

HIGHER EDUCATION PURCHASING
CONSORTIUM WALES

ANNUAL REPORT



2018

CONTENTS



2	Chairman's Report and Executive Summary
4	Procurement Managers Report
9	Expenditure Review
13	Savings
16	Collaborative Working
17	Opportunities for Enhanced Collaboration
19	Conference on University Purchasing (COUP)
21	Review of Value Wales and NPS
23	Code of Practice: Ethical Procurement in Supply Chains
25	Staff Development
26	Forward Look
27	Acknowledgements

The Higher Education Purchasing Consortium, Wales' (HEPCW) constitution defines its mission as "Supporting Higher Education Institutions in Wales in achieving value for money for stakeholders through the adoption of a strategic approach to collaborative procurement".

Underpinning this mission is a clear objective that institutions achieve value for money. In this regard procurement functions play a vital role. Both within the Higher Education (HE) Sector and at an All-Wales level, there is an acknowledgement that a collaborative approach to procurement can deliver cost effective solutions for goods and services where synergies exist.

HEPCW is ideally placed to support its members in addressing the challenges faced.

The report covers HEPCW's activities for both 2016/17 and 2017/18. The Procurement Manager's Report will cover the performance in more detail, however key achievements for 2017/18 include:

Fig.1

- Savings of £6.7M achieved through the use of collaborative arrangements
- Access to 148 HE Sector and All Wales Agreements
- £71.8M placed through collaborative arrangements
- £63.0M placed through HE Sector managed collaborative arrangements
- £136.6M placed with Welsh suppliers
- Hosting the bi-annual Conference on University Purchasing (COUP) in September 2017
- Identifying key areas to develop enhanced collaboration amongst HEPCW members
- Providing HE Sector representation in to the strategic review of Value Wales and the National Procurement Service (NPS)
- Engaging fully with HE Sector colleagues, National Procurement Service (Wales) and other stakeholders to ensure sharing of information and best practice.

The HE Sector in Wales continues to engage with Welsh Government's Procurement Division, Value Wales, and participates in a number of cross functional groups. In addition HEPCW continues to engage with the UK Universities Purchasing Consortia (UKUPC) on those initiatives which are aligned more closely to sector requirements and objectives.

Going forward, the HE Sector will face increased challenges and will need to respond positively to ensure that it continues to meet and exceed stakeholder expectations. Procurement will play a significant role in supporting delivery of institutional objectives. HEPCW's support in this regard will be fundamental, and key priorities for the forthcoming year include:

- Supporting procurement functions in demonstrating value for money
- Providing accurate spend data and analysis to support informed decision making and optimise opportunities for collaborative contracting
- Developing relationships and networks within the Welsh HE Sector procurement network and wider to make best use of the skilled and finite resources.

My thanks are extended to the staff, commodity groups and all stakeholders without whose support and participation the consortium could not succeed.

Rob Williams

HEPCW Chair

INTRODUCTION

This section of the report explores the procurement landscape in which HEPCW operates, and highlights the key achievements in respect of the Wales Procurement Policy Statement 2015 and the HE Sector collaborative procurement agenda. In addition the report provides key data in respect of expenditure analysis, levels of collaborative procurement and savings achieved through the adoption of collaborative procurement arrangements.

In pursuance of its mission, HEPCW provides full support to 7 HE institutions and services to 2 HE institutions, 4 Further Education (FE) colleges and 1 specialist organisation within Wales.

Benefiting from mature, effective networks within the HE sector and Welsh public sector, HEPCW is well placed to support its members in the delivery of institutional objectives. Operationally, it represents sectoral views on strategic groups at an All-Wales Level and regional views within the HE Sector Nationally. These services are delivered through a core team of 2 full-time personnel, supported by resources from the member institutions. This structure enables HEPCW to be agile and responsive, and align its objectives with those of its members.

