

Linked

SUMMER 2026



THE MAGAZINE FOR LUPC MEMBERS AND SUPPLIERS



FROM TRANSACTION TO TRANSFORMATION: BUILDING THE FUTURE OF PROCUREMENT - KEY INSIGHTS FROM THE LUPC & SUPC CONFERENCE 2026



INTRODUCING THE LUPC RP HUB® PREMIUM AND PREMIUM PLUS SUBSCRIPTION: TRANSFORMING RESPONSIBLE PROCUREMENT ACROSS THE SECTOR



LUPC - GO AWARDS FINALIST FOR PUBLIC PROCUREMENT PROJECT OF THE YEAR


LUPC'S LINKED PODCAST NOW AVAILABLE!

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Procurement apprentice supporting category managers in their tendering activity through CIPS study and on the job experience.

Welcome to the Summer 2026 edition of Linked magazine



Welcome to the Spring / Summer 2026 edition of our bi-annual Linked Magazine.

As we move through another busy and evolving year for procurement, this edition brings together a range of insights, updates and reflections that highlight both the challenges and opportunities facing our sector. From responsible procurement and supply chain resilience to professional development and legislative change, there is much to explore in the pages ahead.

It has also been particularly rewarding to see LUPC recognised nationally for its work, with the organisation shortlisted in two categories at the GO Awards 2026. Our Responsible Procurement Hub has been named a finalist in the Procurement Transformation Through Technology category, recognising how digital innovation can support supplier engagement, due diligence and continuous improvement across the public sector. We have also been shortlisted for Public Procurement Project of the Year – Other Organisations for our work supporting members and the wider procurement community through the implementation of the Procurement Act 2023. These nominations are a testament to the dedication, expertise and hard work of the entire LUPC team, and we are proud to see their efforts recognised on behalf of our members and the sector as a whole.

One of the highlights of this edition is our roundup of the LUPC & SUPC Conference 2026. Celebrating its tenth year, the conference brought together procurement professionals, suppliers and sector experts for a day of discussion, learning and collaboration. The event demonstrated the strength of our community and the importance of sharing knowledge as we navigate an increasingly complex procurement landscape. You can also catch

up on two of our sessions on [Linked Podcast](#).

Responsible procurement continues to be a key priority for our members and suppliers, and we are pleased to feature an article from CIS Security exploring how sustainability and ESG principles can strengthen resilience within public sector security provision. As organisations face growing expectations around social value, environmental responsibility and governance, embedding these considerations into procurement decisions has never been more important.

The implementation of the Procurement Act 2023 remains a significant focus across the sector. In this edition, Mohamed Hans shares practical insights from his training on performance management and the importance of establishing meaningful KPIs that drive outcomes, accountability and continuous improvement. We hope this article provides useful guidance for organisations adapting to the new procurement regime.

You will also find an update on the Responsible Procurement Hub, as well as the latest responsible procurement news from across the sector, and our framework focus section, showcasing new agreements, commodity developments and supply chain updates designed to support our members' procurement activities.

Finally, I am delighted to introduce Martin Satchwell, one of the newest members of the LUPC Executive Committee. In our interview, Martin shares his professional journey, perspectives on the sector and advice to LUPC members.



Thank you, as always, to our members, suppliers, partners and contributors for your ongoing support and engagement. I hope you enjoy this edition of Linked and find it both informative and inspiring as we look ahead to the opportunities and challenges that the remainder of 2026 will bring.

Click on the hyperlinked titles to find out more

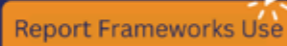
LUPC Members to Report UKUPC Framework Usage

To help LUPC recover the correct framework levy from suppliers for re-investment into the delivery of high-quality services for members, LUPC now requests its members to [report all call-offs](#) made on UKUPC frameworks.



Used a UKUPC framework?  

Please report each call-off to confirm correct pricing and support LUPC services

Click on  our Frameworks webpage

Reflecting on a Transformative Year: LUPC Annual Review 2024-25



LUPC's [Annual Review for 2024-25](#) highlights a year of progress, collaboration and impact across our member community.

The Review highlights a year of significant progress for LUPC and our members, delivered against a backdrop of considerable sector-wide financial and regulatory change. It reflects the strength of our memberled approach, the dedication of our team, and the collective commitment across the consortium to deliver

value, responsible procurement and sector leadership.

Inside, you'll find updates on:

- Our new 2024-2028 corporate strategy and the work already underway
- The impact of the Procurement Act 2023 and how we are supporting members through the transition
- Major developments in framework activity, including national initiatives
- Progress and innovation in responsible procurement
- Member engagement, events and training
- Consultancy support, category updates and new frameworks
- Our strengthened collaboration across UKUPC
- Plans and priorities for 2025-26 in the Looking Ahead section.

LUPC makes it as Go Award Finalists!

LUPC were finalists in two categories at the GO Awards, the Government Opportunities (GO) Excellence in Public Procurement Awards, which took place on 18 June 2026 in Liverpool:

Procurement Transformation Through Technology Our submission was for LUPC's Responsible Procurement Transformation with our Responsible Procurement (RP) Hub demonstrating how technology can transform supplier engagement, due diligence and ongoing improvement across the public sector. Read more about the RP Hub on page 10.

Public Procurement Project of the Year - Other Organisations

We outlined how we enabled confidence across our membership and the wider community by leading from the front on the implementation of the Procurement Act 2023 in our submission Beyond Compliance: Procurement From Transition to Transformation. Read more on why we were shortlisted as finalists on page 17.

For an organisation of just 15, to have our small team of very dedicated individuals recognised for the commitment to and impact on the procurement community that we serve means a lot. We're delighted that, despite having limited resources, we are competing with finalists from much larger organisations with much bigger budgets.



While it wasn't our year for a win, we're incredibly proud to have been recognised as finalists and remain motivated to keep building on our work. Congratulations to winners Metropolitan Police Services (Public Procurement Project of the Year Award - Other Organisations) and the Scottish Government & Supply 25 (Procurement Transformation Through Technology).

Ensemble Purchasing Celebrates 10 Years of Shared Procurement



This year marks the 10-year anniversary of [Ensemble Purchasing](#), London's shared procurement service supporting organisations across higher education, arts, science, cultural institutions and the wider public sector. Ensemble Purchasing is a VAT-exempt cost sharing group as recognised by HMRC. The service currently provides four Head of Procurement level staff for six member organisations helping

them strengthen governance, manage commercial risk and achieve better value from their procurement activity. We are delighted to announce that in addition to members of LUPC, Ensemble Purchasing is now open to members of NEUPC, NWUPC and SUPC as part of our response to the UUK Transformation and Efficiency Review across HE, where shared services and greater collaboration is being encouraged. We welcome The University of Chichester as the first non-LUPC member to join Ensemble.

News

Click on the hyperlinked titles to find out more

Below Threshold Procurement Templates

LUPC has worked with Mohamed Hans from Procure Today to produce [Below Threshold Procurement Templates](#) for use by members of LUPC, SUPC, NEUPC and NWUPC.

The template resources are detailed below and are available to download from the respective Consortia websites behind the member login. LUPC members can [access the documents here](#).

- Below Threshold ITT
- Below Threshold RFQ
- Decision Tree
- Cyber Security Schedule (Brodies for complex requirements)
- Appendix 1 – Exempt information
- Appendix 2 – Conflict of Interest
- Appendix 3 – Tender Declaration



Latest UKUPC news: Jisc and UKUPC collaboration on software procurement

Here's an update on the joint work underway with Jisc and UKUPC, as part of the UUK Transformation and Efficiency Taskforce, to improve value, resilience and outcomes in software procurement across the higher education sector.

UKUPC Member Update (Jan 2026) published – news from across the UKUPC network including key priorities



TEAM



Celebrating 25 Years of Outstanding Service – Mike Kilner

On 3 January 2001, Mike Kilner joined LUPC as a Senior Contracts Manager. Twentyfive years on, Mike remains an integral and highly valued member of our team.



10 Years at LUPC – Don Bowman, Director
On 12 January 2016, Don joined LUPC in the newly created role of Deputy

Director responsibility for running the procurement team. In 2018, he was promoted to Director, the chief role at LUPC for managing both LUPC and its shared procurement service, following the departure of Andy Davies.

Welcoming our new LUPC Executive Committee members

We were delighted to welcome four new members to the LUPC Executive Committee at our meeting on 17 April.



