



# 2022-2023 LUPC Annual Review

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



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**Bahar Shahin**

Director of Procurement, Queen Mary University of London

**SUMMARY OF RESULTS** 2

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**Bahar Shahin**  
Director of Procurement, Queen Mary University of London

**RESPONSIBLE PROCUREMENT** 13

**Responsible procurement is embedded across everything LUPC does, from our tendering activities to how we operate as an organisation. We have worked extensively to continue our progression in this area this year.**

LUPC is now **carbon neutral**. We began by measuring our Scope 1, 2 and 3 emissions two years ago to establish a baseline and identify areas for emissions reduction. In 2023, while implementing our Carbon Reduction Plan, we were also the first organisation to use the new **Carbon Offsetting Framework Agreement** to offset our total emissions. We have invested in a range of carbon offsetting projects and are sharing the lessons learnt in this process with our members.

We follow the **ISO20400 International standard for sustainable procurement** and were independently re-assessed in 2023, achieving a Leadership Level Ranking. We have demonstrated responsible procurement across our tendering activity, right from tender strategy stage through to regularly reviewing and assessing the risks of human and labour rights abuses, environmental impacts and other sustainability issues across our framework supply chains. It is a key consideration in how we work and how we influence suppliers and members.

**Responsible Procurement Strategic Plan and Policies** LUPC published its first **Responsible Procurement Strategic Plan** in 2022. An updated plan will support the new LUPC Corporate Strategy that will commence in 2024, as well as our revised **Environmental Policy Framework Agreement** to support our members.

The launch of the **Carbon Offsetting and Validation Services Framework Agreement** in April 2023, was extremely well received, with members indicating a growing need for support in their decarbonisation journeys. We are conducting member surveys to understand how we can best design and develop member support in this area. We will also be rolling out a carbon questionnaire among Waste Management Services Framework suppliers – our most carbon-intensive framework agreement – with the aim of assessing supplier ability to provide Scope 3 emissions data and commit to a Supplier Charter on Carbon Reporting and Climate Action.

**CORPORATE STRATEGY** 19

**Performance against LUPC's Corporate Strategy 2021-24. Working together to achieve shared goals in a changing world**

We are now two years into our three-year strategy and have made significant steps over this last year to meet the strategy objectives. Each quarter the LUPC Director reports on our progress against the strategic KPIs at the quarterly LUPC Board meeting. We present an update below on the advances made.

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

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

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

**KPIs**

- (a) Use the annual survey to seek wider feedback on current and future use of framework agreements. Target >50% satisfaction rate, in the membership survey 2023. 95% of survey respondents agreed that the frameworks meet their requirements. Member suggestions for improvements included having a greater consistency across the Framework Agreement Buyers Guides which would make them easier to use. A handful of additional frameworks were raised for consideration. A key area in demand by members is **Estates Professional Services**; the tender for this will be carried out by LUPC in 2023-24.
- (b) After allowing for inflation, a year-on-year increase in spend through framework agreements. Allowing for inflation\*, spend data showed a 2.6% increase compared to 2021-22.

**CATEGORY ACTIVITY** 4

**LUPC's Category Management Team highlights activity in 2022-23 by LUPC and its partners across UK Universities Purchasing Consortia (UKUPC)**

**Estates, Facilities and Buildings**  
In June 2023, LUPC launched its new **estate management services** agreement, following meticulous planning and a competitive tendering process. This agreement, shaped through extensive consultations with members and suppliers, prioritises environmental responsibility, flexibility, and efficiency.

The lot structure offers members the choice between a comprehensive contract encompassing all waste streams or individual contracts tailored to specific needs. This empowers member organisations to align procurement strategies with their unique objectives. Additionally, members can adjust weightings during the competition stage, providing a customised approach.

Sustainability is central to this agreement, encompassing environmental, economic, and social considerations. Responsible procurement questions, with a significant 20% weighting, addressed key sustainability factors like modern slavery, social value, carbon emissions reduction, and the circular economy. This agreement is not just limited to waste disposal; it supports member organisations' recycling goals and fosters the adoption of circular economy principles. Sustainability and corporate social responsibility are key aspects, encouraging suppliers to implement responsible practices.

Regional supplier coverage was also considered, promoting local inclusion. Members benefit from a streamlined further competition process with access to templates and guidance, saving time and resources typically associated with such tenders.

This year, NEUPC initiated efforts to update their existing **Asbestos Consultancy and Asbestos Removal** framework agreements. The current agreements in place are not open to LUPC members. As our members have shown interest in these agreements, they will be included in NEUPC's upcoming iteration, scheduled to go live in 2023-2024.

**Julie Gooch**  
Senior Category Manager

Spring 2023 saw the launch of the **Catering Outourced Services** framework agreement. The new version combines the previous two separate agreements, catering outourced services and catering consultancy, into one with Lot 3 of the framework covering Consultancy Services. Available to UKUPC members nationally, it will take time for the framework to bed in as many members will be contracted under the previous iteration of the framework.

To use the framework as anticipated, members would look to utilize Lot 3: Consultancy Services, before they engage in a tender process for Lot 1: Catering Outourced Services.

Sustainability was a key factor in the tender process and, like the Waste Management framework, encompasses environmental, economic, and social considerations for members.

**Justin McLoughlin**  
Senior Category Manager

**New Estates, Facilities and Buildings Frameworks in 2022-23**

- Catering - Outourced Services
- Cleaning and Janitorial Supplies
- Fleet Solutions - Sustainable
- Furniture
- Promotional Merchandise
- Waste Management Services (Sustainable)
- Planned for 2023-24
- Asbestos Consultancy Services
- Asbestos Removal Services
- Automatic Doors and Roller Shutters
- Cleaning Solutions
- Courier Services
- Estates Professional Services
- Facilitating Equipment and Associated Services
- Office, Paper, COS & Library Suppliers (OPLS)
- Print Solutions
- Signs and Signage

**ELECTRONICS WATCH** 16

**Electronics Watch expand their reach in protecting workers in the electronics supply chain of the public sector**

LUPC is a founding member of Electronics Watch which helps protect the labour rights and safety of workers in global electronics supply chains. Since 2017, LUPC has paid for all its full members to be Electronics Watch affiliates, providing guidance, resources and contract clauses that support responsible procurement. Electronics Watch continues to connect public sector buyers with workers' rights experts who monitor Information and Communication Technology (ICT) supply chains, driving compliance and improving working conditions. This involves engaging with resellers, manufacturers, the industry, and other stakeholders to follow up on contract conditions.

Highlights of Electronics Watch activity across the year include undertaking monitoring partner training in Thailand and Democratic Republic of Congo (DRC), worker training in Taiwan, the return of unfair recruitment fees to workers in Malaysia and presenting at Australia's Modern Slavery Conference. LUPC and other affiliates continue to receive news through the popular **Monthly Affiliate e-newsletter**. The number of ICT brands willing to provide supply chain transparency increased from 20 to 43 including component suppliers linked to individual product models.

The **Affiliate Exchange for Impact** in Barcelona was Electronics Watch's first in-person event since Covid, sparking ideas and connections that will guide their work in several ways. A detailed summary of the event and key takeaways remains available for download from their **website**, which also includes several other resources. Full members of LUPC can request access to affiliate-only information by emailing **Martina.Hopper** at Electronics Watch.

In March 2023, Electronics Watch and the Responsible Business Alliance (RBA) updated the **Terms of Engagement** previously agreed in 2021. The terms define how the two parties and their members engage to remediate worker rights issues, with the new terms including several improvements. The number of factories in their database has correspondingly increased from 100 to 200 over the last year, and with several local regulatory acts likely to assist the work of Electronics Watch on the horizon, these are exciting times for the organisation.

LUPC continues to play an active role and in conjunction with Electronics Watch, assists with linking PC device sales made through the **Historical Desktop and Notebook Agreement (NDMA)** to member-specific monitoring and remediation activities undertaken through the quarterly Monitoring Status Reports issued to each affiliate. This work includes the ongoing updating of the supplier-completed **Factory Disclosure Forms** and regular questioning as part of the responsible procurement standing item on the NDMA review meeting agenda. LUPC is also a participant within a Europe-wide working group looking into how living wage standards can be defined and potentially set as a realistic target for the ICT industry at a global level.