HEPCW membership during the review period was:

Fig. 2

Full Members

Aberystwyth University
Cardiff University
Cardiff Metropolitan University
Swansea University
University of South Wales
University of Wales Trinity St David
University of Wales Registry

Associate Members

Bangor University
Coleg Gwent
Coleg Sir Gâr
Glyndŵr University
Gower College Swansea
Health Education Improvement Wales (HEIW)
Neath Port Talbot College

WALES PROCUREMENT POLICY STATEMENT (2015)

The Wales Procurement Policy Statement (WPPS) 2015 consists of 10 key themes that underpin the objective of delivering value for money through public procurement in Wales. This is used as a key reference point for this report.

HEPCW has adopted and applied the principles of the policy statement to its own operational activities where appropriate. These include:

- completing Sustainability Risk Assessments for any procurement exercises undertaken
- considering the inclusion of community benefits clauses in agreements where appropriate
- advertising opportunities on Sell2Wales
- maintaining and publicising a contracting timetable
- simplifying tendering processes
- developing lotting strategies which enable locally based and/or SMEs to submit bids where appropriate
- undertaking supplier engagement, including feedback and contract review meetings.

COLLABORATIVE PROCUREMENT

Principle 7 of the WPPS 2015 states “areas of common expenditure should be addressed collectively using standardised approaches and specifications managed by the National Procurement Service (NPS) to reduce duplication, to get the best response from the market, to embed the principles of this Policy Statement for the benefit of Wales; and to share resources and expertise.”

Collaborative Procurement underpins the work of the consortium and is recognised as good practice within the policy statement. The HE sector has long embraced the philosophy that efficiencies can be achieved through a collaborative approach for the procurement of common and repetitive commodities. A number of opportunities for collaboration are available, but the most common approaches utilised by HEPCW members are:

- Collaboration within the HE Sector
- Collaboration on an All Wales basis
- Collaboration on a UK basis

A portfolio of collaborative arrangements drawn from all of the above approaches have proven to be effective within the HE Sector.

Fig.3 provides an overview of expenditure placed through collaborative procurement arrangements in 2016/17 and 2017/18.

Fig. 3

Type	2016/17 Expenditure	2017/18 Expenditure
HE Sector	£46.3M	£63.0m
All Wales	£3.6M	£4.6m
Other	£2.8M	£4.2m
Total	£52.7M	£71.8m

It should be noted that the methodology used to determine the value of expenditure placed through the HE sector collaborative arrangements in 2017/18 has changed from that used previously. From 2017/18 the figure will be based on data submitted by suppliers. For the purposes of this report, this methodology has been applied to data covering both 2016/17 and 2017/18.

This development means that HEPCW calculation of spend is aligned to the methodology used by the other UKUPC. Processes have been introduced to ensure that members are provided with expenditure reports on a quarterly basis, so that data can be reviewed and amended in a timely manner, if inaccurate information has been submitted by suppliers.

The above demonstrates that the expenditure reported by suppliers via the HE Sector collaborative arrangements has seen an overall increase of 36.7% in 2017/18 compared with 2016/17 data.

As stated in previous annual reports, there is a degree of duplication of arrangements available on a HE Sector level and an All-Wales basis due to the nature of the commodities purchased. It is acknowledged that for some instances a HE Sector approach delivers better value, and that for others an All-Wales approach provides greater benefit. A range of factors must be considered to determine which approach is the more suitable and HEPCW's role is to ensure that member institutions are fully informed to support key decision making.

i) HE Sector Collaboration

HEPCW works effectively alongside its counterpart UKUPC and national groups, with which it enjoys progressive and successful relationships. The joint contracting programme provides a comprehensive and mature collaborative portfolio, and includes commodities that are not within the remit of the NPS. Fig. 4 provides details of the UKUPC organisations.