Sheena Kocherans, Head of Procurement, Natural History Museum



George-Oliver Matthews, Senior Procurement Business Partner, National Oceanography Centre



Rachael Littlejohns, Head of Procurement, JISC



Martin Satchwell, Head of Procurement, Agriculture and Horticulture Development Board (AHDB)

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LUPC LINKED PODCAST
procurement conversations across the not-for-profit sector

LUPC Responsible Procurement Exchange - 9 July, Queen Mary University of London

We'd love full members of LUPC with an interest in responsible procurement to join us for the LUPC Responsible Procurement Exchange, a free, inperson day dedicated to responsible procurement. This event is open to LUPC full members and we encourage both procurement and sustainability

professionals to attend. Expect a lively and interactive day, with plenty of opportunities to connect with peers, share ideas, and explore practical ways to strengthen your approach to responsible procurement. [Register here](#)



RP Hub live for Member access!

LUPC members can now register for access to the [RP Hub](#) giving them the ability to view the RP status of the individual suppliers on the LUPC Frameworks they use. LUPC members also have the opportunity to upgrade to Premium Membership which includes the ability for members to nominate suppliers, outside of LUPC frameworks, to go through the RP Hub Supplier Due Diligence process. Learn more on page 14.

Updated Sustain Supply Chain Code of Conduct

UKUPC members are encouraged to use this updated [Sustain Supply Chain Code of Conduct](#) on procurement exercises that are commencing from now.

LUPC Publishes eleventh Modern Slavery Statement

LUPC is pleased to publish [its eleventh Modern Slavery Statement](#) outlining our approach to identifying and mitigating modern slavery risks, actions taken in the 2024-2025 financial year, and future goals for 2025-2026.



UKUPC Responsible Procurement Commodity Mapping Tool Launch

The [UKUPC Responsible Procurement Commodity Mapping Tool](#) is available for use by UKUPC members, supporting the identification of potential responsible procurement risks and opportunities. The tool has been developed by members of the UKUPC Responsible Procurement Network and the UK FHE (Further and Higher Education) Responsible Procurement Group (formerly known as the HEPA and EAUC RPG), and offers an indicative assessment of risks at ProcHE level 2 aligned to the [Sustain Supply Chain Code of Conduct](#). Click on the title above to learn more.

Two Initiatives to support members on the Journey to Net Zero

Carbon Toolkit

Scope 3 supply chain emissions most often make up the largest portion of your carbon footprint. Our [carbon toolkit](#) provides guidelines for an approach to working with suppliers to ensure they continue to measure and improve the data they provide to you for incorporation into your calculation. As your data improves, so your reliance on a spend-based methodology reduces. It's a journey requiring sure, steady steps to 2050.

Carbon Accounting Training

Become a registered carbon accountant. Build real technical skills. Shape the net-zero transition.

LUPC is excited to bring an exclusive opportunity for members to break new

ground on the journey to Net Zero. Become registered as a ["Carbon Accountant \(Technical Associate-level\)"](#), through successful completion of this 5- day training course. Delivered online, one day per week, every Thursday from 4 February - 4 March 2027, delegates will move beyond theory to gain the practical, defensible skills needed to measure, report, and reduce carbon emissions with confidence. The course, delivered by [MyCarbon](#), provides a qualification from the [Institute of Sustainability and Environmental Professionals \(ISEP\)](#) and inclusion on the [Register of Carbon Accountants and Auditors](#).



NDNA Product Carbon Emissions Data

Did you know that the Original Equipment Manufacturers (OEMs) on the NDNA (Notebooks and Desktops) framework provide a Product Carbon Footprint (PCF) for every product available? A PCG shows the greenhouse gas emissions of an IT product across its life cycle – from manufacture and transport through to use and end-of life disposal, giving a more precise view of the product's environmental impact.



It estimates emissions based on key product details, such as materials, weight and

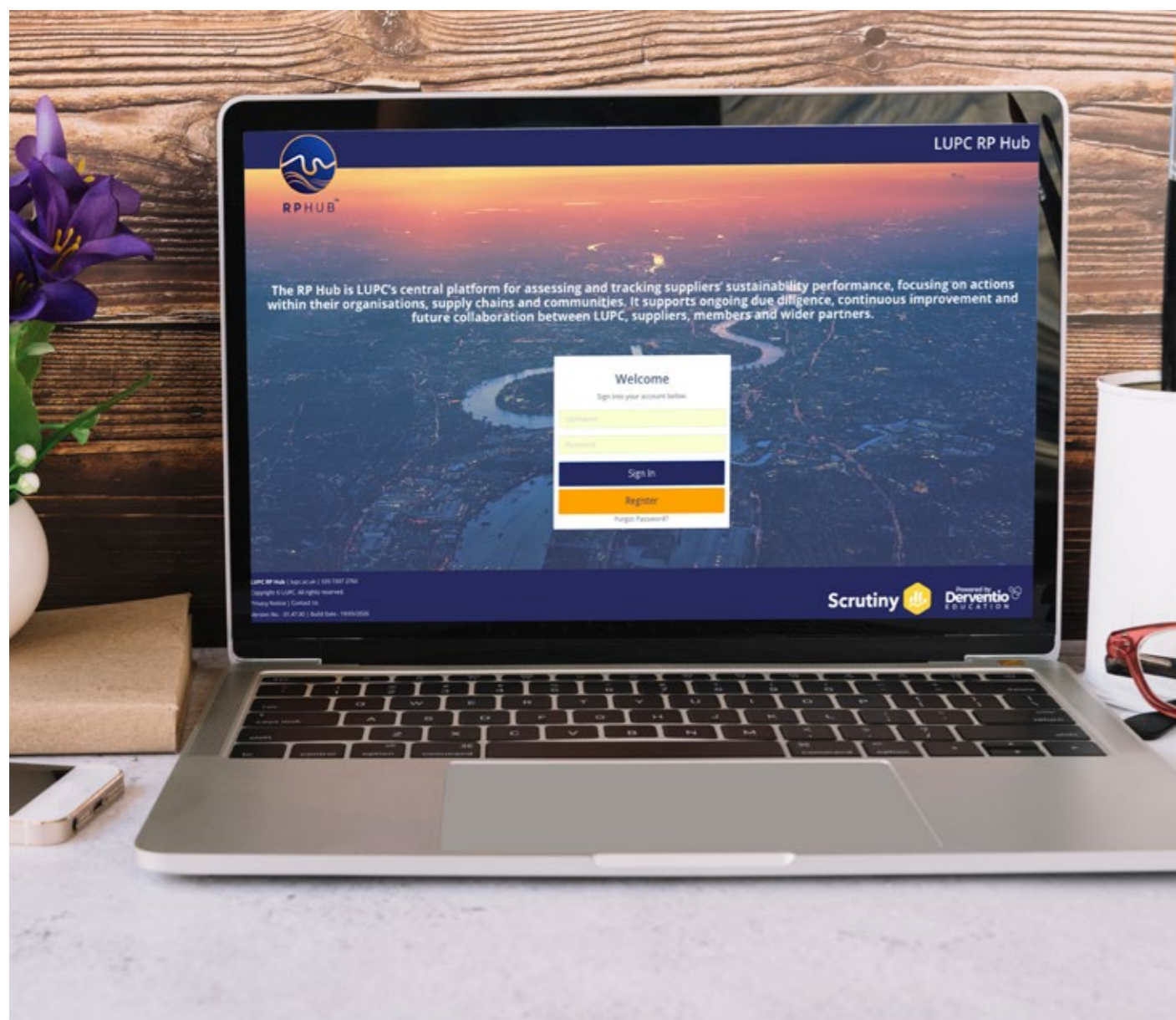
energy consumption.

For members, this means:

- More accurate reporting of Scope 3 emissions
- Better insight into the impact of IT purchasing
- Support for carbon reduction and reporting requirements

A summary of NDNA product carbon data links is available on [Hunter](#).

We recommend you use this data to aid with your Scope 3 emissions reporting for ITC procurement activity. Please forward onto your sustainability colleagues if appropriate.