**Mike Kilner**  
Senior Category Manager

**ACCOUNTS** 24

**Income statement**

	2023		2022	
	£	€	£	€
Turnover		1,438,689		1,312,705
Staff costs	1,557,677		1,283,848	
Other operating expenses	347,758		425,585	
		1,405,435		1,509,433
Operating profit/(loss)	33,254		(196,728)	
Interest receivable & similar income	9,349		292	
	(196,336)		51,144	
Other finance costs	10,260		4,281	
Profit/(loss) before taxation	32,343		(200,617)	
Tax on profit/(loss)	9,206		2,612	
Profit/(loss) for the financial year	23,137		(203,229)	

**Balance sheet**

	2023		2022	
	£	€	£	€
Current assets				
Debtors	553,423		466,801	
Cash at bank	1,209,009		881,109	
	1,762,432		1,347,910	
Current liabilities				
Amounts falling due within one year	627,054		251,647	
Net current assets	1,135,378		1,096,263	
Total assets less current liabilities	1,135,378		1,096,263	
Provisions for liabilities	382,393		364,415	
Net assets	752,985		731,848	
Reserves				
Retained earnings	752,985		729,648	
	752,985		729,648	

**DIRECTORS' STATEMENT**

The accounts are prepared in accordance with the Companies Act 2006 and the Companies (Accounts) Regulations 2008. The accounts are prepared on a going concern basis. The directors have approved these accounts and are responsible for their accuracy and completeness. The directors have also approved the consolidated financial information contained in the annual report and accounts for the year ended 31 July 2023. The consolidated financial information is prepared in accordance with the IASB standards and is not audited. The consolidated financial information is prepared in accordance with the IASB standards and is not audited. The consolidated financial information is prepared in accordance with the IASB standards and is not audited.

**AUDITORS' STATEMENT**

We have audited the financial statements of UK Universities Purchasing Consortia (UKUPC) for the year ended 31 July 2023. The financial statements comprise the income statement, balance sheet, and cash flow statement. In our opinion, the financial statements give a true and fair view of the financial position and performance of UKUPC for the year ended 31 July 2023. The financial statements are prepared in accordance with the IASB standards and are not audited. The financial statements are prepared in accordance with the IASB standards and are not audited.

**UKUPC UPDATE** 11

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

About UKUPC  
UKUPC is a collaboration of the six regional universities purchasing consortia: APUC, HEPCW, LUPC, NEUPC, NWUPC and SUPC, and the energy and catering commodity focussed consortia, TEC and TACO. Together, they have created a formal entity to support collaborative procurement within Higher and Further Education, combining their knowledge and expertise by working with each other and the wider procurement community.

Responsible Procurement Network (RPN)  
The RPN reviews and promotes good responsible procurement practice across UKUPC's combined membership, aiding both consortia procurement professionals and members to embed best practice within their procurement operations.

Communications Group  
The Communications Group promotes the benefits of collaborative procurement; provides a range of events to consortia members, both regionally and nationally, for networking and sharing best practice; and ensures members have the guidance and documentation they need to make the most out of their consortia membership.

Information Systems Strategy Group  
The Information Systems Strategy Group improves the information systems used by the consortia and our member institutions to better understand and develop data-informed procurement plans.

Key activity through 2022-23  
Quarterly Market Insight Document  
The quarterly market insight document, produced by the UKUPC Focus Groups detailed below. The Board works together to share knowledge and best practice, to align and support the work of the consortia and the wider HE procurement community and take overall responsibility for delivery of the Strategic Aims stated in the **UKUPC Strategy 2020-25**.

Joint Contracting Group (JCG)  
The JCG provides a strategic overview of the delivery of the national joint Contracting Programme, working collaboratively and efficiently to minimise duplication and ensure that UKUPC has the right framework agreements in place at the right time.

**MEMBER VALUE AND ENGAGEMENT** 17

**At LUPC, we are owned by our members and exist to deliver value for them. This is why it is so important that we meet, or even exceed, the requirements of our members by providing a first-rate customer experience.**

In our membership survey for 2023, the most valued benefits of LUPC membership (outside of access to framework agreements) are the **events and webinars**, including conferences and free training courses, provided by LUPC.

In 2022-23, we delivered a range of 43 member events for our members, either directly or with our partners. The variety of webinars on offer included legal webinars on topical procurement issues such as addressing rising inflation and material costs in construction contracts, legal and procurement approaches to net zero, terms and conditions; category meetings; responsible procurement meetings; framework launches; and member inductions. The available events targeted different audiences at our member organisations – we conducted our **Ultimate Guide to Procurement Best Practice** aimed at those involved in operational procurement; our **Heads of Procurement** meetings are firmly in place at the end of each month for those involved in strategic procurement and we also held training events for stakeholders such as **Procurement for non procurement professionals**.

Following on from member feedback we will be delivering a series of training for procurement staff and stakeholders such as specification writing, negotiation and terms and conditions in 2023-24. We are looking to engage more widely across member organisations to provide support and assistance to not only procurement staff, but to those who are responsible for specifying or managing contracts that have little or no procurement experience. In lieu of the usual LUPC & SUPC conference, much of the year was spent planning and organising the national UKUPC Conference being held at the University of Exeter in September 2023. Regular conferences are key opportunities for members to learn, share and develop with colleagues across the sector, as well as building up their professional network with other members and suppliers.

**GOVERNANCE** 25

**Board**

**Mark Blaney (Chair)**  
Finance and Resources Director  
Royal College of Anaesthetists

**Linda Alexander (left 26 October 23)**  
Director of Estates and Facilities  
Ravensbourne University London

**Don Bowman**  
Director  
London Universities Purchasing Consortium

**Laura Dawson (left 17 September 2022)**  
Chief Information Officer  
London School of Economics and Political Science

**Andrew Dyer**  
Finance Director  
London School of Hygiene and Tropical Medicine

**Cristian Martin** (appointed 17 March 2023)  
Director of Procurement  
London School of Economics and Political Science

**Dr Olga Martin-Ortega**  
Reader in Public Health  
University of Greenwich

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

**Naina Patel**  
HR Director  
The Arts

**Daniel Roberts** (appointed 8 December 2022)  
Chief Information Officer  
SOAS

**Ralph Sanders** (resigned 17 January 2023)  
Director of Planning, Information and Reporting  
London South Bank University

**Amanda White**  
Director of Finance  
Ravensbourne University London

**Executive Committee**

**Daniel Barry**  
Head of Procurement  
Royal Holloway, University of London

**Candace Bloomfield** (appointed 20 April 2023)  
Associate Director of Procurement  
University of Greenwich

**Don Bowman**  
Director  
LUPC

**Alan Hill**  
Head of Procurement  
Institute of Cancer Research

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

**Cristian Martin** (left 17 March 2023)  
Director of Procurement  
London School of Economics and Political Science

**Declan McAlister**  
Head of Procurement  
Tate Galleries

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

**Janet Aldibon** (left 1 March 2023)  
Head of Procurement and Supply Chain  
National Nuclear Laboratory

**James Rockliffe** (left 16 September 2022)  
Director of Procurement Services  
London South Bank University

**Jon Ryder-Oliver** (appointed 1 January 2023)  
Procurement Senior Business Partner  
National Archives

**Bahar Shahin**  
Director of Procurement  
Queen Mary, University of London

**Sue Weston**  
Director of Procurement  
Jisc

**Darran Whalley** (appointed 20 April 2023)  
General Commodity Manager  
London School of Economics and Political Science

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***It has been a busy year at LUPC, most notably working on behalf of our members to support their procurement needs.***

These needs of course include achieving best value. However, for both our members and us at the consortium, we recognise the need to ensure we are always procuring responsibly. So, this year we renewed our ISO standard in Responsible Procurement (ISO20400) and I am pleased to say we retained our leadership ranking. In addition, we are now to be used as a positive case study by the assessors.

We believe that our evolving approach to supplier due diligence, including support around corrective actions, and our involvement in a major research project looking at the links between climate change and modern slavery, clearly demonstrates our commitment to responsible procurement. This review also provides an update on our continuing work on carbon reduction.

As a not-for-profit organisation, we are continually looking at how we can best re-invest any surplus funds into new services for our members. One area of focus is how we can support the future profession better. The Board has approved the hire of two procurement

apprentices for the benefit of the wider membership, these individuals will come into post in 2023-24.

In the annual review each year, we report on our performance against our strategy goals and objectives. Having now reached the end of the second year of our three-year strategy, ***Working together to achieve shared goals in a changing world***, you can read about the significant progress made on page 19.

