

## Managing Supply Chain Risk in a Disrupted World



PROCUREMENT  
DISPUTES: BUYER  
BEWARE?

THE ENVIRONMENT  
AGENCY'S APPROACH TO  
CARBON OFFSETTING

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



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

## Welcome

### Welcome to the spring edition of Linked Magazine



I hope you have enjoyed the Easter break, much needed after the ongoing demands on Procurement to manage price increases, product delays, and shortages during this tumultuous time. Our lead article for this edition, managing supply chain risks in a disrupted world (page 15), covers this subject and we hope you will find it an informative read.

On a brighter note, we are very much looking forward to seeing members and exhibiting suppliers, in-person at last, at our annual LUPC & SUPC Conference on 8th June. Preparations are well underway, and bookings are now open for members – don't miss out! Register and view the programme [here](#).

This edition of Linked features our standard items; LUPC news, latest activity in responsible procurement, commodity updates, Procurement 101 which focusses on e-catalogues, and our member interview. The Environment

Agency shares best practice on carbon offsetting (page 11), a topic LUPC is currently looking into with regards to the procurement of offsets for members. Also, Legal services provider, Clyde & Co, shares insights into procurement disputes (page 20).

Emma Keenan, our Deputy Director has recently moved on to a new challenge outside of Higher Education. I'd like to take this opportunity to thank Emma for her achievements during her time at LUPC and her work across the sector. We have now recruited a new Deputy Director and are delighted to announce that Jasbinder Sandhu, currently Head of Procurement at LUPC member University of the Arts London (UAL), will be joining the team in June.

As always, please contact us if you need any assistance with your procurement activity, and we hope to see you at our conference on 8th June.

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## LUPC & SUPC Conference 2022

The annual [LUPC & SUPC Conference](#) is back! We are thrilled to invite members back for our in-person event at a brand-new venue in Liverpool Street, London on 8th June 2022. Members can join us for a day packed full of topical sessions, an exhibition of 67 framework suppliers, and of course the chance to catch up with your colleagues from across the sector. Visit our conference website to [register](#) and to access further details (members only)

Members and exhibiting suppliers are welcome to



stay on for our after-conference drinks reception (16:30-18:00).

All exhibitor stands and sponsorship opportunities for framework suppliers have sold out.

If you have any questions, please contact [Suzanne Picken](#), Head of membership, marketing & communications.

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## LUPC Annual Review

[Our annual review](#) highlights key procurement activity covering the core category areas and responsible procurement; an overview of our 2020-21 financial position; and our achievements as our corporate strategy for 2018-21, *Adding Value through Responsible Procurement*, drew to a close.

## Market Insight Document

The third iteration of our [UKUPC Market Insight Document](#) providing detail on what is happening in national and international supply chains, is available now.

## Events

**Head of Procurement Monthly Meeting** 29 April, 27 May, 24 June  
**Estates Coffee Morning** 10 May [Register here](#)  
**UKUPC Webinar: Loneliness and Connection** 13 May [Register here](#)

## Procurement Policy Note 01/22: Contracts with suppliers from Russia and Belarus Practice

LUPC has put together [a quick summary](#) of March 28th Procurement Policy Note (PPN) which sets out how contracting authorities can further cut ties with companies backed by the states of Russia and Belarus. You can read the whole document on the [.Gov website](#).

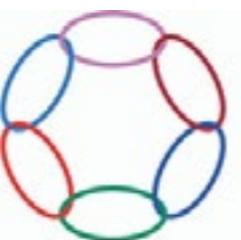
## Russian Supply Chain Risks

UKUPC met last week to share collective knowledge on [supply chain risks](#) coming from the Russian invasion of Ukraine.

You may be interested in reading this excellent article - [Achilles Ask the Expert: Ukraine under siege and Russian sanctions](#).

## Suppliers Guide to Tendering

Suppliers can now access the [Supplier Guide to Tendering](#) created by the UKUPC Joint Contracting Group for all suppliers on UKUPC frameworks. To learn more please visit our or [Guide to Tendering](#) page where we have created an overview through [an interactive presentation](#). Please use the arrows to move through to the next section or click directly on the required section of the video. Members may wish to share this information with suppliers they involve



## Framework agreement news

### STEMed and Labs: Invitation to participate in a new Category Group for LUPC members

This is a forum for interested procurement and lab technical practitioners to share insights and experiences that affect our work in this sector. We envisage the group will meet quarterly for 60 minutes via Teams from mid-June 2022, however this can be reviewed after the first couple of sessions. Please have a look at the [draft Terms of Reference](#) which further explains this initiative, and we can use the first session to refine or define these terms. Please find a Doodle Poll link below with several options for the session, please select as many as you can accommodate: [Lab Group Doodle Poll](#). If you or a colleague would like to participate in this Category Group, have any queries or would like to discuss this further please contact [Antonio Ramirez](#)

### Estates Professional Services: Opportunity to participate in National Framework Tender Working Party

UKUPC is currently working on the delivery of an Estates Professional Services Framework, which will run for an initial two year period, with options to extend up to 24 months. It will include three Lots to cover the following services:

- Multi-disciplinary provider
- Project Management (Regionalised)
- Quantity Surveying / Cost Consultancy (Regionalised)

We would like to hear from members interested in joining the tender working party (TWP) to provide support with:

- the creation of the Procurement Strategy
- designing the specification and technical questions and relative weightings; and
- assisting in the evaluation process especially those who have technical knowledge in this area

If you are interested in providing input

into this process, please sign up [here](#). A reminder of the benefits of being involved in a tender working party can be found [here](#).

Please share this with anyone within your Estate teams who may have an interest in getting involved. For further details contact [Justin McLoughlin](#)

### Waste Management: We need your help for the LUPC framework agreement

We recently wrote to our members to ask for input into the [LUPC Waste Management Services](#) framework agreement which we are shortly re-tendering. Unfortunately, we have had little to no response. For our framework agreements to meet our members requirements, it is essential that members have some involvement in the tendering process. Would you, or a member of your team, be willing to spare some time with our Senior Category Manager for Estates, Julie Gooch, to share knowledge and information on the subject? If so, please email [Julie Gooch](#) for a simpler discussion, or for more information with regards to the tender process or being involved in the tender working party. We would appreciate whatever support you can provide to us and look forward to hearing from you.

### Estates Coffee Morning

LUPC's Estates and Facilities Management Senior Category Managers, [Julie Gooch](#) and [Justin McLoughlin](#), are introducing the first of our ongoing Estates and Facilities Management Coffee Mornings for our members which will take place every two months. The first

meeting will take place online, on Tuesday 10th May 9.30 – 10.15. Register [here](#)

Please contact [Julie Gooch](#) if you have any queries.

### New Residential Textiles, Student Starter Packs and Window Coverings Framework

LUPC is thrilled to announce Members now have access to the new [Residential Textiles, Student Starter Packs and Window Coverings Framework - FFE3177 NW](#) - formally known as the Soft Furnishings Agreement. The agreement runs from the 1st March 2022 until 29th February 2024 with the option to extend for two further one year periods until 28th February 2026. Find out more [here](#).

### New NEC4 Facilities Management model contract information

LUPC went live with the Estates and Facilities Management Services (maintenance and minor works, security: guarding & reception and cleaning) [EMF509 LU in November 2021](#).

The model contract call-off terms, which govern the service lots of the agreement (lots 1a, 1b, 2, 3 and 4) is the new NEC4 Facilities management Contract (FMC). This was launched in June 2021 by the NEC and the Institute of Workplace and Facilities Management (IWFM). LUPC is sharing this [webinar](#) provided by IWFM last year introducing the NEC FMC suite which gives you an hour-long overview, including how it can and should be used. If further training on the NEC4 FMC is something that would interest you, please contact [Julie Gooch](#).

