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# LUPC'S CONSULTANCY SERVICE PLAYS A PART IN THE COURTAULD'S SIGNIFICANT DEVELOPMENT PROJECT

LUPC member, The Courtauld, has recently re-opened its doors to the public following an extensive transformational development programme, Courtauld Connects.

The construction procurement for the project was managed by an external construction professional services team, but there were a number of additional requirements to support the business and re-opening that needed procurement expertise and support. The Courtauld does not have its own dedicated procurement resources, so they called upon LUPC's consultancy service for assistance.

The Courtauld had used the LUPC consultancy service to support a number of previous projects and decided to approach LUPC once again. As a result, LUPC provided support to The Courtauld between 2019 and 2021 covering a range of procurement projects and differing degrees of assistance to suit the needs of The Courtauld.

Other procurement projects successfully delivered for The Courtauld have included:

1. Cleaning and Associated Services – OJEU Restricted Procedure to re-procure the cleaning and associated services.
2. Showcases - OJEU Restricted Procedure
3. Witt Digitisation – OJEU Open Procedure (to tender recommendation)
4. Library Management System – APUC framework call-off
5. Gallery Management Collections System - competitive tender
6. IT Network Equipment – JISC framework mini-competition
7. Events Services framework - FTS Light Touch Regime procurement
8. Commercial Catering contract – LUPC framework mini-competition

LUPC's consultancy services provided ranged from providing adhoc advice through to reviewing and drafting procurement documentation. The main elements covered included:

- Helping to ensure procurement compliance (and thus reducing the risk of challenge);
- Working closely with The Courtauld stakeholders to develop specifications, pricing schedules, framework and contract documents, evaluation methodologies and other procurement documentation,
- Managing the end-to-end procurement on behalf of The Courtauld and moderating evaluation;
- Managing the procurement and communications with the market via The Courtauld's e-procurement system, Delta E-Sourcing.

Anthony Tyrell, Head of Estates and Facilities at The Courtauld, said of the support he received:

*"As a small specialist institution undertaking a significant transformational project, robust procurement of all contracts and services has been essential to ensure that we have been able to demonstrate best value to external funders. As a result of needing to*

*procure over 50 packages of works and without in-house dedicated procurement staff, it was necessary to secure specialist procurement support via the LUPC's Consultancy service. This provided expert procurement support and advice which has been invaluable in supporting us with delivering some challenging and complex contracts often within tight timeframes. The services provided have been excellent and I would highly recommend LUPC for those requiring infrequent procurement support."*

LUPC can provide members with a flexible, efficient and effective professional procurement consultancy service to meet a range of short-term procurement needs. This is a chargeable service for members at a competitive rate covering all procurement activities, from strategy to tendering. It can also be used for any procurement under agreements open to LUPC members, such as a mini-competition service designed with higher value transactions in mind ensuring compliance and delivering best value for money.

Please contact LUPC Director, [Don Bowman](#), if you would like to discuss how we can help you in this area.



## Commodity Updates

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](#)



**AR**  
**Antonio Ramirez**  
Senior Category  
Manager  
Tel: 020 7307 2764  
M: 07932 346741  
Email: [a.ramirez@lupc.ac.uk](mailto:a.ramirez@lupc.ac.uk)



**JK**  
**Joyce Kadri**  
Category  
Manager  
Tel: 020 7307 2763  
M: 07884 551949  
Email: [j.kadri@lupc.ac.uk](mailto:j.kadri@lupc.ac.uk)



**JG**  
**Julie Gooch**  
Senior Category  
Manager  
Tel: 020 7307 2778  
M: 07546 050410  
Email: [j.gooch@lupc.ac.uk](mailto:j.gooch@lupc.ac.uk)



**MK**  
**Mike Kilner**  
Senior Category  
Manager  
Tel: 020 7307 2768  
M: 07932 347182  
Email: [m.kilner@lupc.ac.uk](mailto:m.kilner@lupc.ac.uk)



**RD**  
**Roy Dennis**  
Senior Category  
Manager  
Tel: 020 7307 2772  
M: 07419 583838  
Email: [r.dennis@lupc.ac.uk](mailto:r.dennis@lupc.ac.uk)

Other useful contacts:



JISC  
<http://www.jisc.ac.uk>



TUCO  
<http://www.tuco.org/>



TEC  
<http://www.tec.ac.uk/>

### Audio Visual

#### Audio Visual Supplies, System Design, Installation and Maintenance - National **MK**

The agreement manager has been alerted to a recent fraudulent email, which has been issued to at least 14 of the suppliers present on the NEUPC AVI2005NE framework and requests detailed pricing from them.