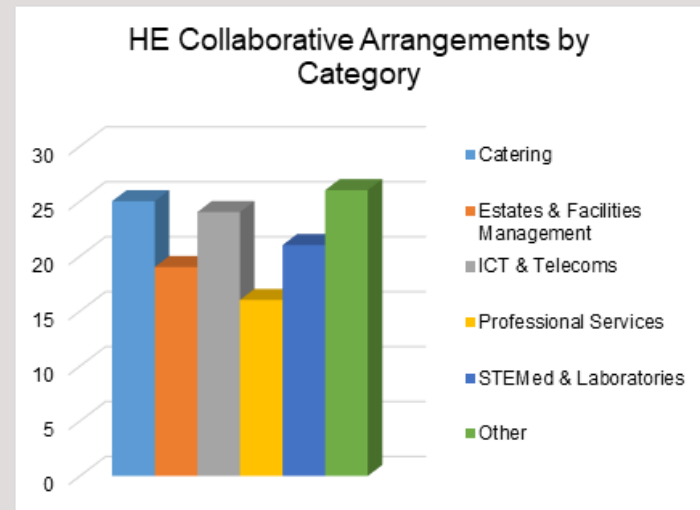
Fig. 4

- Advanced Procurement for Universities and Colleges (APUC)
- HEPCW
- London Universities Purchasing Consortium (LUPC)
- North Eastern Universities Purchasing Consortium (NEUPC)
- North Western Universities Purchasing Consortium (NWUPC)
- Southern Universities Purchasing Consortium (SUPC)
- The Energy Consortium (TEC)
- The University Catering Officers (TUCO)

Operationally, HEPCW manages a number of HE Sector National, inter-regional and consortium framework agreements and represents its members on a number of collaborative procurement arrangements, National Working Parties (NWP) and tender working groups. In order to maintain effective sectoral engagement it is important that HEPCW contributes to the national HE Sector collaborative programme.

Fig.5 below provides a breakdown of the number of agreements managed by the UKUPC (including TEC and TUCO) by expenditure category that were available to HEPCW members during the review period.

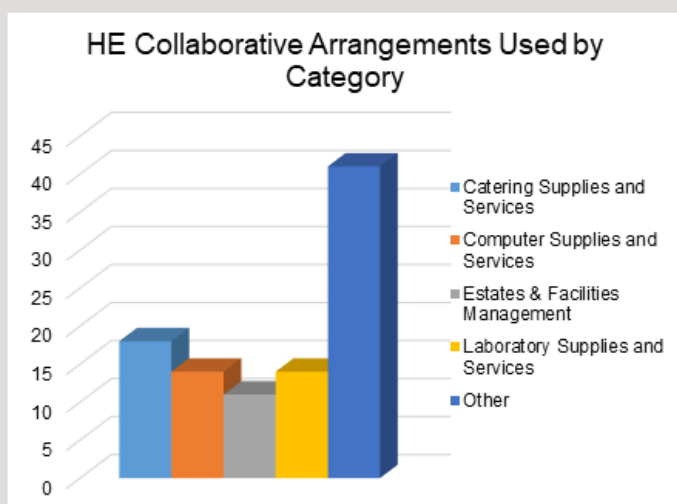
Fig. 5



(Source: HE Contracts)

Fig.6 below provides a breakdown of the number of agreements managed by the UKUPC (including TEC and TUCO) by expenditure category that were used by HEPCW members during the review period.

Fig. 6



(Source: Hunter)

ii) All-Wales Collaborative Procurement

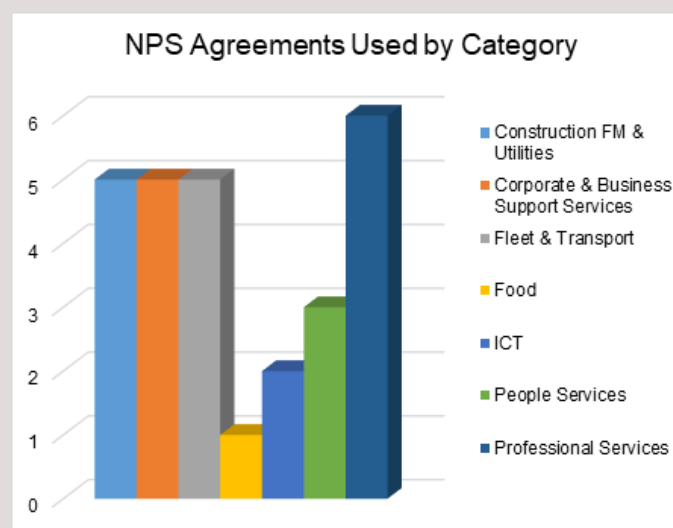
The National Procurement Service (NPS) Wales manages the All-Wales collaborative procurement programme for common and repetitively purchased commodities. Agreements let and managed by the NPS are available to all organisations in Wales that have signed up to the service. All agreements let by the NPS embrace the relevant requirements of the WPPS.