LUPC's RP Hub - driving sector-wide responsible procurement

LUPC's Responsible Procurement (RP) Hub is growing as a collaborative tool for supplier improvement, member insight and transparent due diligence, earning recognition as a Finalist in the UK National GO Awards

When LUPC launched the Responsible Procurement (RP) Hub, the ambition was clear: create a smarter, more transparent approach to supplier due diligence that supports meaningful improvement rather than simply recording compliance. Since then,

the platform has continued to evolve, delivering measurable impact for suppliers and members while laying the groundwork for wider collaboration across the procurement community.

The RP Hub is a bespoke digital platform designed to deliver, scale and

sustain LUPC's approach to responsible procurement. It enables rigorous, evidence-based due diligence across a large supplier base and provides members with detailed, transparent supplier intelligence.

Framework suppliers complete a comprehensive Due Diligence Questionnaire covering 12 responsible procurement themes:

- Audits & Accreditations
- Sustainability Strategy
- Social Value
- Diversity, Equality & Inclusion
- Real Living Wage
- Freedom of Association & Employee Voice
- Human & Labour Rights and Modern Slavery
- Decarbonisation
- Health & Safety
- Supplier Due Diligence
- Anti-bribery & Corruption
- Sustainability KPIs

Suppliers respond to multiple-choice questions, with additional drill-down questions in higher-risk areas. Where commitments are identified, supporting evidence is uploaded directly to the platform.

Unlike many supplier due diligence tools that simply record whether evidence has been submitted, the RP Hub combines automated scoring with expert evaluation by LUPC's Responsible Procurement team. Submitted evidence is reviewed for

quality, relevance and substance, creating an intelligent hybrid model that reduces administrative burden while preserving professional judgement.

For example, a supplier providing only a generic Modern Slavery statement without demonstrating understanding of material risks or mitigation measures receives a different evaluation from one showing genuine engagement and commitment. This distinction is what moves the RP Hub beyond a compliance exercise and turns it into a practical procurement tool.

Members can access the complete audit trail for evaluated suppliers, including responses, assessments, proposed actions and supplier updates. This level of transparency supports informed procurement decisions and enables institutions to track supplier progress over time.

Driving improvement, not just assessment

Central to the RP Hub is LUPC's 'race to the top' philosophy.

Rather than assigning static ratings, the platform incorporates a structured Corrective Action Plan (CAP) process. Where gaps are identified, suppliers can review feedback and commit to specific improvements, making due diligence an active mechanism for development rather than a one-off assessment.

The RP Hub also hosts resources, collaborative tools and training materials, creating a single environment that supports both supplier development and member capability-building.

Growing impact

Since launch, the RP Hub has already

demonstrated significant engagement among framework suppliers:

- 112 suppliers registered
- 46 questionnaires in progress
- 66 evaluations completed
- 30 Corrective Action Plans in progress
- 36 supplier reports published

LUPC is also rolling out extended member benefits that allow institutions to nominate their own direct suppliers for inclusion on the platform. You can

read more about this on page 14. This broadens the RP Hub from a consortium tool to infrastructure with the potential to support responsible procurement across wider supply chains and the higher education, wider public, and not-for-profit sectors.

Supplier feedback has directly informed the platform's development, including introducing mechanisms to incorporate existing third-party assessments. This helps reduce duplication while

maintaining consistent, comparable evaluation standards for members.

National recognition through the GO Awards

We are thrilled that the RP Hub has also been recognised externally, demonstrating that small organisations can have big impacts. LUPC was a Finalist in the **Procurement Transformation Through Technology Award** category at the GO Awards, celebrating excellence in Public Procurement, for its submission - **Beyond Compliance: From Spreadsheets to Sector-Wide Platform - LUPC's Responsible Procurement Transformation**. Read more about the RP Hub on page 14.

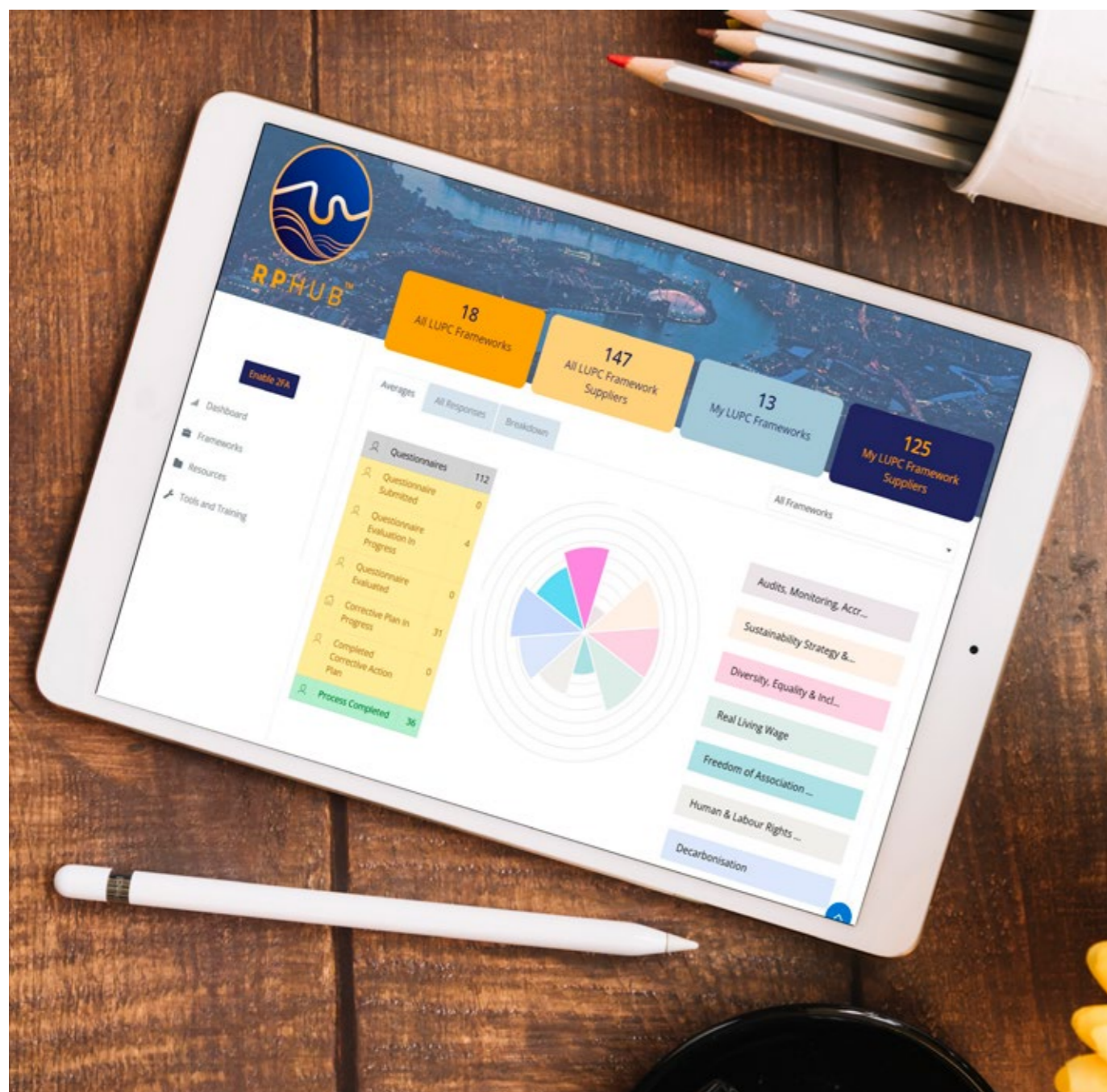
Looking ahead: Community Exchange

The next planned phase of development is the **Community Exchange**, designed to connect members and suppliers around specific social value projects.

This evolution would move the RP Hub beyond due diligence and supplier assessment towards active collaboration, supporting shared responsible procurement outcomes across the sector.

As the platform continues to develop, the RP Hub's trajectory reflects a broader shift in procurement: from collecting information to enabling improvement, partnership and measurable impact.

For more information, get in touch with our Responsible Procurement Lead, [Mags Shapiro](#).

A group of four diverse students (three young women and one young man) are gathered around a tablet, looking at the screen with interest and smiling. The background is a bright, outdoor setting with greenery.

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INTRODUCING THE LUPC RP HUB® PREMIUM AND PREMIUM PLUS SUBSCRIPTION: TRANSFORMING RESPONSIBLE PROCUREMENT ACROSS THE SECTOR

LUPC has an exciting new development in how we deliver value to our members: the launch of the RP Hub® Premium and Premium Plus Subscriptions to include RP Hub® Supplier Due Diligence on your nominated high-risk suppliers.