The final financial result for the year shows the company made a profit of £23,137 for the year of £203,229 after tax. This reflects an increase in income to £1,448,038 (2021/22: £1,312,705), and an increase in operating expenditure to £1,403,483 (2021/22: £1,509,433). The balance sheet shows a net asset position of £752,985 (2021/22: £729,848).

Two new members joined us during the year: AWE and the Department for Work and Pensions (DWP). This brings the membership total to 86.

Daniel Roberts, Chief Information Officer at SOAS University of London, joined the LUPC Board in December 2022, followed by Cristian Martin, Director of Procurement at London School of Economics and Political Science (LSE), in March 2023. This broadens our

expertise at Board level across the category areas and complements the Finance, Legal and HR Directors already in place. We will be seeking to appoint an Estates Director to the Board in 2023-24. Directors stepping down from the Board in 2022-23 included Linda Alexander, Director of Estates and Facilities at Ravensbourne University; Laura Dawson, Chief Information Officer at LSE; and Ralph Sanders, Director of Planning, Information and Reporting at the London South Bank University. We thank them for their time and valuable contribution to LUPC.

LUPC works in collaboration with the other universities purchasing consortia under the banner of ***UK Universities Purchasing Consortia (UKUPC)***. Together, we empower collaborative, responsible procurement throughout higher and further education and our members in the wider publicly funded sector. Details of UKUPC and its activity can be found on page 11.

The success of LUPC depends on not just the LUPC team, but on the engagement of our members in our activities. This includes the Members of the Board, the Executive Committee, and all those involved in tender working parties, commodity groups, online forums, and events. I would like to express my gratitude for their continued support and participation.



**Mark Blaney**

Finance and Resources Director, Royal College of Anaesthetists

***Procuring responsibly is at the heart of LUPC's activities providing value and benefit to our members.***

The journey to achieving net zero is a major target for our members, therefore, mapping a meaningful path to net zero has been an area of focus for us in the year and will be a crucial part of our strategy going forward. We have started by reviewing our own organisation's emissions, reducing them where possible and investing in carbon offsets to achieve a position of carbon neutrality. The next steps will include using the knowledge we have gained to provide support for our members' reduction efforts and, working with our suppliers to assist them with their plans using the LUPC Supplier Due Diligence Tool specifically developed for our suppliers. Read more about LUPC's responsible procurement activity on page 13.

Each year, we carry out an annual membership survey which enables us to monitor our progress against some of the key performance indicators in the LUPC strategy. It also provides an opportunity for members to raise areas for improvement or to make suggestions on what we could do differently or look to introduce.

We are very grateful for the members who have taken time to complete our survey this year. Key highlights include:

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

Development of procurement professionals within the membership is something that we know is important to our members. There are now 14 staff at LUPC member organisations studying with our CIPS partner, Central Business School, and we have provided students with over 50 study guides to help them with their costs.

***"LUPC's support for those studying CIPS is excellent. Paying for textbooks has really made a difference." Ann Jones, Procurement Officer, King's College London.***

Throughout the year we have also provided 43 events and training sessions for members, covering framework launches, category coffee mornings,

monthly Heads of Procurement meetings, the legal webinar series, responsible procurement webinars, training on commercial aspects and procurement for non-procurement professionals. These events provide the space for members to learn about and discuss the latest procurement issues, as well as share advice and best practice. The collaboration opportunities we facilitate for our members are a core benefit of LUPC membership and play a big part in our identity.

This year, the annual LUPC and SUPC Conference did not take place, as we were working with SUPC to deliver the national UKUPC conference in September 2023. I am pleased to confirm the LUPC and SUPC Conference will be returning in June 2024. Further details on member value and engagement are outlined on page 17.

As always, I would like to thank the LUPC team for their continued hard work and delivery of customer service excellence to our members.

I hope you find the contents of this review inspiring and, over the coming year, we look to go further to not just meet but exceed our members' expectations.

**Don Bowman**  
Director, LUPC



# LUPC's Category Management Team highlights activity in 2022-23 by LUPC and its partners across UK Universities Purchasing Consortia (UKUPC)

## Estates, Facilities and Buildings

In June 2023, LUPC launched its new **waste management services** agreement, following meticulous planning and a competitive tendering process. This agreement, shaped through extensive consultations with members and suppliers, prioritises environmental responsibility, flexibility, and efficiency.

The lot structure offers members the choice between a comprehensive contract encompassing all waste streams or individual contracts tailored to specific needs. This empowers member organisations to align procurement strategies with their unique objectives. Additionally, members can adjust weightings during the competition stage, providing a customised approach.

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### Julie Gooch

Senior Category Manager

Spring 2023 saw the launch of the **Catering Outsourced Services** framework agreement. The new version combines the previous two separate agreements; catering outsourced services and catering consultancy, into one with Lot 3 of the framework covering Consultancy Services. Available to UKUPC members nationally, it will take time for the framework to bed in as many members will be contracted under the previous iteration of the framework.

To use the framework as anticipated, members would look to utilise Lot 3: Consultancy Services, before they engage in a tender process for Lot 1: Catering Outsourced Services.

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### Justin McLoughlin

Senior Category Manager

## New Estates, Facilities and Building frameworks in 2022-23

- Catering Outsourced Services
- Cleaning and Janitorial Supplies
- Fleet Solutions - Sustainable
- Furniture
- Promotional Merchandise
- Waste Management Services (Sustainable)

## Planned for 2023-24

- Asbestos Consultancy Services
- Asbestos Removal Services
- Automatic Doors and Roller Shutters
- Cleaning Solutions
- Courier Services
- Estates Professional Services
- Firefighting Equipment and Associated Services
- Gift Cards & Vouchers
- Office, Paper, EOS & Library Suppliers (OPELS)
- Print Solutions
- Signs and Signage

### Information and Communications Technology (ICT)

The continuing status of hybrid studying and working kept ICT demand strong within the sector to a backdrop of falling global demand and an easing in the supply challenges seen across the previous two years.

LUPC members continue to be updated on a regular basis through both a quarterly report covering all sector-specific ICT agreements, and interim category bulletins on immediate matters arising. This includes everything from member surveys and requests to participate on tender working parties through to newly awarded agreements and associated launch events.

The entire year has been very busy and involved as a whole, the evaluation and award of the latest **National Desktop and Notebook Agreement (NDNA)** occupying the initial quarter and the £160m-per-year framework coming to market in November. There was an accompanying, popular livestreamed launch event in early 2023, which remains available to all members.

The second **Student Management Systems (SMS)** agreement commenced in January 2023 with six suppliers for the provision of Curriculum Management including approval workflow, Registration and Student Records and various other enhanced support options for the student ecosystem.

The re-tendered **Server, Storage and Solutions National Agreement (SSSNA)** went live in February 2023. Offering a cost-effective procurement option with access to a wide range of reputable suppliers, over £250m in university and public sector spend is expected throughout the four-year framework.

A month later brought the latest iteration of the **Alumni and Fundraising CRM Systems** framework offering a mixture of design,

#### New ICT frameworks in 2022-23

- Alumni & Fundraising CRM
- Broadcasting Equipment and Integration Services
- Desktop & Notebook (NDNA)
- Networking - HE, Supply & Services (HENSS2)
- Servers, Storage and Solutions National Agreement (SSSNA)
- Student Management Systems and Associated Services

#### Planned for 2023-214

- Data Centre Management Equipment and Infrastructure
- Finance, HR/Payroll Systems and Associated Services
- IT Related Accessories and Parts (ITRAP)
- Library Management Systems and Associated Services
- Mobile Phones - Ethically Sourced
- Network & Security Equipment, Jisc
- Photographic Equipment and Consumables
- Research Outputs Repository Systems
- Similarity Detection Systems and Associated Services
- Software License Resellers
- Student Module Evaluation Systems and Associated Services
- Telecommunications





## Professional Services

The **Debt Recovery Services** framework agreement launched in June 2023 and provided a framework structure that enables members to align their debt recovery supplier to their debt profile requirements, addressing pre-legal and legal collections without the need for separate call offs and suppliers. The framework has lots for student focused and commercial debt recoveries.

The new **National Education Recruitment Advertising and Resourcing Services (NERARs)** framework launched in March 2023. It provides access to eleven suppliers across two lots covering all types of advertising services including recruitment of staff, advertisement creation and production, type setting and copy writing, media buying, art direction, brand management and where required full creative services for new advertising campaigns.

Topical legal webinars were provided to members throughout the year with framework law firms providing a selection of current legal matters which were voted by members and enthusiastically attended.