### Estates & FM

#### Cleaning Equipment - National **JG**

NWUPC is currently reviewing the opportunity to extend for the final 12-month period.

#### Electrical Materials & Associated Products – National **JG**

NWUPC has carried out an options appraisal on the future plans for this agreement and it has been decided to extend this agreement for a further 12 months until 31/01/2023.

#### Estates & Facilities Management Services- Regional **JG**

The new agreement incorporating maintenance and minor works, security: guarding & reception and cleaning went live on 8th November 2021. This agreement has been divided into the following lots:

- Lot 1a – Estates maintenance & Minor works one stop shop.
- Lot 1b – M&E Planned & reactive maintenance.
- Lot 1c – M&E Minor Works
- Lot 1d – Minor works (up to £500k per project)
- Lot 2 - Security Services: Guarding and Reception
- Lot 3- Cleaning Services
- Lot 4- Bundled FM Services.

Detailed information regarding this agreement can be found on the HE Contracts database.

#### Soft Furnishings and Associated Products Framework **AR**

The procurement strategy was submitted to the TWP in late September and approved in October. The agreement formally changed name from "Soft Furnishings and Associated Products Framework" to 'Residential Textiles, Student Starter Packs and Window Coverings'.

The ITT was published on 15 November; bids returned on 16th December.

The agreement is due to go live on the 1st of March.

#### Waste Management Services (Sustainable) – National **JG**

LUPC is currently reviewing the opportunity to extend this agreement for the final 12 month period.

### ICT and Telecoms

#### Computing- Data Centre Management Equipment and Infrastructure- National **MK**

The Agreement has been extended for one further year to early 2023.

First-ranked supplier Keysource is offering institutions a free, no obligation Energy Optimization Study with a view to assisting members with making energy savings, an area facing increasing cost pressures. The details were circulated in a paper to the Computing Commodity Group (CCG) in December.

**Computing- Desktop and Notebook Agreement - National ('NDNA')** MK

Work on the next iteration of the NDNA agreement, which is due to commence 1 August 2022, is progressing and the working party is set to convene Tuesday 11 January for a final documentation run through ahead of the issuing of the ITT on 18 January via the Open procedure. Institutions are requested to register their interest in volunteering to take part in the hardware evaluation stage in April-May 2022.

XMA have now been mutually removed from the list of agreement suppliers, which was effective from 31 December 2021.

**Computing - National Education Printer Agreement 'NEPA' (Provision of Print Equipment and Managed Print Services) - National** MK

IT reseller Academia has now replaced Landscape on Lot 4 of NEPA for OEM Epson.

**Computing- Networking Supplies and Services- National** MK

A request for HENSS Networking TWP volunteers was circulated to the Computing Group in December. The procurement strategy for the replacement framework has been drafted and a short user survey was issued seeking feedback on the lotting and scope of the agreement, which closed on 5 January. A PIN has also been shared with the market and suppliers were invited to submit initial feedback on the scope by the end of December.

**Computing PCs with Apple Operating Systems-National** MK

The new Apple agreement commenced on 1 November 2021 with four Apple Authorised Education Specialists (AAES), which in order of ranking were Academia, XMA, Albion and GBM Digital Technologies (trading as Sync).

The LUPC CCG was issued messaging in December around the limited availability of stock and significantly increased lead-times on new orders. The agreement suppliers are for example, pre-ordering against Apple using historic sell-through data to ensure stock is replenished as quickly as possible with allocation in place for HE as a priority to maximise availability on regularly ordered items. They are also undertaking back-order reviews and recommending similar in-stock alternatives where appropriate.