The HE Sector, through HEPCW and its members, has representation on the NPS Board and Delivery Group, the latter of which oversees the delivery of the NPS Contracting Plan. It should be noted that both groups were effectively suspended during the period of the strategic review.

In addition, HEPCW acts a key point of contact for the NPS Category Forums, and where appropriate will represent sectoral views on specific procurement opportunities.

Fig.7 below provides an overview of the number of NPS managed arrangements used by HEPCW HE Sector members during the review period.

Fig. 7



(Source: NPS)

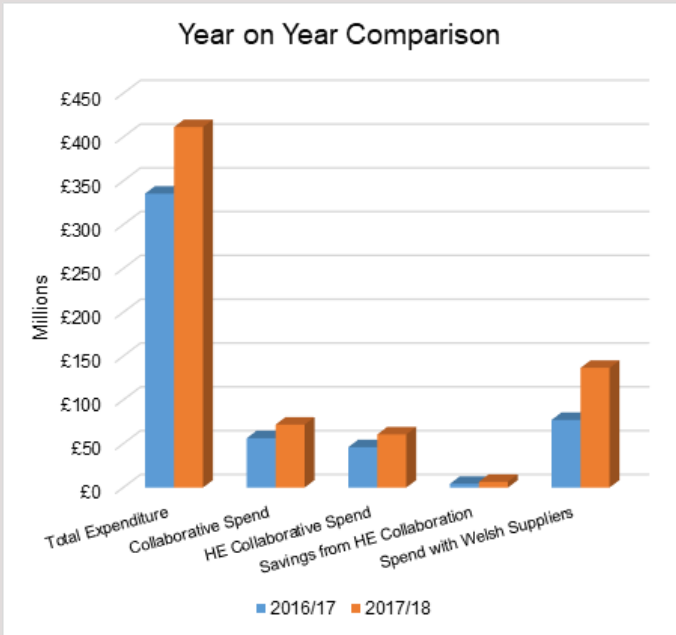
Details of expenditure placed through the use of NPS managed arrangements are provided in Fig.3 in this report.

OVERVIEW

Full members' influenceable expenditure (where spend with a supplier exceeded £2k) in 2016/17 was £335M and £372M for 2017/18. This represents an increase of 11.0% compared with the previous year's expenditure. We are pleased to report that for 2017/18, the spend figures for Bangor University are also available and with the inclusion of these, total expenditure for 2017/18 is £410M.

Fig.8 provides an overview of year on year performance for a number of key measurements. Each area has seen an increase compared with the previous year. Please note that the total expenditure excludes Bangor University in 2016/17.

Fig.8



The following section of the report explores these areas in more detail.

MEMBERS' EXPENDITURE

A breakdown of total expenditure by institution is provided below. The information is expressed by:

- Total spend per institution for 2016/17 and 2017/18,
- Each institution's spend as a percentage of the total expenditure incurred by members