## Frameworks in the pipeline

- **Graduation and Ceremonial Gowns, Photography and Event Services-National** (expected to go live June 2022). Contact: [Joyce Kadri](#)
- **PA/Travel Insurance** (expected to go live 1 May). Contact: [Mike Kilner](#)
- **Servers, Storage & Solutions National Agreement (SSSNA)** (expected to go live July 2022). Contact: [Mike Kilner](#)

- **Main Insurance Programme (exc. PA/Travel)** (expected to go live 1 August 2022). Contact: [Mike Kilner](#)

- **National Desktop and Notebook Agreement (NDNA) - National (ITT)** (expected to go live August 2022). Contact: [Mike Kilner](#)

## Responsible Procurement updates Spring 2022

### Responsible Procurement placement at Historic Royal Palaces and Zoological Society of London

Marisol Bernal,  
LUPC's Responsible  
Procurement Lead



I recently completed an enjoyable placement at Historic Royal Palaces (HRP) and Zoological Society of London (ZSL), working alongside the procurement and sustainability teams for two days a week over a twelve-week period. I carried out the following initiatives:

- Reviewing and providing feedback on their modern slavery statements;
- Reviewing, understanding, and summarising HRP's current sustainability position in different parts of the organisation;
- Reviewing and recommending relevant content of procurement and sustainability documents;
- Increasing knowledge of the benefits of Electronics Watch by supporting their understanding of their affiliation and how to get the most from this;
- Supporting ZSL with guidance for their ISO20400 and their self-assessment;
- Improving their understanding of our support for their scope 3 emissions reporting;
- Sharing sustainability resources and training with both institutions

**Marc Dial, Head of Procurement at HRP and ZSL said:** "During her time with us, Marisol has drawn together the state of play across both organisations in respect of



*current responsible procurement activity. She has provided meaningful advice and direction as to how improvement can be made in terms of embedding thinking within our requirements drafting and assessing supplier capability in this area.*

*"Marisol recommended tools for measuring progress in this area which in due course we will investigate fully. She also reviewed and gave advice on each organisations' Modern Slavery statement. This work has been invaluable as both organisations possess only small Procurement teams and the area of responsible procurement had been identified as needing a critical eye cast upon it."*

My next placement starts in May at Birkbeck, University of London and I'm really looking forward to making an impact there.

### Guidance on preparing a Modern Slavery Statement

Our new [guidance on preparing a Modern Slavery Statement](#) supports 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.

Statements should present the efforts, policies and

processes undertaken by your organisation, reflecting your journey towards fulfilling the responsibilities of the public sector towards those who provide the products and services we procure.

The Business, Human Rights and the Environment Research Group (BHRE) and LUPC have prepared

this guidance based on our research and interactions with public buyers. We have kept it short and user-friendly, trying not to overload the reader and providing a quick 'Dos and Don'ts' list.

We hope you find the document useful, please do share it across your organisation.



### LUPC & SUPC Responsible Procurement Group

The next [LUPC & SUPC Responsible Procurement Group meeting](#) will take place online on *Tuesday 24th May from 10:00 - 12:00*. This is a quarterly meeting for LUPC and SUPC members showcasing responsible procurement activity being undertaken across our combined memberships.

Our May event will include hearing from:

- Katherine Bojczuk, Head of Sustainability at The University of Westminster, presenting on its decarbonisation plan and how it fits into its Sustainable Development Goals strategy.

#### [Register Now](#)

*Minutes from the last LUPC & SUPC Responsible Procurement Group meeting have been issued to the attendees, please contact [Marisol Bernal](#) if you'd like a copy. You can check out the [presentation recording and slides](#) from Jiteen Ahmed's, Head of Technical Services at Aston University, on sustainable laboratory procurement.*

### New Real Living Wage Update

The real Living Wage rates are now £9.90 an hour in the UK and £11.05 in London. The new Living Wage rates were announced on Monday 15th November 2021. Employers should implement the rise as soon as possible and within six months. All employees should receive the new rate by 15th May 2022. Find out more [here](#).



### London Responsible Procurement Network - An invitation to LUPC members to join

LUPC has been involved for several years with the *London Responsible Procurement Network (LRPN)*. The aim of the LRPN is to establish a regional network to share ideas and resources amongst London based public sector organisations with an interest in developing innovative responses to promote and implement Responsible Procurement.

It covers social value, ethical sourcing, employment and skills, local procurement, diversity & inclusion, and environmental sustainability. The LRPN is now run through a Steering Group represented by a number of London public bodies and is chaired by the Head of the Greater London Authority (GLA) Group Responsible Procurement Team.

The Steering Group will be holding three RP themed specific meetings this year. The first one on carbon took place in late April. Supplier diversity will follow in the summer and ethical sourcing in the autumn.

We would strongly recommend that LUPC members consider joining the LRPN, at present it is predominantly a local authority membership and they would like more HE involvement.

Please feel free to forward on to any colleagues who may be interested in participating. If you would like more information or to join the network, please email [Lucy Neville at TFL](#).

# Are you using the same eTendering System... ...year after year?

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## COLLABORATION IN ACTION LUPC & SUPC CONFERENCE 2022

Mercell UK is the current sole provider on the LUPC eProcurement System framework with a number of Universities already making the change and adopting our CTM platform. Mercell (formerly EU-Supply) is a well-established, fast-growing eSourcing platform provider in the UK, part of the Mercell Group.

Serving the University sector along with Local Authorities, Nuclear, NHS and Housing to name a few. With clients such as the Yorkshire Local Government collaborative portal, eTenders Ireland and The Bluelight emergency services, Mercell are a leading SAAS eSourcing provider throughout the UK.

## See CTM eTendering in action!

Here is a 3 minute taster of how CTM is being used by UK Universities.

Example organisations already using CTM include:  
 LUPC, SUPC and NWUPC,  
 JISC, LSE and The London School of Hygiene & Tropical Medicine and more.

[Contact us](#) for your bespoke CTM system demonstration thumbnail image below:

Click to view



*"As the framework representative of an IT system, it is easier to champion and promote a solution that I find genuinely more intuitive to use than other platforms which take more time and effort to figure out."*

**Antonio Ramirez**  
*Senior Category Manager,*  
*LUPC*

[Contact Us](#)

## Responsible Procurement: Case Study

# FAIRPHONE : SUSTAINABLE, LONG-LASTING AND FAIR

Fairphone prides itself in offering a fairer, better, more sustainable mobile phone option whilst improving the lives of everyone along its supply chain. Dipal Patel of Your Co-op Business Solutions, part of The Midcounties Co-operative – single supplier on the Ethically Sourced mobile phone framework agreement, explains the focus on sustainable solutions that deliver social and environmental benefits.

The journey starts with choosing fair materials. Fairphone engages and invests in improvements for responsible mining whilst creating innovative models for post-consumer waste and ensuring responsible recycling. Amongst its work, the company:

- Is the first and only smartphone company to integrate Fairtrade gold into their supply chain.
  - Co-founded the Fair Cobalt Alliance, working to improve the livelihoods and working conditions of traditional cobalt miners and communities.
  - Uses 100% recycled tin and over 50% post-consumer recycled plastic in the latest Fairphone 4 mobile handset. The device uses 100% recycled rare earth in its speakers and 90% in its vibration motor.
  - Sources Tungsten from Rwanda, helping to support the local economy.
  - Uses recycled sources for almost half of the copper needed for the Fairphone. End-of-life phones are actively gathered to provide recycled copper as part of their advocacy for more responsible supply chains within the industry.
  - Is a proud member of the Responsible Lithium Partnership and Aluminium Stewardship Initiative (ASI) and leads the way in the responsible natural sourcing of materials.
- Fairphone wouldn't be anything without the people behind them.