**Computing - Server, Storage and Solutions National Agreement ("SSSNA")** MK

The SSSNA ITT was originally issued on 23 August for response by 29 October however, the process was stopped and reissued in November using a restricted procedure due to the high number of anticipated responses, particularly in the reseller-led Lot. The received SQ responses were evaluated and the award stage of the tender is now due to formally commence 14 January. The remainder of the Stage 2 schedule is as follows:

Tender Clarifications to be received by 28 February for response by 7 March

- Tender submission deadline 14 March
- Evaluation and moderation to 2 May
- Commencement 1 July 2022

A decision on the extension of the present framework is pending.

**Jisc Telecommunications Framework** MK

Further information on the future of this agreement will be shared in February's NICT meeting

**Jisc Vulnerability Assessment Services (VAS) Framework** MK

The framework has been extended one further year to 2023.

**Computing – General Matters not covered elsewhere**

The National ICT Group continues to meet approximately every 4 weeks with the last meeting 10 January 2022 and the next presently being planned for w/c 7 February.

The NWUPC-led National ICT Re-Use/Recycling Agreement will commence on 15 January, implementation meetings having been held with the three suppliers four days earlier. The following organisations were awarded a place on the framework (order ranked):

- Stone Technologies
- Rapid IT Recycling
- Protech

Current national provider CDL (tendering under parent company Restore Technology) finished equal 5th in the evaluation.

Supplier webinars have been arranged to help promote the Virtual Learning Environment (VLE) agreement. These are being held 1000-1130 on the following dates:

- Instructure (Canvas) 26 January 2022
- D2L (Brightspace) 2 February 2022
- ITS Learning 16 February 2022

APUC is currently working on a relet for Similarity Detection plagiarism software, which is planned for commencement on 31 August 2022. Turnitin acquired Ouriginal, the only competitor on the existing agreement, on 30 November and further information from Turnitin was provided regarding the impact of the contract novation and acquisition on customers. Turnitin is looking to organize a Q&A session, which will be communicated in advance to all institutions.

A procurement strategy has been drafted for Alumni CRM Systems and APUC is working with a UCISA user group to develop a procurement strategy. However, having drafted and sought wider consultation and through market engagement, the scope of the procurement strategy may be broadened to include Student Recruitment and the student journey through to Alumni. The procurement strategy will be revised and presented to a UK working group for comment.

Work on a new Student Accommodation, Conference / Event, Catering & Hotel Management Software framework is currently in progress with a view to launching April 2022. The Framework is planned to be divided into 4 Lots:

- Lot 1 - Student Accommodation Management Software
- Lot 2 - Conference/Event Management Software
- Lot 3 - Catering Management Software
- Lot 4 - Hotel Management Software

**Insurance****Insurance – Regional** MK

Insurance ITT documentation run throughs were held in late November and December around the two agreements, PA Travel commencing 1 May 2022 and the main market tender

from 1 August. These focused on the current market, potential bidders and the optimum structures for achieving best value for money. The tender and risk questionnaires from each member were due before Christmas; any late replies are presently being followed up. The remaining property risk surveys are also being undertaken ahead of the ITT being issued early February for return mid-April.

Brokers Gallagher have identified several property insurers interested in submitting terms albeit, it is unlikely these would be achieved on a 100% basis. We await Gallagher's proposal around an acceptable and fully transparent commission fee structure where they act as lead in co-ordinating and submitting a consortium bid on behalf of multiple participants. This will allow for 100% placement and in line with the tender submission requirements.

The deadline for Insurance Group members to submit Personal Accident & Travel tender information is 14 January ahead of the separate tender, the individual questionnaires having been sent to each member on 6 December. A caveat will be given when presenting this to the market in view that setting accurate travel patterns for 2022 is clearly a significant challenge in the wake of the ongoing pandemic.

**Laboratories and STEMed****Gases (IUPC) – National** AR

This new framework went live on 1st November as planned with framework agreements awarded to BOC and Air Liquide for gas supply. In addition to these two suppliers, ancillary and servicing lots were also awarded to the companies Medical Industrial Gas Services and London Fluid System Technologies (Swagelok).

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

This new framework will run for two years initially, with options to extend for up to two further years, if required. It covers English language print books for library stock; print books published in foreign languages; standing orders; e-book for library access; e-textbook access; English language print books for institution department purchase; and sales to individual staff and students (print or electronic).