Fig.9

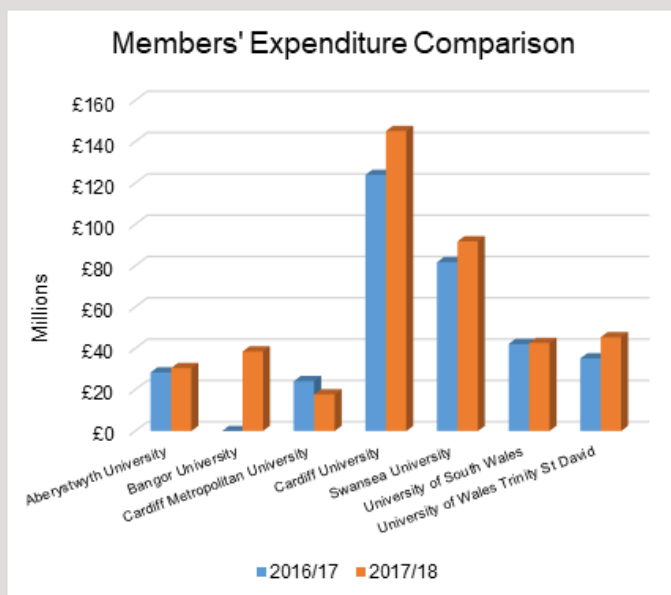


Fig.10

Institutional Spend as Percentage of Total Spend 2016/17

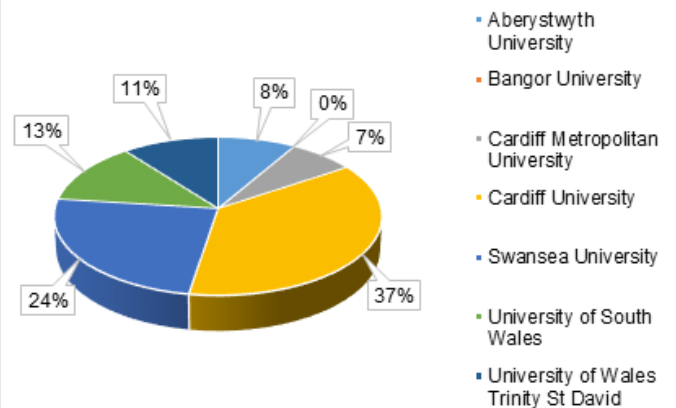
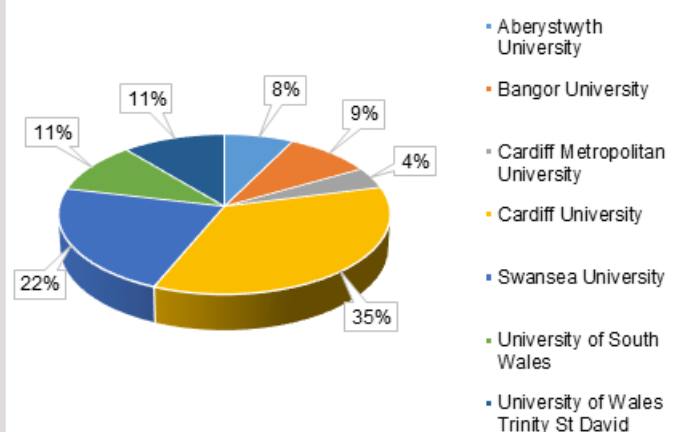


Fig.11

Institutional Spend as Percentage of Total Spend 2017/18



COLLABORATIVE SPEND ANALYSIS

The following section provides details of expenditure by category incurred through HE Sector managed collaborative arrangements in 2016/17 and 2017/18. The data has been provided by suppliers and is presented as:

- i) Total spend through HE Collaborative arrangements
- ii) Total spend per institution through HE Collaborative arrangements, and
- iii) Each institution's spend as a percentage of the total expenditure incurred by members.

Fig.12

Category	Spend via HE Collaborative Agreements (£M)	
	2016/17	2017/18
Audio Visual & Multimedia	2.4	2.6
Library Books & Publications	5.5	5.8
Catering	3.8	4.6
Medical, Surgical, Nursing, Dentistry	-	-
Agriculture/Fisheries/ Forestry/Horticultural/ Oceanographic	-	-
Furniture, Furnishings & Textiles	2.8	2.8
Sports Science & Recreation	-	-
Janitorial & Domestic	0.1	0.1
Utilities (Gas etc.)	7.7	10.1
Computer Supplies & Services	8.5	17.7
Laboratory	4.6	7.7
Workshop & Maintenance (inc. Engineering)	0.3	0.4
Museums & Art	-	-
Printing, Reprographics & Photocopying	-	-
Telecommunications	-	0.4
Professional & Bought-in Services	1.5	2.3
Stationery & Office Supplies	0.7	0.7
Travel & Transport	6.1	7.3
Health & Safety and Security	-	-
Vehicles, Fleet Management	0.3	0.2
Estates & Buildings	0.6	0.3
Non-Influenceable Spend	-	-
Facilities Operations	1.4	-
Total	46.3	63.0

(Source: Hunter)

Fig.13 below provides details of institutional expenditure via collaborative arrangements.