The electronics industry is notorious for poor working conditions, which is why Fairphone is committed to creating a decent life, sufficient income, and safe workplace for all involved. In 2019, Fairphone pioneered the first living wage program in the electronics industry seeing many workers benefit since then. Through their Uganda Gold project, it has contributed to strengthening local mining communities whilst reducing child labour.

Fairphone stands out by giving a voice to many who would otherwise be silent. Encouraging consumers to make the greener choice for humanity and the planet.

Ultimately Fairphone and its ideals are just as sustainable and impactful as the products it creates.

For more information about the Fairphone 4 handset please visit [HE Contracts](#) or contact [business.solutions@midcounties.co.uk](mailto:business.solutions@midcounties.co.uk).



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## Feature



### THE ENVIRONMENT AGENCY SHARES BEST PRACTICE ON CARBON OFFSETTING

Carbon Offsetting and the approach the Environment Agency (EA) has taken in relation to achieving net zero was one of the presentations at the LUPC & SUPC Responsible Procurement event on 10 November. We summarise the key points presented by Simon Dawes, Head of Sustainable Business Strategy at the Environment Agency.

#### About the Environment Agency

The Environment Agency (EA) is a non-departmental governmental agency and is the UK's environmental regulator. The EA has committed to reaching net zero by 2030; reducing its emissions and taking carbon out of the atmosphere. It has adopted a tough, internationally recognised definition of net zero, one which counts both its direct emissions and those of its

suppliers. Its targets are based on science; the SBTi (Science Based Target initiative), and directly correlate to the Paris Climate Agreement which aims to prevent global temperatures rising above 1.5C. For the EA, this means it will reduce emissions by at least 45% and deliver projects that "lock up" the remaining emissions i.e., 'offset' 55%. The EA has a [roadmap on how they will get there](#).



Environment Agency

After extensive research, the EA realised that 82% of their emissions lay in the supply chain, so the focus of efforts changed to concentrate on what it calls the **4Cs**:

- Concrete
- Cars
- Computers
- Commuting

The EA has around 90 actions to carry out under its strategy, each owned by

different Directors, with every business area being involved in delivering the strategy. HR, for example, will be involved in linking action to employee rewards and Finance will be setting a carbon budget. Engagement with employees is key and the EA has created a carbon and climate literacy package for all 11,000 EA staff to help them become more carbon literate.



#### **What is offsetting?**

An offset is used to mitigate residual unavoidable emissions, not to justify business as usual. Offsets can either be *removals* - something that absorbs CO<sub>2</sub> from the atmosphere (trees, for example) or *avoidance* - reduces emissions outside of your value chain (e.g., solar panels). Net zero claims vary in terms of whether avoidance or removals are used. SBTi rules only

allow removals to be used as this tends to be more effective and credible.

#### **How does offsetting work?**

There are three approaches to offsetting:

##### **1. Deliver offset projects yourself**

This gives you control of the projects but exposes you to risk and tends to be more expensive. This option also provides good CSR credentials for your company to use.

This approach works for the EA as it has a lot of land available and could plant trees. However, it would need to plant 10,000 acres of trees to offset their carbon emissions, which is clearly not possible. In the UK, there is not much land available to deliver offsetting projects such as planting trees, which is often the preferred option. This is a challenge for businesses as options to deliver offset projects themselves in the UK are limited.

##### **2. Buy domestic carbon offsets**

(approx. £15-25 per tonne)

The advantages are that you are buying a UK verified product (in the UK, the third-party verifiers are the [woodland](#) or [peatland code](#)), keeping benefits local. However, the supply of credits is currently low, and prices are expected to increase.

##### **3. Buy international carbon offsets**

(approx. £2-10 per tonne)

These are more readily available than UK options and there is potential to invest in places that suffer most from climate change impacts, so you can make a real difference. However, the money does leave the UK, the quality of the projects is variable, and it is difficult to get third party verification.

In reality, only a combination of the above three approaches will enable the EA to reach its net zero goal.

#### **What makes a good offset?**

High quality market offsets should meet the following criteria:

- Additionality - the project would not have happened without carbon finance (money used for reducing emissions)

- Permanence - the project has the longevity required (important for nature-based removals when comparing to fossil fuel consumption).
- Quality - quality of project design and accurate reporting of credits.
- Verified - by a suitably qualified third party. In the UK, the third parties are the Gold Standard, the Woodland Code and the Peatland Code.

#### **Things to consider:**

- Claiming credits - credits should be claimed as they "lock up" carbon, not in advance,
- Spurious claims - not all offset schemes are equal, do your own market research (e.g., compliance with social and environmental best practice),
- Challenges - not much land/space in the UK to carry out offsetting.

- Wider benefits - different offset approaches deliver different benefits (e.g., House insulation scheme vs nature based),

- Carbon offsetting should not be a replacement of emission elimination. Only when you have exhausted all options of eliminating your own carbon emissions, should you explore, offsetting. Drive down your own emissions as much as possible and use offsetting to contribute to achieving 100% carbon reduction,

- The EA has found that suppliers are keen to move fast in this area, but they are not always clear on definitions and what net zero actually means. A lot of work needs to be done with supply chains and increasing their understanding and knowledge,
- Challenges – not much land/space in the UK to carry out offsetting.

So, in reality, organisations need a blend of habitat types and technology solutions. They can look at other parts of the world but there may be an issue with spending public money abroad.

The Environment Agency recently published a report which reviewed the evidence behind carbon offsetting looking at a wide range of [different offsetting approaches](#) which could be used in the UK.

Watch the full recording of [EA's Carbon Offsetting presentation](#) from the LUPC & SUPC Responsible Procurement event on 10 November 2021.

LUPC is reviewing the options available to its members with regards to the procurement of Carbon Offsets; further information will be provided during 2022.



## B Banner

# On track to reach your carbon reduction targets?

Banner works hand in hand with customers to help connect business areas, simplify buying processes and maximise the impact on sustainability goals

Click [here](#) to find out more

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)



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## Feature

### MANAGING SUPPLY CHAIN RISK IN A DISRUPTED WORLD

With what seems like never-ending events impacting the supply chain resulting in delays, shortages and price increases, Katie Tamblin, Chief Product Officer at Achilles sets out the current key areas of concern.

I wonder how many times the phrase, "we are living in unprecedented times" has been published or merely uttered since its inception. I supposed it is always true in some sense, but for those working in procurement and supply chain roles, the use of this phrase has risen dramatically in the last couple of years. At the end of Q4, we thought perhaps we were seeing a levelling off of supply chain disruption and commodity price pressures. While our Achilles Supply Chain Resilience Index (ASCFI)\* remained in high-risk territory, we were hopeful that the worst was over. However, we did not predict the unfolding of geopolitical events that would cause dramatic supply and price shocks currently impacting global supply chains. Layered on top of that, another round of manufacturing shutdowns in China's tech-heavy manufacturing hub of Shenzhen could cause further issues for purchasing professionals around the globe.

#### What you need to know *Price pressures will keep inflation high.*

- Energy prices will have a direct impact on overhead bills, but also indirect impacts on shipping and logistics costs.
- Be aware of any items you buy made with Nickel (like batteries or electronics with batteries in them) – the prices are likely to rise.

#### *Shortages and long lead times will remain a reality.*

- Semiconductors and batteries will cause delays for IT equipment, most types of machinery, and items with

- sensors – like lighting systems.
- If you are thinking of taking your vehicle fleet electric, plan well in advance and expect prices of electric vehicles to increase.