What is the RP Hub®?

The Responsible Procurement (RP) Hub is our dedicated platform for supplier due diligence, giving members access to evaluated reports on suppliers across LUPC-delivered frameworks. Free access to these framework supplier reports is available to all LUPC members, providing a strong foundation for responsible procurement practice.

RP Hub® Due Diligence Process

The Due Diligence Questionnaire covers the following themes:

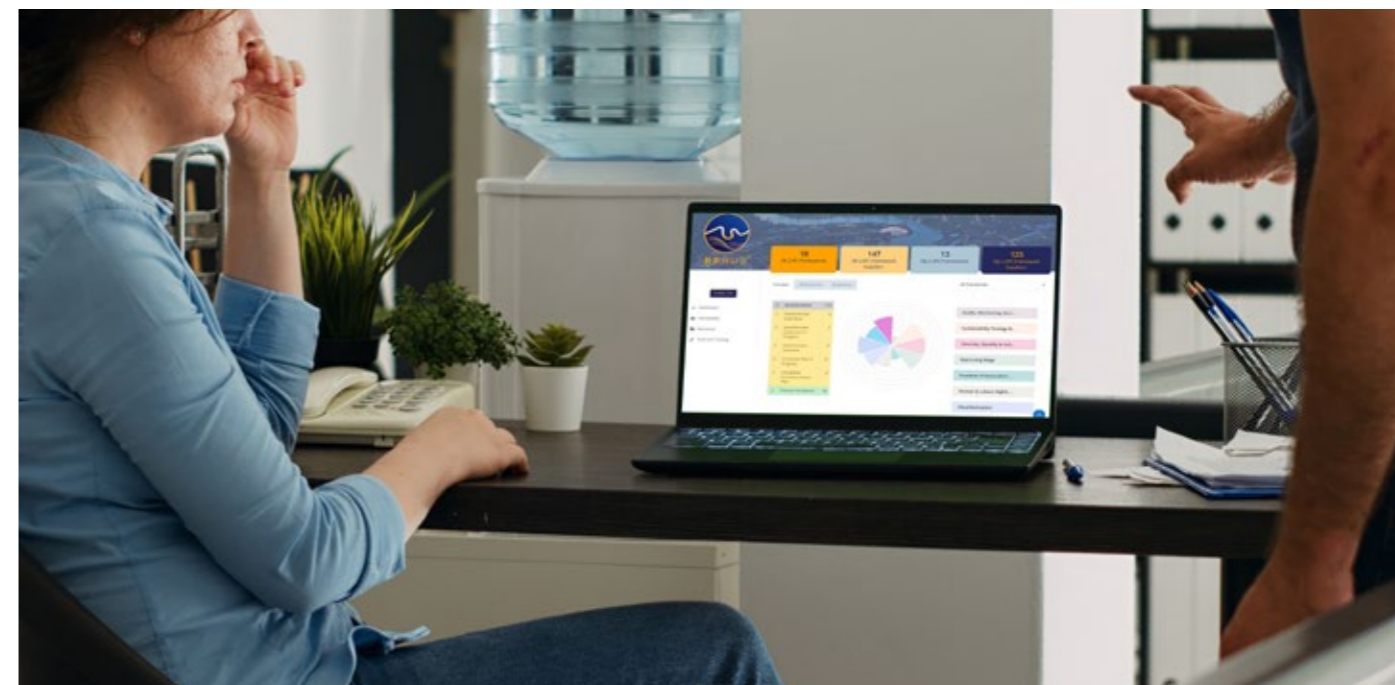
- Audits & Accreditations
- Sustainability Strategy
- Social Value
- Diversity, Equality & Inclusion
- Real Living Wage

- Freedom of Association & Employee Voice
- Human & Labour Rights and Modern Slavery
- Decarbonisation
- Health & Safety
- Supplier Due Diligence
- Anti-bribery & Corruption
- Sustainability KPIs

Taking It Further: The RP Hub® Premium and Premium Plus

We are offering upgraded subscription options, in addition to standard LUPC membership, which include the evaluation of members' nominated high-risk suppliers via the RP Hub®.

RP Hub® Premium and Premium Plus subscribers can view reports on all



member-nominated direct suppliers in the database, regardless of which member nominated them. This means that as more organisations join at premium tiers, the breadth of supplier intelligence available to everyone grows at no extra cost.

For cost information, please email rp@lupc.ac.uk

A Partnership Approach - Free for Suppliers

Central to the RP Hub® model is a belief that responsible procurement works best as a collaborative endeavour. That's why there is no cost to suppliers to participate in the platform. Suppliers are not asked to fund their own due diligence - instead they are invited into a genuine partnership, one focused on development, transparency, and shared progress.

By working alongside organisations rather than simply being assessed by them, suppliers can demonstrate

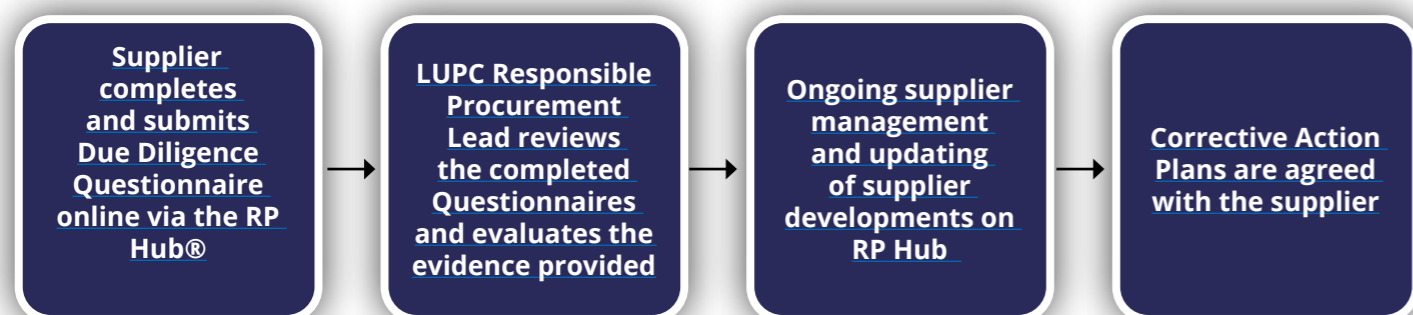
their commitments, address areas for improvement, and grow. This partnership approach is designed to achieve the best possible outcomes - not just for individual organisations, but for the wider communities we all serve. When suppliers thrive and standards rise across the board, the benefits extend far beyond the procurement process itself.

A Step-Change for the Sector

This is more than an upgrade to a procurement tool. It represents a fundamental shift in how LUPC can deliver value.

By enabling members to pool their supplier due diligence data in a single, shared platform, the RP Hub has the potential to become a sector-wide responsible procurement tool.

Rather than each organisation conducting the same due diligence in isolation, the RP Hub® Premium model enables shared effort and



shared insight - reducing duplication, increasing efficiency, and raising standards collectively.

Why Upgrade?

- Comprehensive due diligence on up to 10 of your own direct suppliers
- Access reports on all direct suppliers nominated by any premium subscriber
- Complement your existing supplier intelligence
- Contribute to - and benefit from - a growing, sector-wide supplier database
- Support supplier development across the membership

- No additional charges as the database expands
- An opportunity to access specialist RP expertise advice/support for your high spend suppliers

Get Involved

The more members who subscribe, the more powerful the platform becomes for everyone. We encourage all LUPC members to consider how the Premium Subscription could strengthen their responsible procurement programmes and contribute to a more transparent, collaborative sector.

Further Information

Read the small print. For more info, please email rp@lupc.ac.uk.



LUPC Team Members at the Go Awards, 18 June 2026

LUPC - GO AWARDS FINALIST FOR PUBLIC PROCUREMENT PROJECT OF THE YEAR

We are proud to have been a finalist in the Public Procurement Project of the Year - Other Organisations category at the GO Awards, the Government Opportunities (GO) Excellence in Public Procurement Awards, for our submission: Beyond Compliance: Procurement From Transition to Transformation.

For an organisation of just 15, to have our small team of very dedicated individuals recognised for the commitment to and impact on the procurement community that we serve means a lot. We're delighted that, with limited resources, we are competing with finalists from much larger organisations with much bigger budgets.