Work commenced on the **Occupational Health** framework agreement which, in addition to occupational health and employee assistance programmes (EAP), focuses on student mental wellbeing and geographical requirements.

### Roy Dennis

Senior Category Manager

The first ever HE sector **Carbon Offsetting and Validation Services** framework went live in April 2023. Covering three lots, the agreement offers our members expert advice on offsetting using existing EAUC (The Alliance for Sustainability Leadership in Education) devised thresholds, and provides larger institutions support on Emissions Trading Scheme (ETS) Allowances, with guidance from The Energy Consortium (TEC).

LUPC, EAUC and TEC worked together to develop this framework. Whilst this is a new initiative in framework form, EAUC had been running a pilot project on carbon

offsetting which they wanted to realise as a fully tendered for, compliant framework for all consortia to benefit from.

We understand this is very much a first step towards assisting in the route to net zero for members. Each iteration of the framework agreement will go further in helping to educate members on what is possible though carbon offsetting, measurement, and the other points of interest in this significant area.

### Justin McLoughlin

Senior Category Manager

## Insurance

The prevailing hard market conditions of the last few years continued to impact the commercial insurance market, particularly across property and financial lines, not to mention the cyber insurance market. Severe weather claims in recent years, due to climate change and the need to make adequate provision for predicted weather-related claims in the future, has meant it necessary for the insurance industry to reduce their property target loss ratios to, in some instances, below 50%.

The latest iteration of the main underwriting agreement across 16 lots commenced at the start of August 2022 with Risk Management Partners acting as MGA (Managing General Agent) lead across several classes including property, engineering, and casualty. Implementation meetings, initially weekly and later monthly, played a key role in the transition process. Insurance Group members have benefitted from free professional membership to ALARM, the not-for-profit risk management body run by and on behalf of the public sector, together with AIRMIC, the risk management and insurance body aimed at the wider professional community working within that space.

### New Professional Services (Travel, Legal, Consultancy Recruitment, Insurance, Printing) frameworks in 2022-23

Carbon Offsetting Validation Services

Debt Recovery

National Education Recruitment Advertising and Resourcing Services

### Planned for 2023-24

Occupational Health

Temporary and Permanent Recruitment

Travel Management

Four Travel Risk Management workshops, which included the new Travel e-Learning modules as well as a deep dive into the new ISO 31030 Travel Risk Management guidelines, were held in London during September 2022.

The in-person LUPC/Gallagher Technical seminar in December 2022 provided an opportunity to meet some of the new insurers and recent recruits within the Gallagher brokerage team, as well as obtain an update on key projects around risk and resilience, the provision of Fine Art Insurance and some ongoing work on student insurance provision. A separate hybrid session in January 2023 looked at the approaches to Risk Management around research within universities as well as a new Construction referral guide.

**Mike Kilner**

Senior Category Manager

**STEMed and Laboratories**

An important development in our framework offerings this year was the successful launch of the expanded **Life Sciences Equipment, Materials and Services** framework. This agreement amalgamates four previously separate agreements into three distinct lots. This exercise required considerable effort and co-ordination across UKUPC, demonstrating our collaborative approach and recognising the need for continuous improvement.

The immediate benefit to members is that it is now possible to combine various different, yet related, Life Science requirements under a single transaction. A vigorous supplier engagement campaign vastly increased product choice for members, offering improved savings opportunities through further spend aggregation. Having several key suppliers on most lots is a welcome feature for our members, who will now be able to source end to end solutions all in one place.

We continue to see an overall healthy demand from the scientific sector, proven the re-tendering of the majority of the STEMed and Labs agreements that were ending in 2022-23. STEMed Category Managers have noted that customer choice continues to be

a critical success factor for our agreements and we are responding to this by increasing the number of suppliers per lot, where possible. Social Value is rapidly gaining prominence in our category, and we are pleased to see the importance of Responsible Procurement and Sustainability, which UKUPC has been championing for several years, finally climbing up customers' priorities lists.

Like most other goods categories, this year has been marred by rather extraordinary inflationary pressures due to global macroeconomic and geopolitical factors. Global scarcity of raw materials, in particular oil, steel, gases (e.g. helium and liquid nitrogen) microprocessors and electronic components has caused price increases across a number of agreements. Consumer inflation, domestic interest rates and skills shortages have also increased our suppliers' personnel costs, due to heightened employer competition over a static or shrinking talent pool.

Antonio Ramirez

Senior Category Manager



New STEMed (Medical, Laboratory, Veterinary) frameworks in 2022-23
Lasers and Associated Equipment
Life Sciences Equipment, Materials & Services
Mass Spectrometry & Chromatography Equipment
Planned for 2023-24
Electronic Components
High Value Laboratory Equipment (HVLE)
Laboratory Consumables & Chemicals (IRLA)
Veterinary Supplies

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

## About UKUPC

UKUPC is a collaboration of the six regional universities purchasing consortia; APUC, HEPCW, LUPC, NEUPC, NWUPC and SUPC, and the energy and catering commodity focussed consortia, TEC and TUCO. Together, they have created a formal entity to support collaborative procurement within Higher and Further Education, combining their knowledge and expertise by working with each other and the wider procurement community.

## UKUPC Board

The UKUPC Board provides strategic leadership to the UKUPC Focus Groups detailed below. The Board works together to share knowledge and best practice, to align and support the work of the consortia and the wider HE procurement community and take overall responsibility for delivery of the Strategic Aims stated in the [UKUPC Strategy 2020-25](#).

## Joint Contracting Group (JCG)

The JCG provides a strategic overview of the delivery of the national Joint Contracting Programme, working collaboratively and efficiently to minimise duplication and ensure that UKUPC has the right framework agreements in place at the right time.

## Responsible Procurement Network (RPN)

The RPN reviews and promotes good responsible procurement practice across UKUPC's combined membership, aiding both consortia procurement professionals and members to embed best practice within their procurement operations.

## Communications Group

The Communications Group promotes the benefits of collaborative procurement; provides a range of events to consortia members, both regionally and nationally, for networking and sharing best practice; and ensures members have the guidance and documentation they need to make the most out of their consortia membership.