Fig.13

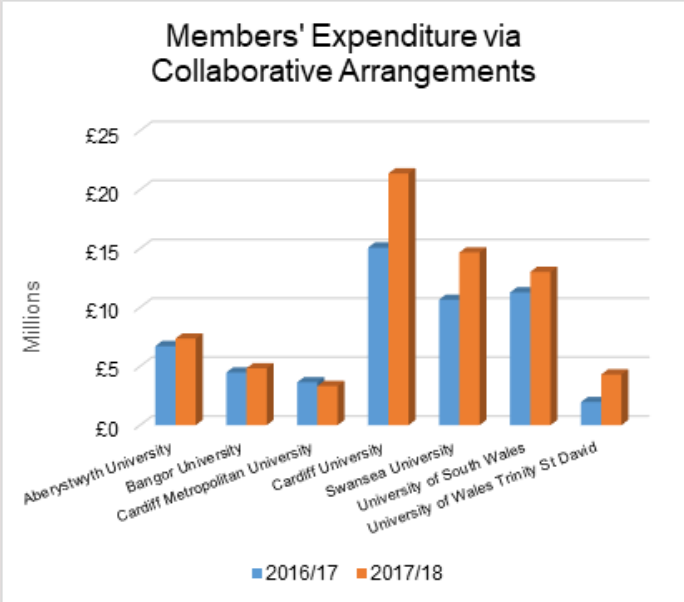


Fig.15

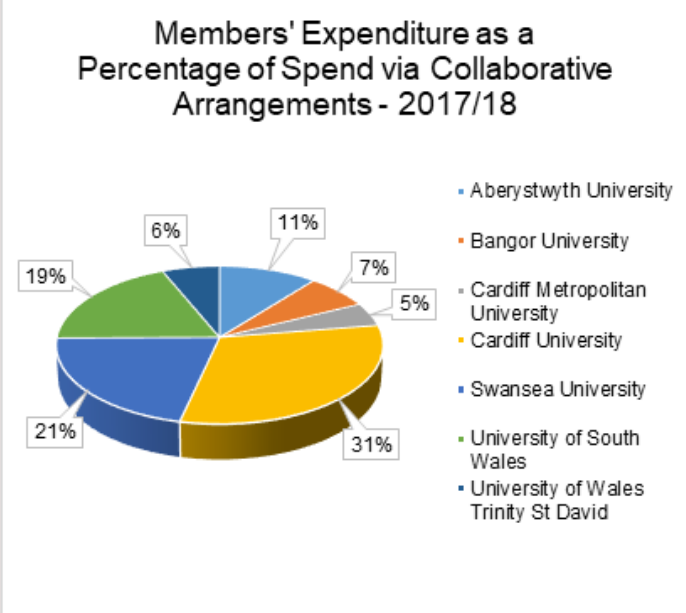
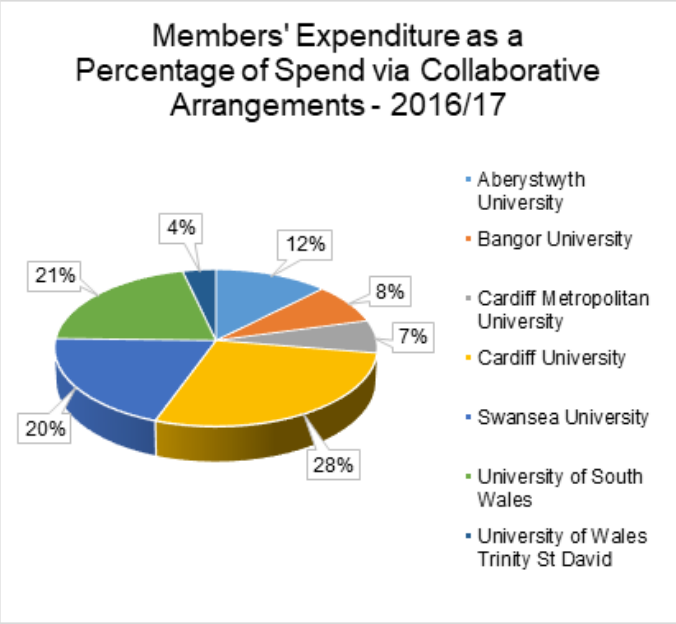


Fig.14





SAVINGS

The savings achieved by members through the use of national and inter-regional collaborative contracting arrangements can be found in Fig.16 below.