Our entry recognises the work undertaken to support members and the wider procurement community through the implementation of the

Procurement Act 2023, focusing on practical guidance, capability building and accessible resources.

This included:

- Rapid upskilling of our internal procurement team through targeted training and deep-dive sessions
- A programme of webinars delivered alongside a procurement lawyer to support contracting authorities
- Development of practical,



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compliant templates and resources for members

- Creation of best-practice tendering guidance for non-contracting authorities
- Delivery of the Member Templates Project, developed in collaboration with legal advisors.

The recognition by the judges of the GO Awards is echoed by our members, with our impact reflected in their feedback and appreciation.

"The webinars led by Mohamed Hans have been the most useful, practical and pragmatic information I've received regarding the new Procurement Act."
Category Manager, LUPC Member.

"Training this year has been excellent, especially around the new regs."

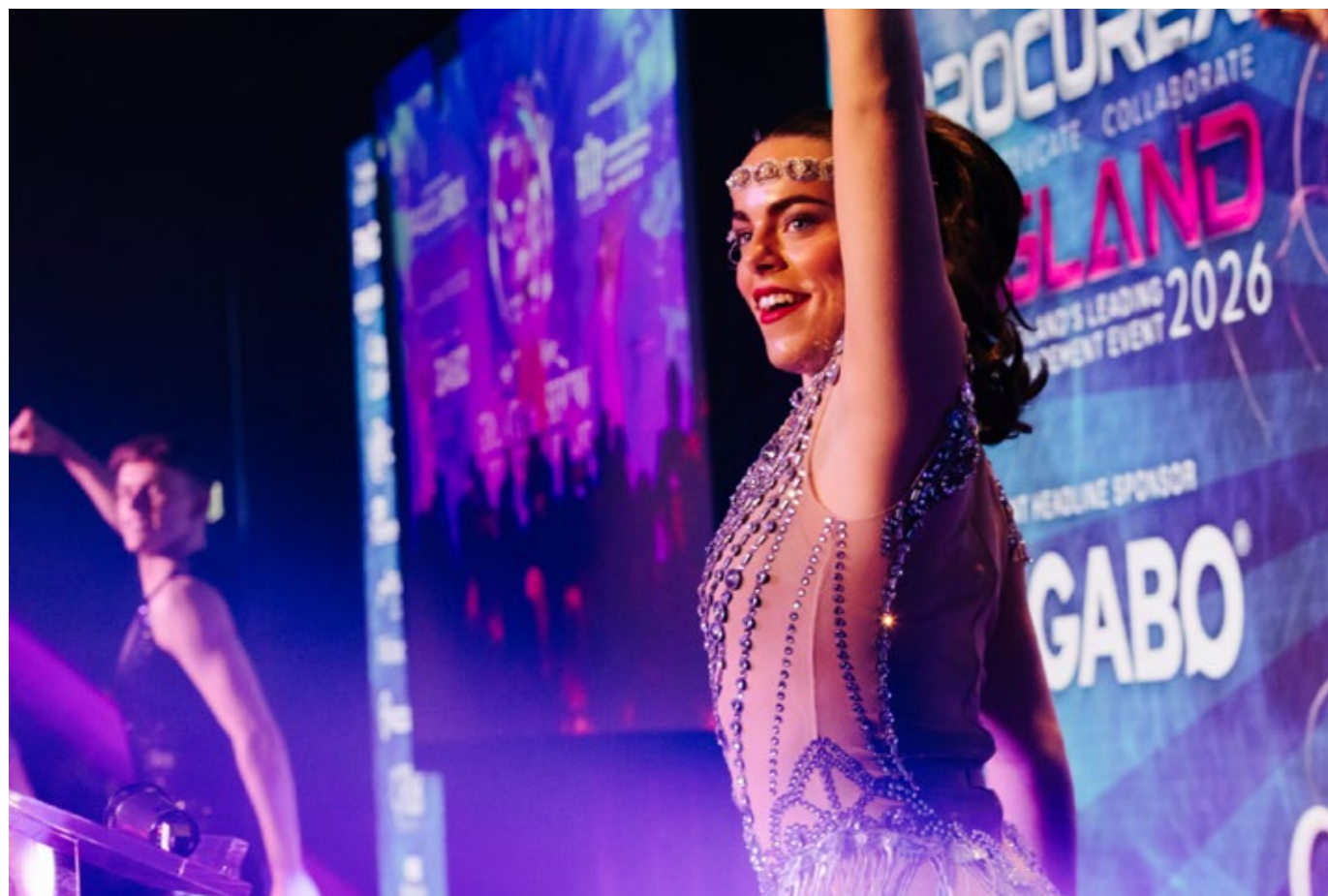
David Osborne, Head of Procurement, Victoria & Albert Museum.

"The LUPC resources gave individuals in my team a boost of confidence and their personal development has grown since."

Bahar Shahin, QMUL.

LUPC has helped support procurement professionals across the higher education sector and wider public sector organisations - extending impact well beyond our own membership. Feedback from consortia members, nationally, has been extremely positive, raising the profile of LUPC and its customer excellence.

Thank you to everyone involved in developing and delivering these valued resources.



SUSTAINABILITY AND ESG IN SECURITY PROVISION: STRENGTHENING PUBLIC SECTOR RESILIENCE THROUGH RESPONSIBLE PROCUREMENT

CIS Security ESG Manager, Jordy Mukudi, talks us through how as public sector organisations strengthen their sustainability and ESG commitments, security provision is emerging as an important - and often overlooked - area where responsible procurement can drive resilience, reduce environmental impact, and deliver social value.

Public sector organisations are under increasing pressure to demonstrate measurable progress on Sustainability, Environmental, Social, and Governance (ESG). While these commitments are often associated with energy management, construction, or supply chain reform, security provision remains an under-examined but strategically significant area of impact. As universities, museums, and the NHS navigate complex regulatory expectations, embedding sustainability and ESG principles into security services is becoming central to institutional resilience.

The Convergence of Security, Sustainability, and ESG

Sustainability and ESG frameworks now

shape public sector procurement. They require organisations to reduce Green House Gas (GHG) emissions, demonstrate fair employment practices, ensure ethical supply chains, and maintain transparent governance. Security services, traditionally viewed as operational necessities, increasingly intersect with these priorities. From the emissions



associated with patrol fleets to the labour conditions of frontline officers, security provision influences multiple ESG dimensions. Procurement therefore becomes a key mechanism for embedding responsible practices into service design, evaluation, and long-term contract management.

Sector Context: Why This Matters for Universities, Museums, and the NHS

Universities manage large, complex estates with significant energy demands and diverse user groups. Students expect visible commitments to sustainability, and regulators are tightening reporting requirements.

Security teams contribute to ESG outcomes through wellbeing support, biodiversity patrols, and checks on non-essential energy use.

Museums must balance stringent security requirements with the need to maintain environmentally controlled spaces that protect

collections. Ethical stewardship is central to their mission, and procurement decisions directly affect institutional reputation. Sustainable security solutions can reduce energy use, extend asset life, and strengthen governance.

The NHS, as critical national infrastructure, requires resilient, compliant, and low-risk security services. National policy drivers, including GHG reduction targets, workforce welfare standards, and supply chain transparency, place additional expectations on security providers. Ensuring that services meet ESG criteria is essential for safeguarding operational continuity and public trust.

The ESG Imperative in Security Provision

Environmental considerations include the energy consumption of security systems, lifecycle impacts of hardware, and emissions from mobile patrols. Opportunities exist to adopt circular economy principles, prioritise reparability, and reduce waste through modular technologies and remote monitoring.

Social factors encompass workforce welfare, training, diversity, and fair working conditions. Security personnel often serve as the public face of institutions, shaping perceptions of safety and inclusion. Investment in skills, wellbeing, paying above the living wage, and community engagement can significantly enhance



social value outcomes.

Governance requirements relate to ethical supply chains, transparent subcontracting, data protection, and compliance with public procurement regulations. As security operations increasingly rely on digital systems, robust governance frameworks are essential to ensure accountability and mitigate risk.

Procurement as a Driver of Sustainable and Ethical Security

Procurement professionals are uniquely positioned to embed ESG principles throughout the commissioning lifecycle.