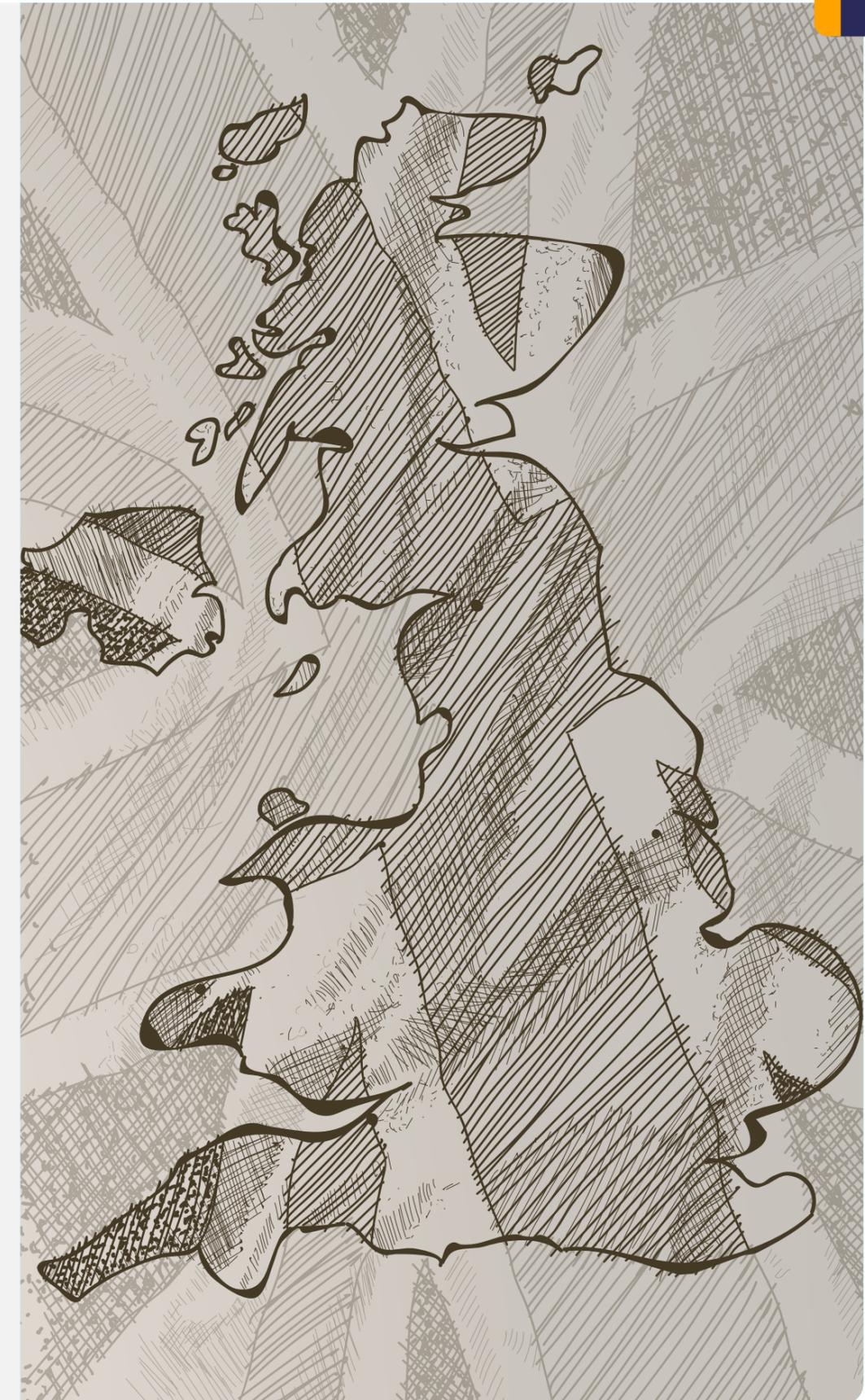
## Information Systems Strategy Group

The Information Systems Strategy Group improves the information systems used by the consortia and our member institutions to better understand and develop data-informed procurement plans.

## Key activity through 2022-23

### Quarterly Market Insight Document

The quarterly market insight document, produced



by expert category managers across UKUPC and distributed to its members, is in the second year of production. The document shares market knowledge and insight on what is happening in the supply chains of the core category and framework agreement areas. Much of the information is sourced directly from suppliers in contract management meetings.

### Introduction of recording BT7 savings

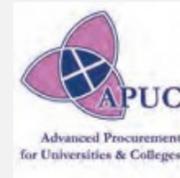
With UKUPC framework agreements increasingly becoming mature agreements, it is proving harder to identify traditional BT1 direct price-based cash savings. The consortia's value in this area is largely in the contract management of UKUPC framework agreements. BT7 reporting now allows procurement teams to attribute a value to the price increase mitigation work involved in excellent contract management.

### Focussed reports and populated forward two-year plans

UKUPC members are progressively being required to report on tender activity, with a need for increased transparency and information sharing. Throughout this year, the JCG has worked to develop its systems to collaborate more efficiently and effectively on the reporting of framework tender pipelines. This allows for much better visibility and reporting of frameworks contracted, in progress and scheduled.

### Modern Slavery video series

To mark annual [Anti-Slavery Week in October 2022](#),



UKUPC's Responsible Procurement Network released five short videos to raise awareness of the fight to eradicate Modern Slavery from society.

### Developing a Responsible Procurement strategy

UKUPC's RPN developed a [Responsible Procurement Strategy for 2022](#), designed to support the UKUPC Strategic Aim: *Embed responsible procurement across our services and support our members to establish it within their institutions, and play a major role in addressing climate change impacts related to our members' collaborative supply chains*. This covers key areas such as:

- Applying sourcing strategies that maximise **Social Value**.
- Influencing supplier compliance with the **Sustain Supply Chain Code of Conduct** (SCCoC).
- Promoting and monitoring **Human Rights** to eradicate slavery and forced labour throughout our supply chains.
- Assisting our members institutions in addressing the **Climate and Ecological Emergency**.

### Webinars for UKUPC members in 2022-23

UKUPC has continued to deliver its free webinar

series, every other month, covering prominent topics affecting professionals working in procurement. Topics included:

- Procurement Recruitment – the current landscape and CIPS salary insights\* (LUPC)
- Electronics Watch: Transparent purchasing and monitoring risk in supply chains (NWUPC)
- Delivering Net Zero in Supply Chain Contracts\* (NEUPC)
- Data Processor Due Diligence (APUC)
- Making Sense of the Updated SQ (Supplier Questionnaire)\* (SUPC)

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

### Review of the Contracts Database

The UKUPC Systems Group emphasis this year has been on reviewing the contracts database housing framework agreement documentation.

To find out more about UKUPC and access a range of useful procurement resources, please see the [UKUPC website](#).

Responsible procurement is embedded across everything LUPC does, from our tendering activities to how we operate as an organisation. We have worked extensively to continue our progression in this area this year.

LUPC is now **carbon neutral**. We began by measuring our Scope 1, 2 and 3 emissions two years ago to establish a baseline and identify areas for emissions reduction. In 2023, while implementing our Carbon Reduction Plan, we were also the first organisation to use the new **Carbon Offsetting Framework Agreement** to offset our total emissions. We have invested in a range of carbon offsetting projects and are sharing the lessons learnt in this process with our members.

We follow the **ISO20400 international standard for sustainable procurement** and were independently re-assessed in 2023, achieving a Leadership Level Ranking. We have demonstrated responsible procurement across our tendering activity, right from tender strategy stage through to regularly reviewing and assessing the risks of human and labour rights abuses, environmental impacts and other sustainability issues across our framework supply chains. It is a key consideration in how we work and

how we influence suppliers and members.

**Responsible Procurement Strategic Plan and Policies**  
LUPC published its first **Responsible Procurement Strategic Plan** in 2022. An updated plan will support the new LUPC Corporate Strategy that will commence in 2024, as well as our revised **Environmental Policy**.

The launch of the **Carbon Offsetting and Validation Services Framework Agreement** in April 2023, was extremely well received, with members indicating a growing need for support in their decarbonisation journeys. We are conducting member surveys to understand how we can best design and develop member support in this area. We will also be rolling out a carbon questionnaire among Waste Management Services framework suppliers – our most carbon-intensive framework agreement – with the aim of assessing supplier ability to provide Scope 3 emissions data and commit to a Supplier Charter on Carbon Reporting and Climate Action.



### CIPS Corporate Ethics Mark

Each year, LUPC renews its *Chartered Institute of Procurement & Supply (CIPS) Corporate Ethics Mark*, which we have now held for four years running.

The CIPS Corporate Ethics Mark publicly reinforces assurance to ethical sourcing and supplier management. Joining other organisations displaying the mark, we sign a Statement of Commitment to ethical sourcing and supplier management and prove that we have taken proactive steps to safeguard against unethical conduct. The Mark is a way for an organisation that commits to ethical procurement to be recognised by CIPS through a publicly accessible register.

### Modern Slavery

Mitigating modern slavery continues to be a key activity for LUPC, with numerous guidelines and elearning resources available for members as well as member placements to support the development of Modern Slavery Statements.

LUPC was invited to contribute to the review of the Cabinet Office's Modern Slavery Assessment Tool (MSAT), which has received favourable feedback. A roll out of MSAT has begun across framework suppliers and our Modern Slavery Statement update is due to be published in the first quarter of 2024.

### Collaboration

In addition to active participation on the *UKUPC*



*Responsible Procurement Network*, LUPC is also a member of the *London Responsible Procurement Network* (LRPN), which includes public sector bodies across London, the Social Responsibility and Carbon sub-groups of the HEPA Responsible Procurement Network (HRPN) and the International Working Group on Ethical Public Procurement (IWGEPP).

Our collaboration has extended to Canada and Australia where we have been approached by McGill University, who are leading a Canada-wide inter-university working group on Sustainable Procurement, and the Australasian Universities Procurement Network.

During 2023, we were part of a research project conducted by the Universities of Surrey, Bath, and the West of England, titled '*Intersecting sustainabilities: Protecting both people and planet in supply chains.*' The project contributes to knowledge and practice by addressing the scant research on sustainability in public sector purchasing, with special emphasis on the overlap between climate and modern slavery-based measures and involved a number of our members' procurement staff. The project has been funded by the Modern Slavery and Human Rights Policy and Evidence Centre (the Modern Slavery PEC), one of the leading UK institutions researching this topic.

We continue to work closely with [Electronics Watch](#), more details of their annual activity can be found on page 16.

### Supplier Due Diligence

Our focus on strengthening supplier sustainability performance has seen the *LUPC Supplier Due Diligence Tool*, rolled out with Estates and Maintenance framework suppliers, as well as Legal Services

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***This year has seen an increased focus on working in partnership with our framework suppliers to enhance responsible business practices across our supply chains.***

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framework suppliers. The next two categories will be Gowns and Graduation Services and Laboratory Equipment. Our process has expanded to include engagement with suppliers on proposed corrective

actions, where required, and informs the basis of a collaborative supplier development programme, as we move to deepen our support of framework suppliers' responsible business practices.