#### The Impact of the Russia-Ukraine Conflict

The invasion of Ukraine has resulted in a humanitarian crisis that is not to be underestimated. As relief efforts and political events unfold, supply chains are already feeling the pain of disruption and cost increases. Prices for oil, gas, nickel, platinum group metals, and wheat are just a few of the key materials heavily impacted by Russia's invasion of Ukraine.

#### Nickel and Stainless Steel

According to Commodities Analysis & Insight, nickel from Russia is mined in Norilsk in Siberia and is termed "Class 1" nickel as it has very high purity. Class 1 nickel can be used in all end-use applications for nickel but is typically used in batteries (10% of nickel demand), catalysts and special steels (20% of demand). Stainless steel (66% of nickel demand) favours "Class 2" as it is less pure and cheaper. Class 2 is found in a lot of places. In short, stainless steel is unlikely to see too much appreciation in price as the supply options are more diverse. As stainless production is weak, it's possible the loss of



Russian nickel will be compensated by other sources. Russia is also the biggest supplier of Platinum Group Metals (PGMs) which includes platinum, palladium and rhodium. These are important for catalytic converters for internal combustion engines. Rising prices will likely drive more thefts of catalytic converters, as the price of palladium (used in petrol) has already doubled over the last month. This could increase pressure on procurement teams to secure replacement parts or vehicle fleet servicing.

#### **Wheat, maize, sunflower seed and oil production**

Russia and Ukraine also account for large proportions of global wheat, maize, sunflower seed and oil production. Prices for these had been rising since the end of last year due to inflationary pressures and rumours of the forthcoming conflict. They are 15-25% higher than last year. In 2014, the annexation of Crimea saw prices of wheat and maize lift 20-25%. Such a rise, on the already elevated prices, would be a significant challenge to buyers and for consumers. Furthermore, these grains are also used in feed for animals, so prices will feed into higher costs of some meats, especially beef. All of these impacts will keep inflation elevated, putting widespread pressure on procurement teams to keep costs down.

#### **Rail freight**

Rail freight travelling across Russia has also been impacted, causing delays and cost overruns as purchasing teams scramble to move goods by sea or air as an alternative. Prices and lead times are responding in the sea and air freight markets, causing significant disruption to the movement of manufactured goods and raw materials. Procurement teams are reporting skyrocketing costs and increases on lead times of months, not weeks, in some cases.

#### **Shortages**

Manufacturing shutdowns in Shenzhen could have a limited impact on global supply chains if they remain short-lived and contained. The items most likely to be disrupted are in the electronics space – from circuit boards to touchscreen assemblies. Truck drivers in the region have also been impacted by new health requirements – adding costly delays to the ability to ship items out of the region. We expect short-term shortages and longer lead times associated with items manufactured in the region – and this could worsen quickly if Covid cases are not brought under control.

Even before the news of Russia's invasion of Ukraine and Covid related shutdowns in Shenzhen, Achilles warned of pressure on key manufactured items, like batteries and electronics. In our latest ASCRI report, we outline how a medium-term shortage of lithium has the potential to constrain battery production, impacting several downstream industries. In addition, the on-going semiconductor shortage continues to put pressure on manufactured goods that contain electronic components. Both factors reflect structural capacity constraints that are not easily relieved nor addressed in the short term. Experts forecast that semiconductors will remain in short supply through at least 2023.

We noted in the previous ASCRI report that semiconductor shortages would be an issue, and we can now add energy storage to the list of items causing issues for manufacturers in the automotive, renewable energy, and technology sectors.

Energy storage in general requires lithium and nickel – so large renewable energy projects, bringing more energy storage into the home, and regular old batteries in our everyday items are all likely to be impacted by nickel in the short term,

as a result of the Russia-Ukraine conflict, and by lithium in the medium term, due to structural capacity constraints. At a minimum, energy storage devices will see significant price increases – at a maximum, shortages will significantly impact production.

By 2030, excess demand for lithium is expected to reach somewhere between half a million and 1.5 million metric tonnes a year, meaning that demand for the metal, a critical input to battery production, will far outstrip supply – creating the perfect conditions for supply chain disruptions and price spikes. This will also have

an impact on the transition to green energy, as energy storage batteries are a critical component of the transition to a sustainable energy system. These two industries – electric vehicle production and renewable energy storage – will, somewhat ironically, compete for the supply of lithium, suggesting that we may get cleaner cars or cleaner electricity production, but getting both concurrently will be difficult given the current lithium mining capacity. In time (beyond 2030), lithium capacity will come online as more mines open, providing for greater production of batteries and relieving some price pressure.

#### **Electric Vehicles**

Many procurement teams have been tasked in recent months with looking at the feasibility of transitioning vehicle fleets to electric power. In fact, the most commonly searched phrase on Achilles' platform last month was 'Electric Vans'.

The Germany based Centre for Automotive Research (CAR) has estimated that the market for automotive batteries will not reach equilibrium until 2030, and battery shortages could take 4.4 million cars out of production in 2026. The general consensus amongst experts

seems to be that the chip shortage could reduce production of cars by up to 10 million from 2021-2023, and emerging reports suggest that the number of electric vehicles taken out of production between 2022 and 2029 could be double that.

Lithium is the unavoidable metal in batteries today. However, there should be no impact on lithium from the latest crisis – Russia does not mine lithium and has minimal companies involved in its processing. However, Nickel prices, which have skyrocketed since Russia invaded Ukraine, will impact battery prices immediately.



## Feature

Based on initial estimates from Commodities Analysis and Insight, we expect the change in price of nickel between 2021 (\$17,000/tonne average) and first week of March 2022 (\$48,000/tonne) would add \$510 to the bill of material of an Electric Vehicle (EV). In turn this would add something in the neighbourhood of \$1,000 to the sticker price of the average vehicle.

If nickel is too expensive, then EV batteries can shift to non-nickel battery chemistries – though not immediately. This shift was already underway, as some models are already using non-nickel, non-cobalt Lithium Iron Phosphate (LFP) chemistry batteries. LFP batteries offer lower range for the same size battery and inferior charging characteristics but are cheaper.

Nickel-containing cells like Nickel Cobalt Manganese (NCM) () offer better ranges and better charging characteristics. New technologies to shift away from lithium consumption are also in development and could help avoid a battery production crisis in the medium term.

### Further information

The UK Universities Purchasing Consortia will continue to provide a [quarterly market insight document](#) which highlights risks and opportunities throughout the supply chain in all categories. We recognise, as detailed in the article above, that some situations can change very quickly and therefore we, as part of UKUPC, will also provide additional information on specific topics as and when required.

Should you have any questions please contact the relevant [Senior Category Manager](#) at LUPC.

### Notes

- [Investmentmonitor](#) – Ukraine food exports
- [Bloomberg](#) – Nickel trading suspended
- [FT](#) – Nickel price surge
- [Hellenic shipping news](#) – Ukraine impact on container and port equities
- [FT](#) – China locks down Shenzhen
- [CNBC](#) – Electric vehicles are more affordable
- [Nimblefins](#) - Average electric vehicle costs

\* The Achilles Supply Chain Resilience Index (ASCR) is a time series index measuring changes in supply chain risk. The index measures underlying supply chain risk by country across six categories: Economic, Environmental, Labour Practices, Legal and Governance, Resilience, and Safety and Security. Each country's score is derived by combining the Achilles' Scores of suppliers based in the country with that country's overall performance in those six categories. This framework is then supplemented by a range of global measures, including shipping and sentiment data.