All of the savings have been calculated in accordance with the national HE Sector agreed savings methodology. The use of these agreements delivered overall savings of £3.9M (8.4% of expenditure placed through HE managed collaborative agreements) and £6.7M (10.6% of expenditure placed through HE managed collaborative agreements) in 2016/17 and 2017/18 respectively. These figures do not include savings achieved through the use of non HE Sector collaborative agreements where savings figures are not available. In addition any savings made through local contract arrangements or process efficiencies are reported on an institutional basis and are outside the scope of this report. Fig.16 provides details of savings achieved through the use of HE Sector collaborative arrangements by category.

Fig.16

Category	Savings via HE Collaborative Agreements (£M)	
	2016/17	2017/18
Audio Visual & Multimedia	0.3	0.3
Library Books & Publications	0.1	0.0
Catering	0.9	0.9
Medical, Surgical, Nursing, Dentistry	0.0	0.0
Agriculture/Fisheries/ Forestry/Horticultural/ Oceanographic	0.0	0.0
Furniture, Furnishings & Textiles	0.0	0.1
Sports Science & Recreation	0.0	0.0
Janitorial & Domestic	0.0	0.0
Utilities (Gas etc.)	0.5	0.4
Computer Supplies & Services	0.8	3.0
Laboratory	0.9	1.4
Workshop & Maintenance (inc. Engineering)	0.0	0.1
Museums & Art	0.0	0.0
Printing, Reprographics & Photocopying	0.0	0.0
Telecommunications	0.1	0.0
Professional & Bought-in Services	0.1	0.1
Stationery & Office Supplies	0.0	0.1
Travel & Transport	0.0	0.0
Health & Safety and Security	0.0	0.0
Vehicles, Fleet Management	0.0	0.2
Estates & Buildings	0.1	0.1
Non-Influenceable Spend	0.0	0.0
Facilities Operations	0.1	0.0
Total	3.9	6.7

(Source: Hunter)

The charts below provide details of savings made by institutions through the use of HE Sector collaborative arrangements.

Fig.17

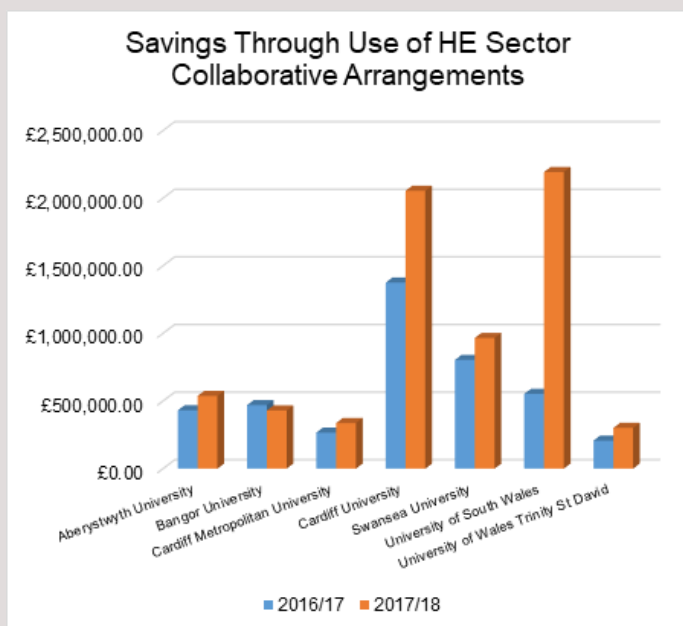


Fig.18 provides details of the institutional savings made through the use of HE Sector collaborative agreements, expressed as a percentage of each institution's expenditure incurred through these arrangements.