### In-house expertise to support members

LUPC remains one of only two HE purchasing consortia to have a full-time dedicated Responsible Procurement Lead role, our activities are enhanced by the support of a part-time PhD student from The University of Greenwich. This enables us to continuously improve our own practice in responsible procurement, while also contributing to broader academic research in relevant areas.

### Looking ahead to 2023-24

Mapping a meaningful path to net zero will be a key part of our strategy going forward. With a focus on reducing our own organisation emissions, providing support for our members' reduction efforts and supplier development to assist these.

Our refreshed responsible procurement strategy, aligned with the Sustainable Development Goals (SDGs) and the UKUPC responsible procurement strategy, will continue to embed protection of human and labour rights in business and government's push to end modern slavery, deepening our influence in public sector supply chains.

### Mags Shapiro

Responsible Procurement Lead

# Electronics Watch expand their reach in protecting workers in the electronics supply chain of the public sector

LUPC is a founding member of Electronics Watch which helps protect the labour rights and safety of workers in global electronics supply chains. Since 2017, LUPC has paid for all its full members to be Electronics Watch affiliates; providing guidance, resources and contract clauses that support responsible procurement. Electronics Watch continues to connect public sector buyers with workers' rights experts who monitor Information and Communication Technology (ICT) supply chains, driving compliance and improving working conditions. This involves engaging with resellers, manufacturers, the industry, and other stakeholders to follow up on contract conditions.

Highlights of Electronics Watch activity across the year include undertaking monitoring partner training in Thailand and Democratic Republic of Congo (DCR), worker training in the Philippines and Bolivia, migrant worker training in Taiwan, the return of unfair recruitment fees to workers in Malaysia and presenting at Australia's Modern Slavery Conference. LUPC and other affiliates continue to receive news through the popular *Monthly Affiliate e-newsletter*. The number of ICT brands willing to provide supply chain transparency increased from

20 to 43 including component suppliers linked to individual product models.

The *Affiliate Exchange for Impact* in Barcelona was Electronics Watch's first in-person event since Covid, sparking ideas and connections that will guide their work in several ways. A detailed summary of the event and key takeaways remains available for download from their [website](#), which also includes several other resources. Full members of LUPC can request access to affiliate-only information by emailing [Martina Hooper](#) at Electronics Watch.

In March 2023, Electronics Watch and the Responsible Business Alliance (RBA) updated the [Terms of Engagement](#) previously agreed in 2021. The terms define how the two parties and their members engage to remediate worker rights issues, with the new terms including several improvements. The number of factories in their database has correspondingly increased from 100 to 200 over the last year, and with several local regulatory acts likely to assist the work of Electronics Watch on the horizon, these are exciting times for the organisation.

LUPC continues to play an active role and in

conjunction with Electronics Watch, assists with linking PC device sales made through the *National Desktop and Notebook Agreement (NDNA)* to member-specific monitoring and remediation activities undertaken through the quarterly Monitoring Status Reports issued to each affiliate. This work includes the ongoing updating of the supplier-completed *Factory Disclosure Forms* and regular questioning as part of the responsible procurement standing item on the NDNA review meeting agenda. LUPC is also a participant within a Europe-wide working group looking into how living wage standards can be defined and potentially set as a realistic target for the ICT industry at a global level.

**Mike Kilner**

Senior Category Manager



# At LUPC, we are owned by our members and exist to deliver value for them. This is why it is so important that we meet, or even exceed, the requirements of our members by providing a first-rate customer experience.

In our membership survey for 2023, the most valued benefits of LUPC membership (outside of access to framework agreements) are the **events and webinars**, including conferences and free **training courses**, provided by LUPC.

In 2022-23, we delivered a range of 43 member events for our members, either directly or with our partners. The variety of webinars on offer included legal webinars on topical procurement issues such as addressing rising inflation and material costs in construction contracts, legal and procurement approaches to net zero, terms and conditions; category meetings; responsible procurement meetings; framework launches; and member inductions. The available events targeted different audiences at our member organisations - we concluded our *Ultimate Guide to Procurement Best Practice* aimed at those involved in operational procurement; our Heads of Procurement meetings are firmly in place at the end of each month for those

involved in strategic procurement; and we also held training events for stakeholders such as *Procurement for non-procurement professionals*.

Following on from member feedback we will be delivering a series of training for procurement staff and stakeholders such as specification writing, negotiation and terms and conditions in 2023-24. We are looking to engage more widely across member organisations to provide support and assistance to not only procurement staff, but to those who are responsible for specifying or managing contracts that have little or no procurement experience.

In lieu of the usual LUPC & SUPC conference, much of the year was spent planning and organising the national UKUPC Conference being held at the University of Exeter in September 2023. Regular conferences are key opportunities for members to learn, share and develop with colleagues across the sector, as well as building up their professional network with other members and suppliers.



We are continually improving our [LUPC website](#), launched in January 2022. Updates this year include facilitating better navigation across the site, particularly with regards to the Responsible Procurement pages, so that finding information is more intuitive.

Resources for members are added to the [tools section](#) of the website, a key piece of work this year being standard terms and conditions templates for use on contracts outside of framework agreements.

We have also promoted the use of the LUPC [discussion boards](#) throughout the year, which provide a forum for LUPC members to ask procurement related questions of the membership to assist them with specific procurement activities. They are an excellent platform to ask for advice and guidance from across the sector.

12 individuals at member organisations have benefitted from discounted CIPS study under an agreement with Central Business School. LUPC paid for a total of 50 study guides in 2022-23 for members' staff to help with their costs. In addition, Senior Category Manager Justin McLoughlin launched regular CIPS Study Coffee morning for members and consortia staff studying for their CIPS qualifications, providing a supportive environment to share and learn from each other.

The full range of benefits available to members can be explored in more detail on the [Your member benefits](#) page of the website.

Suzanne Picken

**Head of Membership, Marketing and Communications**



# Performance against LUPC's Corporate Strategy 2021-24. Working together to achieve shared goals in a changing world

We are now two years into our three-year strategy and have made significant steps over this last year to meet the strategy objectives. Each quarter the LUPC Director reports on our progress against the strategic KPIs at the quarterly LUPC Board meeting. We present an update below on the advances made.