Specification development should integrate sustainability criteria from the outset, requiring evidence-based environmental performance and clear social value commitments. This shifts procurement from cost-driven to outcomes-driven service design.

Evaluation and award processes can incorporate whole-life costing models that account for energy use, maintenance, and end-of-life impacts. Weighting ESG criteria in measurable and auditable ways ensures that suppliers demonstrate genuine capability rather than aspirational claims.

Contract management is essential for maintaining momentum. Setting KPIs for GHG reductions and workforce standards, alongside transparent reporting aligned with recognised ESG frameworks, enables continuous improvement and accountability.

Cross-Sector Examples

Several non-supplier-specific examples illustrate how ESG principles can be operationalised:

- Remote monitoring reduces the need for vehicle patrols, lowering emissions and operational costs.
- Modular or upgradeable security hardware extends asset life and reduces waste.
- Workforce development programmes enhance training, wellbeing, and community impact.
- Data-driven risk assessments help institutions allocate resources more efficiently,

reducing unnecessary energy and material use.

These examples demonstrate that sustainability and security have mutually reinforcing objectives.

Challenges and Considerations

Integrating ESG into security services presents complexity, institutions must balance sustainability goals with operational safety, manage cost pressures, and avoid unsupported “green” claims. Fragmented supply chains and uneven supplier maturity also make consistent implementation difficult.

Conclusion

Security services are a powerful but underused way to advance sustainability. Embedding ESG into procurement helps public institutions improve environmental performance, social value, and governance while strengthening overall resilience. Modernising security isn’t just operational, it’s a strategic move toward a more responsible public sector.

CIS Security are a supplier on the EFM5105 LU: Security and Cleaning Services.



FROM TRANSACTION TO TRANSFORMATION: BUILDING THE FUTURE OF PROCUREMENT - KEY INSIGHTS FROM THE LUPC & SUPC CONFERENCE 2026

As procurement faces growing expectations and increasing complexity, the LUPC & SUPC Conference 2026 examined how organisations can harness technology, strengthen capability and build resilience to deliver greater strategic impact.

The LUPC & SUPC Conference on 25 March 2026 brought together procurement professionals from across higher education and the wider public sector for a day of insight, discussion and practical learning. Against a backdrop of economic uncertainty, technological change and

evolving regulation, the conference explored how procurement teams can build resilience, embrace innovation and deliver greater strategic value.

Beyond the conference programme itself, the event also provided valuable opportunities for delegates to connect

with peers and suppliers from across the sector. Through the exhibition, networking breaks and evening drinks reception, attendees were able to share experiences, build relationships and explore new solutions to support their organisations' procurement objectives.

Across plenary and breakout sessions alike, a clear message emerged: procurement is entering a new phase - one that demands stronger collaboration, smarter use of data and technology, and a renewed focus on people, skills and behaviours.

CONFERENCE AT A GLANCE

- ✓ 240 delegates attended
- ✓ 68 exhibitor orgs represented
- ✓ 2 plenary sessions
- ✓ 6 breakout sessions

Procurement as a catalyst for transformation and sustainable value

The opening plenary, delivered by Stephen Day, Chief Procurement Officer at Kantar, set the tone for the day. His presentation challenged delegates to rethink procurement's role within their organisations, moving beyond compliance and cost control towards a focus on value, impact and



long-term resilience.

Day highlighted the increasingly complex environment in which procurement teams operate, shaped by supply chain disruption, inflationary pressures and geopolitical uncertainty. In this context, he emphasised the importance of getting the fundamentals right: establishing clear visibility of spend, understanding the supply base and simplifying processes before introducing digital tools.

“Everything about the event was excellent - well organised, well catered, good attendance and networking.”

A key theme was the importance of data. As organisations invest more heavily in digital solutions and artificial intelligence, the quality and reliability of underlying data becomes critical. Poor data, he warned, risks amplifying rather than reducing uncertainty. At the same time, evolving technologies are reshaping procurement roles, with a shift away from transactional activity towards greater stakeholder engagement, orchestration and strategic leadership.

The Impact of AI: Opportunity and Risk

Artificial intelligence was a recurring theme throughout the conference, explored in depth during the Navigating AI in the Workplace breakout. Speakers highlighted that

AI is already being used informally across procurement teams, particularly in drafting documents and supporting analysis.

The discussion made clear that the key question is no longer whether AI will be used, but how it should be governed. Without clear frameworks, organisations risk issues around data security, bias in decision-making and reduced transparency in supplier submissions.

“I found the different topics that were on offer really valuable. I attended the AI session and that really gave me a lot to think about. I found it really interesting and thought-provoking.”

At the same time, the opportunity is significant. By automating time-consuming administrative tasks, AI has the potential to free up procurement professionals to focus on higher-value activities, including supplier relationships and strategic sourcing. The discussion underlined the need for balanced adoption, combining clear governance with targeted use of technology to enhance, rather than replace, professional judgement. You can catch up on Jo McKelvey segment of this session on [Linked Podcast](#).

Navigating Regulatory Change

Our Procurement Act 2023 discussion



provided a timely overview of the challenges associated with implementing new legislation. While designed to create a more flexible and transparent system, early feedback suggests the Act brings additional complexity and administrative burden.

Delegates heard that success under the new regime will depend less on the legislation itself and more on organisational capability. Strong planning, clear governance and an understanding of when and how to apply different procedures will be critical. The discussion reinforced the

importance of behaviour, culture and skills in ensuring the intended benefits of the reform are realised.

Strengthening the Human Side of Procurement

Alongside technical and regulatory topics, the conference placed a strong emphasis on the human dimension of procurement.

The Communicating with Confidence workshop explored how effective communication underpins successful procurement outcomes. Building confidence requires self-awareness, clarity of purpose and the ability to tailor messages to different

stakeholders. Delegates were encouraged to focus on authenticity, active listening and building trust - skills that are increasingly essential in complex, collaborative environments.

"Practical suggestions and takeaways on the use of AI. Good networking opportunities, which is important as opportunities to meet colleagues in the sector are often limited."

This focus on people echoed throughout the day, reinforcing that successful procurement transformation is not solely about systems and processes, but about enabling individuals and teams to operate more effectively.

Learning Across Sectors

One of the most valuable aspects of the conference was the opportunity to learn from other sectors. The cross-sector transformation discussion brought together perspectives from higher education, government, healthcare and the humanitarian sector.

Despite differing contexts, speakers described similar pressures: constrained budgets, increasing demand and the need to deliver greater value from limited resources. A shared theme was the shift from reactive procurement towards more proactive, strategic approaches. This includes engaging earlier in



decision-making, using data to prioritise activity and working more closely with suppliers.

Delegates were encouraged to avoid overly prescriptive approaches and instead create space for innovation and flexibility in supplier solutions. You can catch up on the conversation in [this episode of Linked Podcast](#).

Delivering Social Value and Stronger Supplier Relationships

This breakout session reinforced procurement's broader impact beyond cost savings.

The discussion on embedding social value highlighted how targeted, measurable commitments can make a meaningful difference. Rather

than adopting generic approaches, organisations should focus on a smaller number of relevant outcomes directly linked to each contract. The ability to demonstrate delivery through clear reporting was identified as essential, with evidence suggesting that strong social value propositions can influence contract outcomes.

"The session on embedding social value in practice was really interesting."

Similarly, the session on Supplier Relationship Management emphasised the shift from transactional interactions to strategic partnerships. Effective supplier management requires segmentation, clear objectives and consistent performance monitoring.

However, common barriers remain, including limited resources, unclear processes and organisational culture. Addressing these challenges is key to unlocking long-term value.

Mastering Strategic Supplier Relationship Management

The final breakout discussion was led by Achilles and explored how organisations can unlock greater value through strategic Supplier Relationship Management. As procurement continues to evolve, strong supplier relationships are increasingly recognised as a source of competitive advantage, supporting innovation, resilience and long-term organisational success.

The session examined the key components of effective Supplier Relationship Management, including aligning objectives, establishing meaningful performance measures and building trust through regular engagement and open dialogue. Delegates heard how transforming suppliers from vendors into strategic partners can create more collaborative and resilient supply chains while helping organisations respond more effectively to changing priorities and external challenges.

A central theme was that Supplier

Relationship Management, underpinned by strong contract management, should be viewed not simply as a governance exercise but as a driver of value creation. By investing in key partnerships and fostering long-term collaboration, organisations can strengthen supplier performance, encourage innovation and support wider organisational transformation.