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Jisc's Vulnerability Assessment Service and Tools Supply framework agreement (ITS5066 LU)  
Jisc's Network Equipment framework agreement (ITS5063 LU)  
Jisc's Simulated phishing and associated training framework



## PROCUREMENT DISPUTES: BUYER BEWARE?

For organisations subject to the public procurement rules, suppliers have extensive rights to complain and challenge your procurement activity. With procurement claims increasing in frequency and Universities not being immune to this, Clyde & Co Associate, Phebe Chaudry, looks at the avenues for dispute that are available in accordance with the Public Contracts Regulations 2015.

**T**he legal framework that contracting authorities must comply with when running an above threshold procurement can be complex. So, what happens when a bidder or other economic operator feels that a contracting authority has failed to comply with its legal obligations?

When can an entity that did not bid in a procurement raise a dispute? What are the changes pending in respect of public procurement dispute resolution,

in anticipation of the new procurement regime in England and Wales?

### Legal routes for raising a dispute

There are several reasons why a procurement may be disputed. For example, bidders may take issue with the way the procurement is designed, the way they have been shortlisted or the way their tenders have been evaluated. An incumbent supplier may be faced with the loss of the business if unsuccessful at retender.

If a bidder is unhappy with the process

followed by a contracting authority, or its outcome reached via the procurement, there are two main avenues through which it can seek to challenge the actions or decisions of a contracting authority.

Firstly, a bidder may bring a claim under the Public Contracts Regulations 2015 (PCR) if it believes these regulations have been breached. Secondly, in certain cases, a bidder may apply to the Court on judicial review grounds. This is the process by which the Administrative Court reviews the lawfulness of a decision or action taken by a public

body. It is important to note that the option to bring proceedings under the PCR is limited to an 'economic operator'; an organisation which offers the execution of works or a work, the supply of products or the provision of services on the market, however any party with 'sufficient interest in the matter to which the application relates' can seek judicial review.

### Proceedings under the PCR

A breach of the PCR "is actionable by any economic operator which, in consequence, suffers, or risks suffering, loss or damage." This means that, as well as bidders in a procurement, other economic operators, such as key sub-contractors or bid consortia partners, may also have standing to bring a claim.

There are strict time limits to bring a claim under the PCR. Proceedings must be started within 30 calendar days of the date when they first knew or ought to have known that the grounds for starting the proceedings

had arisen. The Court can, in some cases, extend this time period to three months from the date of knowledge. The only exception to this timescale is in respect of a claim for cancellation (ineffectiveness) which can be brought up to six months after the date the contract was awarded as a result of the procurement. The Courts have been very reluctant to extend to three months and a good deal of procurement claims are out of time at the point that the bidder wishes to take action. When raising a dispute under the PCR, an economic operator can generally claim:

- for damages to compensate for the profits it would have made had it been awarded the contract at the end of the procurement;
- for wasted tender costs (if they submitted a tender);
- where the contract has not yet been awarded (usually within the standstill period), for an order setting aside the contracting authority's decision to award the contract to the successful bidder;
- where the contract has already been entered into, for a declaration of ineffectiveness. This essentially means the procurement is invalidated and treated as if it were never run in the first place. There are only limited grounds to seek a declaration of ineffectiveness; the most common being where no procurement was run when it ought to have been.

- Where proceedings are brought in relation to a dispute before contract award, an automatic suspension on entering into the contract is placed on the contracting authority. The contracting authority may apply to the Court to end the automatic suspension, and a Court hearing will be held to determine the outcome.
- Where a claimant is seeking damages as a result of the dispute, it must be able to prove that if the PCR had not been breached by the contracting authority, it either would have been awarded the contract or, at least,

stood a real chance of winning it. A damages claim may be made prior to or following the award of the contract and can be made simultaneously to a claim to set aside the contracting authority's decision.

- A claim for ineffectiveness can only be brought where a Finder a Tender Service (FTS) notice was not published despite being required; the contract is awarded without complying with the rules regarding standstill; or in other limited circumstances affecting frameworks and dynamic purchasing systems. Unlike the other claims that can be made under the PCR, a claim for ineffectiveness is not discretionary and must be awarded by the court, together with fines, if it is satisfied that any of the three grounds above have been satisfied.

### Judicial Review

Case law has confirmed that a party could have standing to seek judicial review of a procurement decision if that entity can show that compliance with the procurement rules might have led to a different outcome that would have had a direct impact on them. In short, this means that contracting authorities should be aware that the option of judicial review is open to a larger pool of potential claimants than those who can claim under the PCR. This can include students, activist groups, local residents or politicians.

A claim for judicial review in procurement related matters must be filed by the party wishing to raise the dispute not later than 30 days after the grounds to make the claim first arose. As with claims under the PCR, the Court does have the discretion to extend this timescale.

Under judicial review, the Court has a broad range of powers available to it, including the ability to quash a procurement decision made by the contract authority, prohibit the authority from acting unlawfully, or mandate the authority to act in



accordance with its duties arising in respect of the procurement.

#### The future of disputes in public procurement

The current procurement rules in the UK are the result of an EU Directive. Following Brexit, the UK Government identified that it could change the public procurement regime.

The Government's Green Paper, 'Transforming public procurement', was published on 15 December 2020, and was followed by a consultation period where industry was invited to provide feedback on the proposed changes to the procurement regime. The Government published its response to this consultation in December 2021.

Several proposals were made in the Green Paper regarding changes to the way disputes are dealt with in public procurement. However, following consultation, it appears that most of these proposals are unlikely to be carried through to the new regime. What we do know is

that the Government is considering other measures aimed at resolving procurement disputes more quickly.

The Green Paper also proposes that "transparency by default" will be embedded in the new regime, over the entire lifecycle of procurements. In practice, this increased focus is likely to take the form of further disclosure obligations for contracting authorities, earlier in the procurement process, with an emphasis on the proactive release of information. The logic is that the earlier release of information will both increase transparency and reduce the potential for disputes as aggrieved parties will be able to make more informed decisions.

We will have to wait until the regime is published in full to understand what new mechanisms will be in place to change the approach to procurement litigation, and how disputes will be brought and dealt with if unavoidable.

It seems certain that claimants will not simply stop challenging procurement decisions because the rules have changed.

Any new regime will come with a significant training need, and the Government has confirmed that there will be a Learning & Development drive ahead of the rollout of the legislation. We also know that there will be a six-month 'go live' notice period before any new regime is introduced, which is unlikely to be until 2023, giving contracting authorities time to adapt to new mechanisms put in place.

Phebe Chaudhry is an associate in Clyde & Co LLP's award-winning procurement law team, on LUPC's Legal Services framework agreement. For more information or advice on any of the issues raised in this article, please contact Phebe via the details below.



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## NAVIGATING LUPC'S NEW WEBSITE: HOW TO GET THE BEST FROM IT

LUPC's new website launched at the end of January 2022 with some great new features to improve member experience. Read on to make sure you are making the most of what is on offer to you.

### Have you logged onto the website yet?

If the answer is no, then this is the first step. You will need to [login](#) to amend your personal profile (My LUPC), to register for LUPC events, and to access sensitive data for members' eyes only. We have emailed all LUPC members with their login details. If you are having problems logging in, please email [enquiries@lupc.ac.uk](mailto:enquiries@lupc.ac.uk).

### My LUPC

Once logged in, you can personalise your interests and preferences in the **My LUPC** section, which will determine the information you receive from us. Let us know what your role is, which category areas are of interest and what communications we can send to you. If you would like, you can upload a profile photo, add in your social media profiles and provide a short biography. Should you wish to change

your password, you can do this in the password field within My LUPC too.

In order to keep up to date with the latest LUPC activity, and to make the most of your membership, we highly recommend you tick to receive the monthly ebulletin, quarterly Linked magazine, and notification of events open to LUPC members.