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

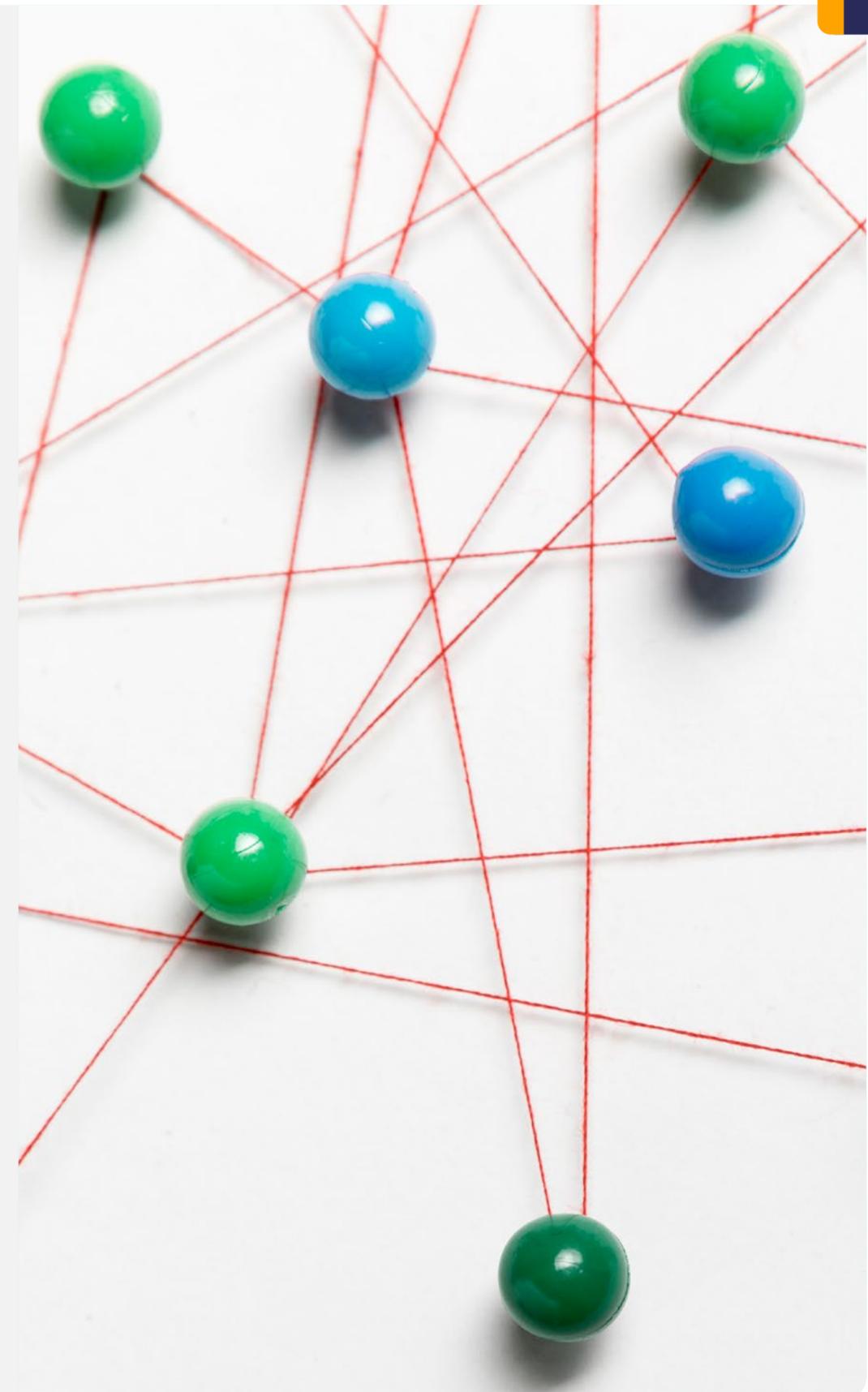
## Objectives

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

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

## KPIs

1. (a) Use the annual survey to seek wider feedback on current and future use of framework agreements. Target >90% satisfaction rate. *In the membership survey 2023, 95% of survey respondents agreed that the frameworks meet their requirements. Member suggestions for improvements included having a greater consistency across the Framework Agreement Buyers Guides which would make them easier to use. A handful of additional frameworks were raised for consideration. A key area in demand by members is Estates Professional Services; the tender for this will be carried out by LUPC in 2023-24.*
1. (b) After allowing for inflation, a year-on-year increase on spend through framework agreements. *Allowing for inflation\*, spend data showed a 2.6% increase compared to 2021-22.*





- *Electronics Watch consulting affiliates in the development of its next strategic plan [featured in the LUPC April 2023 ebulletin].*
- *New Terms of Engagement between Electronics Watch and the Responsible Business Alliance [featured in the Summer 2023 edition of LUPC Linked Magazine p.10].*
- *Electronics Watch Responsible Procurement Survey [promoted in the LUPC April 2023 ebulletin]*

**RPSP KPI 4:** Use Linked (LUPC's quarterly magazine), the monthly Ebulletin, the LUPC website and appropriate social media to provide monthly (as a minimum) news articles, thought pieces, tweets and posts to highlight topical information to members.

- *LUPC Supplier Due Diligence Tool [article featured in the Autumn 2022 Edition of LUPC Linked Magazine p.17].*
- *Road to Net Zero: The Role of Procurement in reducing Carbon Emissions [article featured in the Autumn 2022 Edition of LUPC Linked Magazine p.11].*
- *UKUPC Responsible Procurement Strategy now available! [News story published in September 2022]*
- *UKUPC Responsible Procurement Network Modern Slavery Series [published in November 2022 and featured in the LUPC November 2022 ebulletin].*

- *LUPC publishes its Modern Slavery Statement for 2021-22 [news story published in December 2022].*
- *Webinar on the Higher Education Supply Chain Emissions Tool (HESCET) delivered by LUPC's Data Manager in December 2022.*
- *New Scope 3 carbon emissions section on the LUPC website containing in-depth detail on various sources of emissions and how can LUPC assists members with their Scope 3 reporting.*
- *New redesigned Responsible Procurement section of the LUPC website, provides easier access to resources for members through a more intuitive design.*
- *LUPC Carbon Emissions report from 2021-2022 [news story published in January 2023].*
- *LUPC Supplier Due Diligence Tool [Outputs from the assessment of the Estates & FM Services framework suppliers published in the Spring 2023 Edition of LUPC Linked magazine p.12]. 1*
- *Intersecting sustainabilities: Protecting both people and planet in supply chains news article published in June 2023 detailing LUPC's involvement in this project led by Michael Rogerson, Researcher at the University of Surrey, alongside University of Bath, and the University of the West of England.*
- *Climate Change and Modern Slavery in Public Procurement [article featured in the Summer 2023 Edition of LUPC Linked Magazine p.11]*
- *Responsible Procurement in Tendering [article*

*featured in the Summer 2023 Edition of LUPC Linked Magazine p.13]*

**RPSP KPI 5:** Work with SUPC to provide a quarterly Responsible Procurement meeting and an annual event for members.

- *LUPC & SUPC Responsible Procurement Meetings held in September 2022 and March 2023.*
- *Annual Responsible Procurement event held online in November 2022 with sessions covering Social Value, the Government Modern Slavery Assessment Tool, and EAUC's Standardised Carbon Emissions Reporting Framework.*

**RPSP KPI 6:** The Responsible Procurement Lead will undertake a placement in member institutions for two days a week for a maximum of a 12 week period supporting individuals with their development and will provide a report at the end of each placement. *The RP Lead carried out placements in 2022-23 with LUPC members, Horniman Museum and Gardens (November 2022-January 2023), and the British Museum (January-March 2023). Reports have been written for each placement.*

**RPSP KPI 7:** LUPC aims to be net zero, through a combination of emissions reductions, plus limited offsetting where this is not possible, by the end of the 2022/23 financial year. *LUPC has achieved a position of carbon neutrality. LUPC established a baseline and identified areas for emissions reduction in 2021-2022. In 2023, while implementing its Carbon*



*Reduction Plan, LUPC utilised the new Carbon Offsetting Framework Agreement to select projects which offset its total emissions.*

**RPSP KPI 8:** LUPC will also be independently audited under the Sustainable Procurement international standard ISO 20400:2017 every two years, the next audit being due in Summer 2022.

LUPC was independently re-assessed against ISO 20400:2017 in 2023, achieving a Leadership Level Ranking. LUPC has been asked to work with the assessor on future ISO 20400 promotions as an example of best practice.

2. (b) Using the annual survey, seek members' views of LUPC's position as a leader in responsible procurement: Target >85%.
2. (c) In the membership survey 2022, 85% of survey respondents saw LUPC as a leader in responsible procurement.
2. (d) Ensure all those in contracting roles, as well as the director and deputy director, maintain Chartered MCIPS status.
2. (e) All MCIPS contracting staff and the Director and Deputy Director have maintained MCIPS Chartered Status.
2. (f) Deliver procurement related EDI training for staff and members.
2. (g) All LUPC staff undertook Equality, Diversity and Inclusion Awareness elearning in 2022/23

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

### Objectives

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

### KPIs

3. (a) As a minimum, deliver 24 group events for members per year. *A total of 43 member events were delivered in 2022-23, once again far exceeding the target.*
3. (b) Develop a new online networking platform for our members. *LUPC's website launched in January 2022 has discussion boards for networking.*
3. (c) Target a >50% response rate to our annual survey. *33 out of 86 members (38%) responded to the 2023 annual membership survey, compared to 40% in 2022. This is above the average survey response rate of 33%.*

3. (d) Undertake an annual staff survey, managed externally, to measure staff satisfaction. *An anonymous annual staff survey is carried out each year and presented to the LUPC Board in December.*

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

#### Objectives

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

#### KPIs

4. (a) For every framework we deliver we will invite appropriate representation from other sector associations/groups to the tender working party. *All frameworks in the year invited representatives from relevant parties.*

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

#### Objectives

- > Provide detailed annual member benefits reports.