New elements on this iteration of the framework:

- Lot 2 now includes supply of hard-to-source worldwide material on quote basis
- Two new sub-lots within e-books for libraries covering Multi-publisher EBA schemes and platforms for e-books in primarily non-UK languages
- New suppliers including Erasmus (Lot 2), Houtschild (Lot 2), JSTOR (Lot 4.3), VitalSource (Lot 4.4, 5 and 7).

Full details are now available on HE Contracts.

**Serials, Periodicals and Associated Services Joint Consortia Agreement** RD

– Inter-regional Agreement (SUPC led)

Extension to fourth year in progress by SUPC.

Work on the next iteration of the framework is imminent.

**Office Supplies & equipment****Office Supplies – National** JK

Supplier review meetings for Lot 1 are arranged for the second week of January. Banner (Lot-1 supplier) has made some changes in their Account Management; the new account manager is Domonic Bagnall replacing Ian Dixon.

If you have any feedback regarding this agreement, please contact Joyce.

**Paper – Print and Specialist OFF3117 NW** JK

A further six-month extension period has been applied to the current agreement which will end in June 2022. LUPC members are invited to join the tender working party. Please email: Joyce Kadri.

**Professional Services****Ceremonial Gown and Photography Services—National** JK

The first tender working party meeting took place in November. There was a good discussion on strategy and changes members would like to see in the new agreement. Taking in account their comments we are working on the ITT documents with an aim to publish by the end of January.

**Debt Recovery Services– National** RD

Framework reviews were completed with all suppliers between October and December. Preparation work has started for the next agreement.

**Executive and Senior Strategic Search and Recruitment Services** RD

APUC has extended the framework to 30th April 2022. LUPC and members are engaged with the TWP and it is expected to be available to members by May 2022. Current activity is focusing on the specification and evaluation for the tender.

**Intellectual Property Rights Services – PFB2003 NE** RD

The agreement has been extended into its fourth year. NEUPC are now focussing on the strategy and possible tender for its replacement in 2022. More information to follow.

**Legal Services – National** RD

We are currently working on the promotion of the new agreement throughout 2022 focusing on the benefits and specialisms that the law firms under the framework can provide members. This includes promotion to members of supplier-led events and overviews of key legal team members who will deliver services under the framework.

Further information on the agreement can be found here. If you have any feedback, please contact Roy

**Occupational Health and Wellbeing for Students and Staff** RD

Supplier framework reviews are being scheduled for February and March of this year. NHS suppliers under the framework (Barts and Airedale) continue to provide limited services for new call off agreements under the framework due pressure caused by COVID.

**Supply of Taxi Services including Hybrid and Executive Cars—Regional** JK

The agreement has been extended until August 2022. All suppliers have agreed to the extension. CityFleet Network (London Business) has been acquired by Addison Lee. The new operating name is ComCab (London) Limited which is owned by the Addison Lee Group, a formal Novation process has been carried out.

## Commodity Updates



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LUPC framework supplier for Laboratory Equipment (General) and Associated Post Installation Services framework: LAB5061

## Interview

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## Let's talk....

Caroline Chipperfield, Head of Procurement at the London School of Hygiene and Tropical Medicine (LSHTM), provides an insight to her experience of working in procurement.

**How long have you worked at your organisation?** Since November 2019. I managed a few months in the office with my team before lockdown started, and we've only managed to get most of the team together once since then.

**How did you get into procurement?** I started in procurement entirely by accident, I was asked to support a new manager starting in the newly created role of procurement manager. I had no idea what procurement involved at first. Gradually, supporting procurement took up more and more of my time, until I found myself exclusively working on procurement projects.

**What do you most enjoy about your job?**

Procurement has given me fantastic variety in my role. I have worked on so many different projects for all types of works, services and supplies; every project and every day is different. I have managed processes to procure gin, chocolate, carpets, restoration services, penetration testing, all sorts of IT systems and hardware, stone cleaning, refurbishments, logistics and lots of consultants. I have learned a lot about so many different subjects and worked with amazing enthusiastic experts from very different areas. All this variety and

the different challenges of each project and organisation mean that there is always something new and interesting to look forward to.