Building Resilience in an Uncertain World

The conference concluded with an inspiring closing plenary from Olympic athlete and motivational speaker Derek

Redmond, who shared his experiences of resilience, perseverance and high performance under pressure.

"We always enjoy the LUPC/SUPC Conference and find it a valuable experience to connect with our university partners."

His reflections provided a powerful reminder that, in times of change and uncertainty, resilience is not only an organisational capability but a personal one.

Exhibition and Networking

Alongside the conference sessions, delegates had the opportunity throughout the day to visit the exhibition, which featured 68 organisations representing a wide range of framework suppliers and sector partners. The exhibition provided a valuable space for delegates to build relationships with suppliers, learn about the latest products and services available through frameworks, and explore innovative solutions to support their procurement priorities.

"Another amazing conference, excellent organisation, helpful LUPC/SUPC team and really engaged members."

The event also offered valuable opportunities for networking with peers from across higher education and the wider public sector. With procurement professionals often working remotely or within small teams, the conference provided a rare

opportunity to meet colleagues face-to-face, exchange experiences and discuss common challenges throughout the day. These conversations continued at the evening drinks reception following the closing plenary, helping to strengthen connections and encourage collaboration across the sector.

Looking Ahead

The conference programme painted a clear picture of procurement's future. The function is evolving rapidly, with increasing expectations around strategy, collaboration and impact. Technology will play an important role, but its success will depend on strong foundations, clear governance and continued investment in people.

For LUPC members, the message was clear: the opportunity to shape the future of procurement has never been greater, but realising that potential will require ongoing focus on capability, culture and collaboration across the sector.

A big thank you to our exhibitors and headline sponsor, Key Travel, and Drinks Reception Sponsor, CIS Security, as well as to our speakers, without their involvement the conference would not be possible.

SAVE THE DATE

✓ We are already planning next year's conference – 15 April 2027 at Convene 133 Houndsditch. See you there!



SETTING KPIs THAT MATTER: PERFORMANCE MANAGEMENT IN THE ERA OF THE PROCUREMENT ACT 2023

As new procurement legislation places greater emphasis on contract performance and transparency, a recent LUPC training course explored how public bodies can design meaningful Key Performance Indicators (KPIs), strengthen contract management and deliver better supplier outcomes.

Procurement professionals are increasingly expected to demonstrate not only that contracts have been awarded effectively, but that they continue to deliver value for money throughout their lifecycle. Against this backdrop, a recent LUPC training session on setting KPIs and performance clauses examined how organisations can develop more effective performance measures and deliver new obligations under the Procurement Act 2023 (“Act”).

The session highlighted a simple but important principle: measuring performance is only valuable if the right things are being measured.

Understanding what a KPI is – and what it isn’t

One of the first challenges explored during the session was the confusion that often exists between KPIs, milestones and management information.

While all three have a role to play in contract management, they serve different purposes. Milestones act as one-off contractual checkpoints,

confirming that a specific deliverable or stage of a project has been completed. Management information provides useful operational data that may help inform and support decision-making. KPIs, by contrast, are quantifiable measures used to assess whether a supplier is consistently delivering the outcomes required by the contract.

Understanding these distinctions is critical. When organisations confuse activity with performance, they risk creating reporting requirements that generate data but fail to provide meaningful insight.

Designing KPIs that support better outcomes

Effective KPIs should be directly linked to the contract specification and designed to measure what matters most to service delivery.

The session emphasised that successful KPIs require three essential elements:

- A clear unit of measurement;
- A defined reporting timescale; and

- An agreed target or performance threshold.

Without these foundations, it becomes difficult to determine whether performance is meeting expectations or whether intervention is required.

Delegates were encouraged to focus on outcomes rather than outputs. For example, measuring the number of suppliers contacted during a procurement exercise may indicate activity, but it says little about whether strategic objectives have been achieved. Measures such as the percentage of procurement activities completed on time and within budget, or the proportion of suppliers meeting

sustainability criteria, provide more meaningful indicators of success.

However, even outcome-focused KPIs require careful design. Targets must be clearly defined, data sources must be reliable and organisations need to consider how performance will be measured consistently over time.

Common challenges in KPI implementation

Many organisations recognise the value of performance measurement but struggle to implement KPI frameworks effectively.

The session identified several common barriers, including poor-quality data, lack of ownership, information



overload, strategic misalignment and resistance from staff. In some cases, organisations create extensive lists of KPIs that become difficult to monitor and maintain. In others, indicators are selected simply because data is readily available rather than because the measure aligns with organisational objectives.

A recurring theme was the importance of proportionality. Too many KPIs can create an administrative burden that undermines their effectiveness, while poorly chosen measures can damage supplier relationships if they focus on issues that have little impact on

overall service quality.

The message was clear: organisations should prioritise a smaller number of meaningful indicators that support informed decision-making and continuous improvement.

The Procurement Act 2023 raises the stakes

A significant portion of the session focused on the new KPI requirements introduced under the Act.

For contracts with an estimated value exceeding £5 million, contracting authorities are generally required to establish at least three KPIs

before contract award and monitor and assess the performance through publication of the Contract Performance Notice on the Central Digital Platform. Authorities must also identify the KPIs considered most material to contract performance when they initially publish the Contract Details Notice and provide details of all agreed KPIs as part of requirement to publish the actual contract within 90 days.

This marks a significant shift in management of contracts for contracting authorities. For the first time, the setting, monitoring and reporting of KPIs has become a statutory requirement within UK procurement legislation.

The new obligations under the Act on publication of the Contract Performance Notice is going to be particularly challenging for contracting authorities. For applicable contracts, authorities must assess supplier performance at least annually and publish their assessment of the supplier's performance using a standard rating system ranging from "Good" to "Inadequate". The Contract Performance Notice may also be required in relation to other public contracts where there has been a breach of contract or persistent poor performance (which can also be evidenced by the failure of the supplier to deliver the agreed KPIs).