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

#### KPIs

5. (a) Proactively work to increase the number of members we provide individual spend data reports for using 2020 as the base year. *In 2020 the base figure was 30. In 2021, 2022 and 2023, 34 members submitted their data for analysis.*

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

#### Objectives

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

#### KPIs

6. (a) Gain and maintain an annual formal Customer Service Excellence accreditation. *Achievement of this KPI is outstanding.*
6. (b) Through the annual member survey, measure member satisfaction. Target >95% agree or strongly agree that we provide excellent customer service. *In the membership survey 2022, 100% of survey respondents agree LUPC provides excellent customer service.*



## Income statement

	2023		2022	
	£	£	£	£
<b>Turnover</b>		<b>1,438,689</b>		1,312,705
Staff costs	<b>1,057,677</b>		1,083,848	
Other operating expenses	<b>347,758</b>		425,585	
		<b>1,405,435</b>		1,509,433
<b>Operating profit/(loss)</b>		<b>33,254</b>		(196,728)
Interest receivable & similar income		<b>9,349</b>		392
		<b>(196,336)</b>		53,144
Other finance costs		<b>10,260</b>		4,281
<b>Profit/(loss) before taxation</b>		<b>32,343</b>		(200,617)
Tax on profit/(loss)		<b>9,206</b>		2,612
<b>Profit/(loss) for the financial year</b>		<b>23,137</b>		(203,229)

### DIRECTORS' STATEMENT

The Income and Expenditure Account and Balance Sheet set out on page 24 are extracts from the full statutory accounts which were approved by the Directors on 8 December 2023 and on which the auditors have given an unqualified opinion. The statutory accounts, which should be consulted for a full understanding of the financial affairs of the company, will be submitted to Companies House.

## Balance sheet

	2023	2022
	£	£
<b>Current assets</b>		
Debtors	<b>553,423</b>	466,801
Cash at bank	<b>1,209,009</b>	881,109
	<b>1,762,432</b>	1,347,910
<b>Creditors</b>		
Amounts falling due within one year	<b>627,054</b>	251,647
<b>Net current assets</b>	<b>1,135,378</b>	1,096,263
<b>Total assets less current liabilities</b>	<b>1,135,378</b>	1,096,263
<b>Provisions for liabilities</b>	<b>382,393</b>	366,415
<b>Net assets</b>	<b>752,985</b>	729,848
<b>Reserves</b>		
Retained earnings	<b>752,985</b>	729,848
	<b>752,985</b>	729,848

### AUDITORS' STATEMENT

We have examined the Income and Expenditure Account and Balance Sheet set out on page 24 and confirm that these statements have been accurately extracted from the full statutory accounts for the year ended 31 July 2023. The maintenance and integrity of the London Universities Purchasing Consortium website is the responsibility of the directors; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may occur to the financial information contained in the annual review made publicly available on the website. Wylie & Bisset (Audit) Limited, 168 Bath Street, Glasgow G2 4TP.

## Board

### Mark Blaney (Chair)

Finance and Resources Director  
Royal College of Anaesthetists

### Linda Alexander *(left 26 October 23)*

Director of Estates and Facilities  
Ravensbourne University London

### Don Bowman

Director  
London Universities Purchasing Consortium

### Laura Dawson *(left 17 September 2022)*

Chief Information Officer  
London School of Economics and Political Science

### Andrew Dyer

Finance Director  
London School of Hygiene and Tropical Medicine

### Cristian Martin *(appointed 17 March 2023)*

Director of Procurement  
London School of Economics and Political Science

### Dr Olga Martin-Ortega

Reader in Public International Law  
University of Greenwich

### Ken Morrison

Director of Legal Services  
St George's University of London

### Naina Patel

HR Director  
University of the Arts

### Daniel Roberts *(appointed 8 December 2022)*

Chief Information Officer  
SOAS

### Ralph Sanders *(resigned 17 January 2023)*

Director of Planning, Information and Reporting  
London South Bank University

### Amanda White

Director of Finance  
Royal College of Art

## Executive Committee

### Daniel Barry

Head of Procurement  
Royal Holloway, University of London

### Candace Bloomfield *(appointed 20 April 2023)*

Associate Director of Procurement  
University of Greenwich

### Don Bowman

Director  
LUPC

### Alan Hill

Head of Procurement  
Institute of Cancer Research

### Martin Kelly

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

### Cristian Martin *(left 17 March 2023)*

Director of Procurement  
London School of Economics and Political Science

### Declan McAlistair

Head of Procurement  
Tate Galleries

### Joanna McKelvey

Head of Procurement and Contract Management  
Royal Botanic Gardens, Kew

### Janet Albion *(left 1 March 2023)*

Head of Procurement and Supply Chain  
National Nuclear Laboratory

### James Rockliffe *(left 16 September 2022)*

Director of Procurement Services  
London South Bank University

### Jon Ryder-Oliver *(appointed 1 January 2023)*

Procurement Senior Business Partner  
National Archives

### Bahar Shahin

Director of Procurement  
Queen Mary, University of London

### Sue Weston

Director of Procurement  
Jisc

### Darran Whatley *(appointed 20 April 2023)*

General Commodity Manager  
London School of Economics and Political Science

## Full Members

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 DEFRA Group Commercial  
 Department for Work and Pensions (DWP)  
 Diamond Light Source  
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 London Ambulance Service NHS Trust  
 London Business School  
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 London College of Fashion (UAL)  
 London Metropolitan University  
 London School of Economics & Political Science

London School of Hygiene & Tropical Medicine (LSHTM)  
 London South Bank University  
 Medical Research Council (UK SBS)  
 Medicines & Healthcare products Regulatory Agency (MHRA)  
 Met Office  
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 National Institute for Biological Standards & Control (NIBSC)  
 National Museum of Science & Industry (SMG)  
 National Nuclear Laboratory  
 National Oceanography Centre  
 National Physical Laboratory  
 National Portrait Gallery  
 National Railway Museum (SMG)  
 National Science and Media Museum (SMG)  
 Natural History Museum  
 NBI Partnership  
 NHS Blood & Transplant (NHSBT)  
 Porton Biopharma  
 Queen Mary University of London  
 Ravensbourne University London  
 Regent's University London  
 Richmond American International University London  
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 Royal Academy of Music  
 Royal Albert Hall  
 Royal Botanic Gardens, Kew  
 Royal Central School of Speech & Drama  
 Royal College of Radiologists  
 Royal College of Anaesthetists  
 Royal College of Art  
 Royal College of General Practitioners  
 Royal College of Music  
 Royal College of Paediatrics and Child Health  
 Royal College of Physicians  
 Royal College of Psychiatrists  
 Royal College of Surgeons of England  
 Royal Holloway, University of London

Royal Veterinary College  
 Science Museum London (SMG)  
 Science Museum Swindon (SMG)  
 SOAS University of London  
 South West London & St George's Mental Health NHS Trust  
 St George's, University of London  
 Tate incl Modern, Britain, Liverpool and St Ives  
 The Alan Turing Institute  
 The British Library  
 The British Museum  
 The Francis Crick Institute  
 The National Archives  
 The National Gallery  
 The Sainsbury Laboratory (NBI)  
 The University of Buckingham  
 Trinity College, London  
 Trinity Laban Conservatoire of Music & Dance  
 UK Atomic Energy Authority  
 UK Health Security Agency (UKHSA)  
 UK Research and Innovation (UKRI)  
 UK Shared Business Services Ltd (UK SBS)  
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 University of East London  
 University of Greenwich  
 University of London  
 University of Roehampton  
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 University of Westminster  
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 Wimbledon College of Art (UAL)  
 Zoological Society of London (incorp Institute of Zoology)

## Associate Members Inc. Further Education Colleges

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 City Lit  
 City of Westminster College  
 College of Haringey, Enfield and North East London (Capital City College Group)  
 Creative Process  
 Croydon College  
 Advance HE  
 Fashion Retail Academy  
 Guildford College  
 Havering College of Further & Higher Education  
 Havering Sixth Form Campus (NCG)  
 HRUC (Harrow, Richmond & Uxbridge Colleges)  
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 Lambeth College  
 Lewisham College (NCG)  
 London South East Colleges  
 Morley College London  
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 North East Surrey College of Technology (NESCOL)  
 North Kent College  
 Orchard Hill College and Academy Trust  
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 Southwark College (NCG)  
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 St Paul's School  
 South Bank University Academy  
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 Westminster Adult Education Service  
 Westminster Kingsway College (Capital City College Group)  
 WM College  
 Woodhouse College



**LUPC**  
Shropshire House,  
179 Tottenham Court Road,  
London W1T 7NZ

020 7307 2760  
[\*enquiries@lupc.ac.uk\*](mailto:enquiries@lupc.ac.uk)  
[\*www.lupc.ac.uk\*](http://www.lupc.ac.uk)  
@lupconsortium