**What's the worst thing that happened in your career and how did you overcome it?** We awarded a transport contract to a new supplier, but it soon became clear that they had overestimated their ability to meet the service demands. For months we worked with them to save the contract but eventually had to terminate the agreement. The lessons learned review led to a more rigorous ITT and another, more successful, procurement process.

**If you weren't in procurement, what would you be doing?** I know someone who tags sharks in the Maldives for a living, that sounds like it might be fun!

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

Procuring the restoration of the red benches in the House of Lords was fascinating, learning how the benches are constructed, how the speaker systems were added and what a 'bun head nail' is.

**What advice would you give to people new to the sector?** The willingness of

everyone in the HE sector to work together, sharing their knowledge and experience with each other, has been really helpful and unlike anywhere else that I have worked. Anyone new to the sector should definitely make use of this opportunity to work collaboratively.

**What do you think have been the main benefits of joining LUPC?**

Membership of LUPC has so many benefits; apart from the obvious convenience and value for money provided by the frameworks which LSHTM relies on, the training and development resources and opportunities are also well used by every member of my team. The networking opportunities and support provided are also a huge benefit.

**What are the key challenges ahead for your organisation, especially following on from the COVID-19 pandemic?**

LSHTM has committed to achieving Net Zero Carbon by 2030, this will be a huge task and change for the Procurement Team and for the organisation as a whole.

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

I am most proud of the way my team responded to the pandemic and being in a lockdown situation; the procurement team had to adapt quickly to new demands from our users and our suppliers. For a while we had to continue providing in person onsite services to ensure that the essential laboratories could continue to function. We also had to work with suppliers to arrange all the necessary equipment was available and delivered for home working. The whole team worked brilliantly and responded to the challenges effectively and with good humour, supporting each other and our users.

**What would be your favourite book and luxury on a desert island?**

The book would be easy, I love the Hitch Hiker's Guide to the Galaxy books. Snorkelling gear would be the luxury item.

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THE MAGAZINE FOR LUPC MEMBERS AND SUPPLIERS

## PROCUREMENT 101: IS THERE A SPEND LIMIT ON MY CALL OFF?

When discussing framework agreements with members, we often get asked if there is a maximum spend limit for a call off contract. Antonio Ramirez, Senior Category Manager at LUPC, explains how consortia estimate the value of an agreement and why consideration of a call off value is important.

When preparing for any framework agreement tender, the procurement lead must estimate the potential spend levels the agreement hopes to achieve throughout its term, inclusive of extensions. This is a key transparency requirement of the Public Contracts Regulations (PCR 2015); suppliers must be aware of the potential value of an opportunity to decide if they can invest the resources needed to respond to an Invitation to Tender (ITT).

Whilst calculating the value of a contract can be relatively simple when procuring directly for an organisation, estimating a realistic figure for a multi-year framework agreement across an entire sector is much more challenging.

PCR 2015 states that the maximum total spend value under a contract or framework must not exceed 150% of the originally advertised value of the agreement.

Most LUPC frameworks will be open to all [UKUPC members](#), so spend must be estimated at national level. Changes in the 'macro level' environment that affect future demand patterns, are unknown. For example, the vast jump in demand by our members for Personal Protective Equipment (PPE) and scientific consumables that we saw last year due to COVID-19, meant framework managers had to monitor framework spend a lot more closely. Likewise, the pandemic had the opposite impact on categories such as corporate travel and conference services.

If contracting authorities estimate a framework value figure that is too high, bidder interest may be magnified, and the ITT may only attract bids from the largest suppliers. If the estimated figure is too low, the advertised value of the framework may be reached before the expiry of the agreement, forcing the framework to terminate early and potentially interrupting supply.

Our approach is to reasonably overestimate framework spend to ensure there is ample contingency built into the agreement for all member requirements, while at the

same time maintaining credibility with our suppliers. It is our job to manage supplier expectations through collaborative contract management.

Two-way communication between LUPC and its members is of paramount importance. In a best-case scenario, members would advise us of any call off from our frameworks that will result in spend that is significantly higher than usual spending patterns. This will enable us to take any required action to ensure the framework agreement runs smoothly for its duration.