*You have full control over your My LUPC information and can update it at any time by logging in.*

### Discussion Boards

Full and Associate members can use the LUPC Discussion Boards to ask procurement related questions of the LUPC membership. The purpose of the boards is to ask for guidance when required and enables members to share their knowledge and experience across the sector. They are a great tool for facilitating networking and providing support.



To receive notification of new topics on the procurement discussion boards, ensure you select *Discussion Board Email Alerts* in your **My LUPC** profile. Notifications will be emailed daily if there are new posts available.

### Member Database

Full members can opt into sharing their contact details with other full members of LUPC, within the preferences section of My LUPC. This will aid collaboration for those wishing to network with peers across the sector. You can search for the contact details of other members that have shared them. You can find details on the [Member Database](#) web page, under the Members main menu tab of the website. Contact details will only be available to Full members that are logged into the site and will not be publicly available.

### Jobs Board \*NEW\*

Members can now advertise procurement vacancies on the LUPC website for free. If you would like to advertise on the [Jobs page](#) of the website, you'll need to provide the following information to Suzanne Picken:

- Job title (procurement jobs only)
- URL to your job vacancy advertisement (this could be on your organisation's website or a job website)
- Closing date for applications
- Organisation logo (300x100 pixels)

If you do just one thing today, make sure you can log in to our website! Please contact [Suzanne Picken](#) if you have any feedback or need assistance, we'd love to know your thoughts.

## 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](#)



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### Other useful contacts:



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



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

## Audio Visual

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

A second meeting was held with an LUPC member as part of their strategising ahead of a major AV fit at their new campus in early 2023. It was agreed that subject to feedback from market engagement meetings with a selection of suppliers on the AV framework, a technology-led multi-Lot process would be followed.

## Estates & FM

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

Review meetings with suppliers on this agreement will be scheduled in May.

In response to the increase in National Insurance at the beginning of April, all suppliers on this agreement have been contacted to advise any implications to the framework rates. Rates shall be updated on HEC by end of April. Please direct any queries to [Julie Gooch](#).

### Residential Textiles, Student Starter Packs and Window Coverings Framework - National **AR**

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.

### Sustainable Furniture Solutions - National **AR**

The framework went live on 14 February. The agreement is split into three lots (Circular Economy Considerations; Supply and Installation; Specialist), which in turn have been split into

13 sub-lots. A total of 29 suppliers were awarded a place on this framework. Sustainability is at the core of this agreement. It offers improved access to cleaning, trade-in arrangements, donations, repair services, and refurbishment of used furniture, with a focus on reducing waste in the sector.

**Waste Management Services (Sustainable) - National **JG****  
Work has started on the tender for the next iteration of this successful framework. We are inviting those who wish to join the tender working party or who wish to provide input that will help shape the next agreement to get in touch. Interested parties can find further details and apply via the [LUPC Website](#).

## ICT and Telecoms

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

Agreement spend for 21/22 increased from just under £680k in the previous year to £2.86m.

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

NDNA tender evaluation sheets were produced and shared with the 14 co-evaluators during March following the receipt of several tenders.

The Hardware evaluation process has also commenced, requests were issued to bidders on 18 March and further updated on 28 March. Bidders will contact sites regarding delivery, the last delivery date being 16 May.

Bid clarifications are being worked through, for example, missing or incorrect chipset information in the builds. In

response to the current shortages, some OEMs have committed to undertake a significant ex-distribution stock investment, ring-fenced for NDNA.

A handover meeting was held on 31 March with representatives from HP; Alex Brazill will provide cover for Jaclyn McLeod from Easter onwards as she goes on maternity leave. Alex joins from their Education team and having worked with NDNA members for the last few months, is already up to speed.

### Computing- ITRAP (IT Related Accessories and Parts) - National **MK**

Agreement spend has reduced by over 40% since 2018/19. Suppliers reported relatively high demand at the start of the Covid-19 lockdown in 2020, however, following the initial rush of requirements to support working from home requirements, business has slowed down considerably. The Contact Manager is attempting to resolve an ordering system issue with framework supplier, Insight, at this time.

### Computing - National Education Printer Agreement 'NEPA2' (Provision of Print Equipment and Managed Print Services) - National **MK**

Several recent awards have been made on the framework and increased usage is anticipated as the physical presence in offices and student spaces gradually begins to increase. The sales share is dominated by HP via DTP (50%) and Toshiba (39%).

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

The present focus is on the re-tendering of the agreement. The SQ and ITT are close to completion and are expected to be shared with the tender working party imminently.

Agreement spend declined from £8.8m in 2020/1 to just under £4m last year.

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

New products were announced in March 2022 and are now available to order. The products include Mac Studio, Mac Studio Display, iPad Air and iPhone 13 (additional colour). Interest and demand for the new products is expected to be high.

Apple is holding a virtual Education Talk event on 28 April, which will explore various topics including hybrid learning, preparing students for the future and how to empower students with Apple technology. Registration can be made from their Events page.

Updated price lists have been received from all suppliers and uploaded to HE Contracts and APUC's catalogue. Pricing for all products previously available remain unchanged.

The suppliers have all confirmed that they are in contact with any customers potentially with outstanding orders impacted by the announcement of the new products. There has been no feedback to indicate that any significant issues have arisen.

Some product lines continue to be in short supply and/or constraint. Regular updates are being sought from the suppliers and shared with members, the most recent update to LUPC members being linked in the eBulletin issued 17 March. The key message is for customers to engage with suppliers at the earliest opportunity, particularly where the requirement is high volume.

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

Tender responses have been received and the Contract Manager is commencing evaluation with the tender working party (TWP). The estimated date for conclusion of the tender process is July. Several requests were received to extend the response deadline due to COVID-19. After taking advice, the response deadline was extended to 30 March to accommodate these requests. The current framework has been extended to 30 September 2022.

### Computing - IT Equipment Reuse Recycling and Disposal - National **MK**

First-ranked supplier, Stone Group Ltd, is presently resolving some issues around how user sites are best invoiced and credited (rebated) when equipment with residual value is part of the service mix.

### Jisc Simulated Phishing Service and Associated Training Framework **MK**

There have been 30 confirmed orders so far on the framework with a total spend of just above £86k. Service reviews covering the Sep 21 - Feb 22 period will be held in April 2022.

### Jisc SMS Framework **MK**

The Jisc SMS framework continues to be supported with a total of 163 orders in January and February. The framework is currently in the process of being reprocured with the evaluation of bidder ITT responses underway.

### Jisc Telecommunications Framework **MK**

There have been 97 orders so far on the framework with a total spend of just over £1.9m. Service reviews for the Nov 21 - Apr 22 period are due to take place in May. The framework will close when it reaches the end date and will not be renewed.

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

There have been 27 orders so far on the framework with a total spend of just over £291k.

Service reviews covering the Nov 21 – Apr 22 period will be held in May.

### Jisc Web Filtering & Monitoring Framework **MK**

Service reviews covering the Sep 21 - Feb 22 period were held with suppliers during March.

The framework has been extended until 31/07/2023.

### Software License Resellers (SLRA) - National **MK**

Spend on SLRA year to date is over twice the spend vs 20/21. As well as high spend against Microsoft and the other named Lots, there has been significant growth with Lot 4, Other Software.

### Telecommunications inc. landline and mobile - National. Led by Crown Commercial Service (CCS) RM3808 Network Services 2 **MK**

The existing NS2 agreement has now been extended by one year to August 2023.