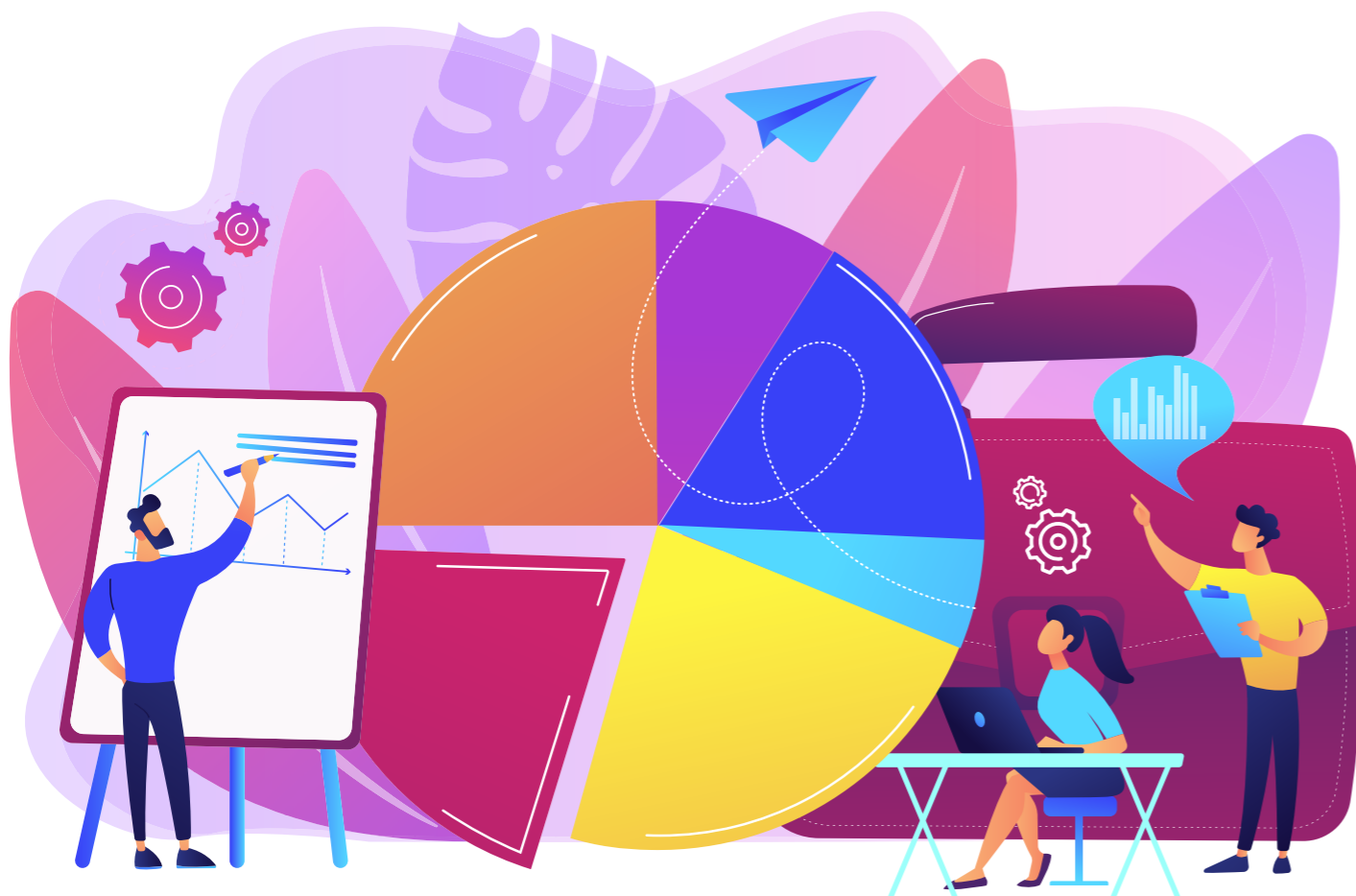


These requirements reinforce the need for organisations to think about contract monitoring and management from the outset of the competitive procurement process rather than as an afterthought once a contract is awarded.

Transparency and supplier accountability

The new transparency obligations will undoubtedly have significant implications for both contracting authorities and suppliers.

Because actual supplier performance information will increasingly be available in the public domain through the Central Digital Platform, suppliers may face greater scrutiny of their contract performance delivery. The session noted that this transparency is an intentional objective of the Act, designed to encourage stronger performance and supplier accountability.





Contract management remains critical

While the Act introduces new compliance obligations, the trainer (Mohamed Hans, Procurement Law Expert and Trainer, Procure Today) emphasised that legislation alone will not guarantee successful outcomes.

Effective contract management remains essential and we need to move away from the 'let and forget syndrome'. Organisations should establish clear responsibilities for monitoring performance, agree reporting arrangements before contracts

begin and ensure contract managers understand both the KPIs and the actions available (escalation and dispute resolution provisions) if performance deteriorates.

Regular review meetings, structured performance discussions and ongoing supplier engagement will all play an important role in maintaining accountability and identifying issues (have a balance of leading and lagging

KPIs) before they escalate.

The session also highlighted the importance of reviewing KPI frameworks over time. Performance measures that seemed appropriate at contract award may become less relevant as services evolve, creating opportunities to refine approaches and improve future procurements.

Looking ahead

As procurement continues to evolve, performance and supplier management is becoming an increasingly strategic discipline. The Procurement Act 2023 places greater emphasis on transparency, accountability and contract outcomes, making effective KPI design more important than ever.

For procurement professionals, the challenge is not simply to measure more, but to measure better. By focusing on meaningful indicators, robust data and strong contract management practices, organisations can move beyond compliance and use KPIs as a tool for driving value, improving services/ deliver strategic objectives and strengthening supplier performance throughout the life of a contract.

Further information:

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Importantly, suppliers will need to note that poor performance recorded through Contract Performance Notices may, in some circumstances, become a discretionary ground for exclusion from future procurement opportunities. It could also trigger an investigation by the Minister (and the Procurement Review Unit) with a view to placing the supplier on the dreaded Debarment

List (which could be disastrous for the supplier concerned).

As a result, authorities are encouraged to engage suppliers early (ideal as part of preliminary market engagement stage), communicate expectations clearly in the Associated Tender Documents, and ensure KPI requirements are fully understood by all parties before contracts commence.



Let's talk....

Martin Satchwell, Head of Procurement at AHDB - Agriculture and Horticulture Development Board, joined the LUPC Executive Committee in April. In this interview, he reflects on more than 20 years in procurement, the value of strong professional networks, the challenges shaping the sector, and some of the more unusual purchases that have crossed his desk along the way.

How long have you been with your current organisation?

I'll have been working at AHDB for two years in August, prior to that I was Head of Procurement at De Montfort University.

How did you get into procurement?

By accident – don't we all? I started my procurement career in 2003, after deciding retail management wasn't for me long term, and making a speculative application for an interesting sounding Buyer role at HM Prison Service.

What's one lesson you've learned in your career that still influences how you work today?

The importance and value of good

professional peer networks. None of us have all the answers – if and when you find yourself in a role where you don't have strong networks to plug into, search them out and develop them if need be – it'll pay dividends for you (and the peers you connect with). We're all very lucky to have LUPC and our community/network here, so please do take the opportunities available to optimise your engagement.

What qualities do you most value and how have they impacted you?

Trust and integrity are really valuable qualities. When they're in healthy supply, it's easy to take them for granted and fail to see strangulation happening until it really hits.

Many of us will take knocks on that basis throughout our careers and some of them can be quite bruising. I hope I've learnt better ways to subtly observe the integrity of others and measure trust, in addition to recognising the value and importance of my own actions and behaviours.

What do you enjoy most about working in procurement?

There's always something new, and often weird, to buy! My team's most recent example is "sniffer" machines to measure the gases emitted from the rear ends of cows!

What are the biggest challenges or opportunities facing the procurement profession over the next few years?

There are a raft of challenges and opportunities for us to wrestle with now, and on the horizon. The primary ones that I'm thinking around currently are:

- Managing the benefits and risks associated with AI effectively
- Global tensions, conflicts and supply chain disruptions
- Domestic political tensions and turbulence
- Additional public sector spend-reporting and aggregation generating journalist interest, political debate, and review of legislation – i.e. 342 contracting authorities spend a £Xm a year with supplier Y across a range of frameworks and other contracts – why isn't someone negotiating discounts (or allowed to) based on

that total spend?

What's the most unusual, memorable or interesting item/service you've ever procured?

When joining the Higher Education sector back in 2017, I spent some time looking through spend reports to get a feel for my organisation. One of the first lines that jumped out at me was an order for circa £8k for the World's Largest Ear! Far less strange than I initially interpreted, it was a huge plastic model used to teach Audiology students, and it was good to actually see it still being used in a lesson six years later!

Additionally, in my early days for the Prison Service, I had responsibility for managing their contract for Officers' uniforms. PE Officers' trousers (an outdated single design) were causing a real problem due to Officers being different physiques. I had to visit a supplier factory to test some new PE Officer gym trouser designs with the Head of National PE Policy (who incidentally was a former World's Strongest Man).

If you weren't working in procurement, what do you think you'd be doing instead?

That's a really tough one having been in procurement for over 20 years now. I'd like to think something else that kept work interesting and enjoyable.

What do you enjoy outside work?

If you'd asked me that 10 years ago, I would've said watching Leicester City play football. I still do that outside of work – it's just far less enjoyable now!

Framework focus

Framework Focus

LUPC Quarterly Commodity Updates Reports

The below documents will give you an update on any new frameworks in place, or news on existing ones. Please note this is not the full list of available frameworks, just those where there is some news to report:

- [Commodity Updates Report - January 2026](#)
- [Commodity updates Report - April 2026](#)

Supply Chain Updates

We are providing UKUPC member updates regarding the ongoing situation in Iran and any potential supply chain impacts currently being monitored across the sector. These are available for our Associate and Full members. You will be prompted to log in to the LUPC website to download them.

- [UKUPC Member Update Middle East - March 2026](#)
- [UKUPC Member Update 2 Middle East - March 2026](#)
- [UKUPC Member Update May 2026](#)

New Frameworks

Estates

- FFE3188 NW - [Residential Textiles](#)
- EFM1068 AP - [Water Quality Management](#)

ICT News

- ITS4052 SU - [Software Licences Reseller & Consulting Services \(SLRA\)](#)
- ITS1065 AP - [Innovative, value adding VLE Systems and Associated Services](#)
- EFM5105 LU - [New Security & Cleaning Service](#)

Laboratory

- LAB1043 AP 3D - [Printers, 3D Scanners and Associated Equipment](#)



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