'Network Services 3' is timetabled to commence spring 2023 under reference RM6116. A supplier engagement event on the upcoming framework agreement was held 29 March, which was an opportunity to hear supplier views on whether certain

# Commodity Updates

technologies should be represented in the new agreement including:

- CPaaS (Communications Platform as a Service)
- IoT (Internet of Things) & Smart Cities
- Secure Edge
- Satellite Services

Mobile Voice and Data Services will be captured within a new agreement (RM6261), which is expected to be awarded in November 2022 and aims to provide (but is not limited to):

- UK airtime and calls, SMS and data,
- international airtime, calls, SMS and data
- roaming airtime, calls, SMS and data
- device hardware, accessories and supporting services,
- mobile device management and associated supplementary services (for example, security).

## Computing – General Matters not covered elsewhere

The National ICT Group continues to meet approximately every four weeks with the last meeting 6 April and the next being planned for early May.

A further 20 members have signed call-off contracts with a variety of suppliers on the OCRE Cloud framework since the previous report, bringing the total to 109, with an estimated total contract value of £58m. The estimated, projected saving so far to the sector is c.£8m over the course of the framework.

Work is now underway on developing an updated tender specification for the APUC-led Student Information Systems and Associated Services following pre-market webinars undertaken with several suppliers. Academic Registrars have been engaged to assist with the development of functional requirements. The Invitation to Tender will be advertised in April or May.

APUC is currently working on a re-let 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.

The procurement strategy for Alumni CRM Systems will be revised and presented to a UK working group at the beginning of April for comment. A specification is being developed for Alumni CRM. A meeting is planned with a Tender Working Party for 12 April.

Work on the new Student Accommodation, Conference / Event, Catering & Hotel Management Software framework has been slightly delayed with a view to now launching June 2022. The Framework is 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
- APUC is currently working on a re-let 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

Personal Accident & Travel Insurance tenders were received and evaluated during March with two bidder clarification sessions held 1 April to ensure any group queries were resolved. Following the final scoring, standstill letters were issued to the five bidders on 4 April. The group is presently in discussion on the distribution of PA Travel premiums for the first period of insurance, which runs from 1 May 2022 – 31 July 2023, using previous claims data and predicted trips information. A new Welcome Pack will be issued in April with the renewal reports and include an FAQ section on Covid cover, sanctioned countries and similar important topics.

The Main Insurance programme is presently out to market with responses due back 6 May across 15 Lots. The evaluation will then take place until 1 June with 18 and 19 May set aside for clarification meetings. The final round of clarifications issued 6 April, were a substantial piece of work assisted by Gallagher. It is hoped that the standstill process will commence 8 June ahead of the 1 August start date. Further meetings were held with Gallagher to try and reach an agreement on additional fees and/or commissions for the PI slip line facility, bringing together a scheduled risk placement from the market on property and then indirect placements where the insurer requires a broker-fronted solution.

A paper has been submitted towards running a Cyber Insurance DPS framework following a preliminary meeting with Gallagher on 4 March.

Applications against the group's ZM Risk Management bursary continue with £188k of the £250k set aside for escape of water projects and similar having been approved for commencement. Gallagher will be issuing a guide on the Travel Risk E-Learning modules in conjunction with a training webinar being recorded on Friday 29 April ahead of being issued to all IG members. A Global Mobility Insurance & Risk Guide is also being worked on.

## Laboratories and STEMed

### Gases (IUPC) – National AR

Acute market volatility continues due to macro factors such as rising global energy prices, plant closures, international shortages of helium and carbon dioxide, as well as unplanned events affecting global capacity such as:

- Planned shutdowns in some of the Qatar Gas LNG trains are causing associated helium plants to run at reduced capacities.
- A fire and explosion at the Gazprom natural gas processing plant in Amur, Russia occurred earlier this year, causing a significant delay in the start-up and commissioning of the helium facility located there, thus reducing global supply.

Sanctions on Russia following the war with Ukraine which affect the price of energy is having an impact on Lab Gases; liquefying gases from their original gaseous state to enable their storage and distribution being extremely energy intensive.

### High Value Laboratory Equipment (HVLE) – National AR

Review Meetings were carried out in February with 12 of the 24 suppliers on this framework.

The technical scope of its 23 lots varies greatly but several common points were highlighted by suppliers:

- many have experienced issues sourcing raw materials and components, although this situation is improving;
- suppliers are experiencing higher levels of customer demand as sector grant funding has remained strong during the pandemic;
- social distancing challenges have been mitigated by online sales demos being successful;
- lead times for products have increased substantially; suppliers are winning business both within and outside the framework.

## Library

### Books, E-Books, Standing Orders and Related Material RD

– Inter-regional Agreement (SUPC-led)

The new framework is now available to members. Full details can be found on [HE Contracts](#).

### Serials, Periodicals and Associated Services Joint Consortium

#### Agreement RD

– Inter-regional Agreement (SUPC led)

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## Commodity Updates

SUPC has now extended this framework to its fourth and final year. Initial work has begun researching for the next iteration of the framework and the tender working party (TWP) will be assembled shortly after Easter. Members who would like to contribute knowledge or wish to volunteer for the TWP can contact Roy Dennis.

### Serials, Periodicals and Associated Services Joint Consortium 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**

Discussions regarding price amendments with suppliers on Lot 1 continue, members accessing the agreement will be informed once discussions are finalised. Members affected by the recent price increase on paper have been notified. The next supplier review meetings are arranged for June – should you have any feedback please contact Joyce.

## Professional Services

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

The ITT for the next iteration of Gowns requirements has now been published with a return date of 5 May 2022. The anticipated start date for the new agreement will be 6 June 2022.

### Debt Recovery Services- National **RD**

Work has started on the development of documentation for the next iteration of this framework.

We invite those who wish to join the tender working party or provide input to help shape the agreement to get in touch. This very much includes those from outside of procurement, in financial departments, credit control, or debt management. Further details can be found on the [LUPC website](#).

### Education Recruitment Advertising and Resourcing Services (National) NERARS 2018 **RD**

SUPC has begun the tender process for the next iteration of this framework, due to launch in 2023. The first tender working party meeting was recently held providing an overview of the initial strategy. For further information, please contact Roy.

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

AUPC has extended the current framework to 30 April 2022.

LUPC and some of its members are a part of the tender working party (TWP) for the replacement framework and it is expected to be available to members by May 2022. The invitation to bid has now closed and the evaluation of supplier responses is underway. This stage will be completed before Easter.

### Intellectual Property Rights Services - PFB2003 NE **RD**

NEUPC has taken the decision not to retender this framework due to low activity. This will expire at the end of September this year.

### Temporary and Permanent (TAP) Recruitment Services **RD**

This framework is currently in the process of being extended to the fourth year.

### Travel Management Services - National **JK**

SUPC is reviewing the option to extend the current framework to its fourth year.

The travel industry continues to see increases in the number of travellers, however, it is dealing with new issues including: Ukraine/Russian airspace closures; recruitment of staff to meet new demand levels; increase in offline bookings; and, airlines, hotels, and car hire companies not operating at full capacity.

SUPC is holding weekly calls with the travel management companies (TMCs) on the framework to monitor and improve service levels to our members.

## Other Activities

### Publications

E-bulletins are issued monthly around the 15th of each month.

Linked magazine is published quarterly at the end of every January, April, July and October.

### Events

Upcoming events

- Professional Services Category Meeting – 25 April 2022
- Head of Procurement Monthly Meeting – 29 April, 27 May, 24 June 2022
- LUPC's Ultimate Guide to Procurement Best Practice – 5 May, 16 June, 7 July 2022
- LUPC Estates Coffee Morning – 10 May 2022
- LUPC Member Induction – 19 May 2022
- LUPC & SUPC Responsible Procurement Meeting – 24 May 2022
- LUPC & SUPC Annual Conference – 8 June 2022

For further information and to register, please see the [events page](#) on our website.

### Website

The new LUPC website went live on 27 January 2022

Full details of all agreements are available at [lupc.ac.uk](http://lupc.ac.uk)  
Information correct as of 8 April 2022.

## INTERESTED IN ADVERTISING IN LINKED?

### Benefits

- Circulation of more than 300 individual buyers at more than 80 member institutions plus all of LUPC's suppliers
- The magazine (including previous editions) is available to anyone who can access the LUPC website



Get in touch with [g.varriale@lupc.ac.uk](mailto:g.varriale@lupc.ac.uk) to find out more.

## Lets talk



# Let's talk....

Nilesh Pattani, Head of Scientific Procurement at UK Health Security Agency (UKHSA), formerly Public Health England (PHE), shares highlights of his procurement career.

### How long have you worked at your organisation?

Nearly nine years including working at PHE.

### How did you get into procurement?

I was managing the build of Hydropower plants until that work moved from the UK office to overseas. I was then asked to lead the IT Procurement function at Alstom Ltd.

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

Making stakeholder projects happen and developing people.

### What's the worst thing that happened in your career and how did you overcome it?

Following a catastrophic mechanical failure of a hydro power plant build in South East Asia, I was parachuted in as Consortium lead to turn things around. Emotions were running high as the client was losing money. I had to rebuild the confidence and relationships with stakeholders whilst simultaneously managing consortium members to make sure this project got priority in the manufacturing schedules. This involved managing teams in the UK, India, France,

and Germany to bring this project to a successful conclusion.

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

I would be a yoga teacher on a hot tropical island leading retreats.

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

Leading the team to deliver the £22 billion National Diagnostic Framework currently being used to buy Covid-19 supplies.

### In your view, what value can working with the Procurement team bring to other areas in such as Estates, IT etc.

There is a huge opportunity as Procurement is seen differently since the pandemic and the worldwide supply chain issues we have had. The public knowledge around procurement has grown and I think we can add a lot of value being strategic advisors and generating societal benefits through social value. We can therefore generate value in the widest possible sense.

### What advice would you give to people new to the sector?

There has never been a better time

to join. You have a great head start because Commercial has a much greater profile now. Really understand your stakeholder in order to design commercial solutions better than they could have ever imagined; exceeding their needs whilst delivering their strategic goals. In a nutshell think bigger and bolder.

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

Joining our procurement needs together offers huge benefits for members. The expertise that LUPC brings provides procurement professionals with better support for their stakeholders and connects them to a specialist community through networking events such as the LUPC & SUPC conference. I cannot think of another conference on this scale that is so worthwhile.

### What are the key challenges ahead for your organisation?

UKHSA has just formed so it will need to establish itself to meet the expectations of many parties, whilst simultaneously managing the supply chain disruptions we are seeing currently. This also creates huge opportunities.

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

I am most of proud of the 15 or so opportunities I have been able to give young people in my team. This was possible through the movement to work scheme which tackles youth unemployment. For some it was a stepping stone to other careers, but a handful have stayed and developed into senior managers in my team. It has been a huge privilege to see these individuals grow into professional leaders and knowing I played a small part in supporting their development.

### What would be your favourite book and luxury item to bring on a desert island?

Cry the Beloved Country by Alan Paten which was set in apartheid South Africa and still has a message for us all. A snorkel would be useful on a dessert island so I can explore life underwater.



## PROCUREMENT 101: MANAGING ECATALOGUES COMPLIANTLY

Electronic catalogues (also known as eCatalogues) have long been deployed with great success to make goods, and sometimes even services, readily available to end users in a controlled and compliant manner.

Rather than raising purchase orders manually through the company finance system and then having to receipt the goods, reconcile and pay invoices via hard copy or digital scans, eCatalogues offer to do all this and more, digitally, in a neat, automated package.

eCatalogues are not dissimilar to consumer electronic platforms used by many online retailers. Technology is constantly evolving to offer user experience improvements to the customer, and enhanced data analysis for Procurement and Finance departments.

Some eCatalogues are built from scratch by the purchasing organisation, however nowadays, they tend to be implemented as an optional module of a wider eProcurement platform or purchased separately as a standalone solution.

A typical eCatalogue strategy will attempt to address the following business challenges:

- Reduce Accounts Payable (AP) process complexity and transaction costs;
- Increase control and visibility over what the business is buying;
- Improve procurement and financial

policy governance;

- Improve spend analysis for financial planning, category management and audit trail;
- Improve the ease of procurement process for departmental buyers;
- Manage tail spend.

eCatalogue vendors are positioned between the supplier and customer, their core function is to host a supplier's contracted product range via an intuitive shopping interface, where approved users can search, compare and order products. Behind the scenes workflows and permissions are in place to ensure only approved

items will be visible, with contact pricing and agreed commercial terms applied to each transaction.

Managing and administering eCatalogues can be labour intensive and time consuming, which is why many larger organisations have dedicated eProcurement teams who interface daily with suppliers, platform providers and internal customers. This allows Procurement teams to concentrate on more strategic activities. At smaller institutions however, this role sometimes falls to already stretched procurement teams, where issues may arise due to lack of time to properly manage the system

### eCatalogues and Frameworks

Typically, a framework agreement will define the scope of products and the commercial terms that will apply to the eCatalogue. The buying

organisation will coordinate the work required to be carried out between the supplier, the eCatalogue provider and the customer's IT or Finance team who then deploy the solution to its end users.

Framework agreements usually include multiple suppliers, therefore the amount of work involved in implementing eCatalogues can be considerable. The Public Contracts Regulations 2015 require that the buying organisation follows the rules set out in the framework agreement; that may be awarding to the top-ranked bidder or running a mini competition. These rules do not change when selecting an eCatalogue provider. Some members may choose to host eCatalogues from all suppliers, with mini competitions being run between them when selecting products. Alternatively, some

members run a mini competition first and only host the top ranked or winning bidder to save time and improve efficiencies.

It is worth mentioning here that buying organisations may have conflicting policies in place, such as vendor reduction initiatives designed to limit the number of suppliers that can provide certain commodities. Others may have more flexible policies where users are free to use any supplier they wish as long as they demonstrate that Value For Money has been achieved through competition. It is important that departments work together to align policies and procedures where possible.

If you would like to discuss this further, please contact [Antonio Ramirez](#).

## COUP 2023 Update

UK Universities Consortia (UKUPC) partners LUPC & SUPC are teaming up to deliver the first post-Covid Conference On University Procurement (COUP) in September 2023.

### What is COUP?

- The only HE-specific national conference on procurement.
- An exciting line-up of professional development sessions and insights.
- An 80-stand exhibition of framework suppliers.

Lots of opportunities to connect with attendees through the conference CPD programme and social activities.

**LUPC & SUPC Members:** Due to take place 5-8 September 2023 (exact duration to be finalised), we're currently looking for an exceptional HE venue to help us deliver a superb multi-day conference. Our chosen venue must have room for our large exhibition, on-site accommodation for delegates and suppliers, and an outstanding events team who can make

sure this conference delivers on the post-Covid event expectations. If you think your university is the right place for COUP 2023, please share this with your Conferencing and Events Team and contact [Suzanne Picken](#) to express your interest by 13th May. We will share a full specification with interested members later in May.

**Suppliers:** Booking and sponsorship packages for COUP 2023 will be announced in Autumn 2022! If you would like to express initial interest in headline and supporting sponsorship opportunities now, please email [Suzanne Picken](#).

**NB.** Only organisations that are suppliers on UKUPC agreements at the time of COUP 2023 will be able to participate.

Watch this space for further info...

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THE MAGAZINE FOR LUPC MEMBERS AND SUPPLIERS

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