Fig.18

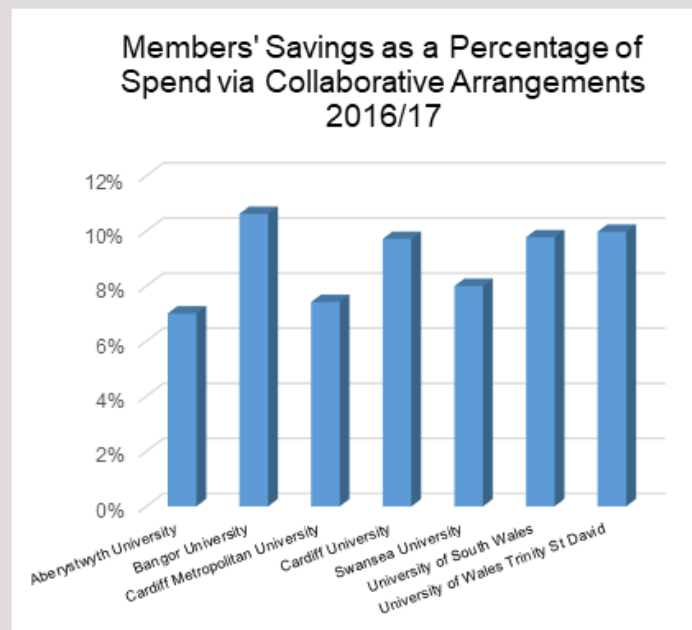
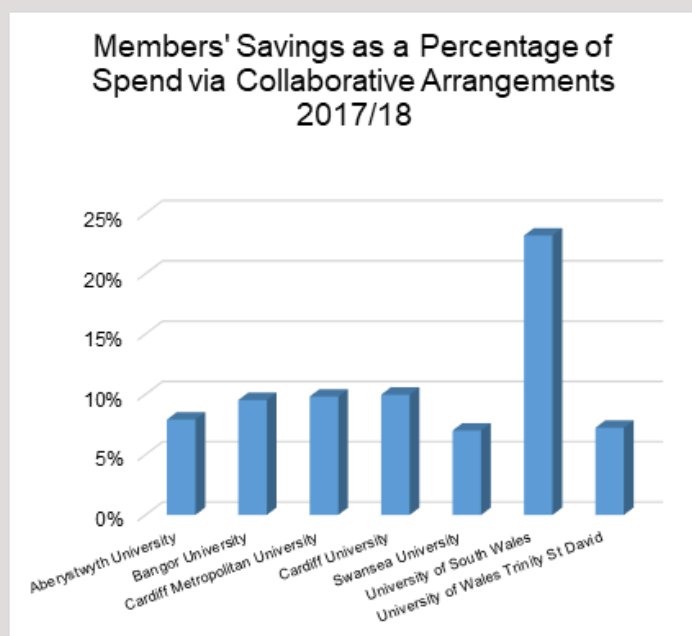


Fig.19



Although previous sections of the report have concentrated on collaborative contracting, there is a much broader portfolio of services that HEPCW provides for its members.

HEPCW's success depends on the close and effective engagement with its members and actively provides a range of support services and guidance for its members. From a governance perspective, all of the full members are represented on the HEPCW Board, and have an opportunity to input into the strategic direction of the consortium. Operationally, through the Procurement Heads Group and Category Groups, the views of the procurement professional and key users are shared. These forums provide excellent opportunities for provision of information, sharing of knowledge and procurement best practice, and constructive discussion.

HEPCW acts as an interface for the HE Sector in Wales both with the HE Sector nationally and on an All Wales basis. At a strategic level within Wales, HEPCW has represented sector interests on the Procurement Board, NPS Board, NPS Delivery Group and Procurement Policy Development and Delivery Group, all of which were active forums during part of the review period.

For those issues that require consultation amongst the members, HEPCW will often manage this process and produce consolidated responses that reflect the views of the membership. This is often the case with matters relating to procurement in Wales. An example of this during the review period was to coordinate HE sector procurement comments in respect of the Code of Practice: Ethical Employment in Supply Chains. HEPCW consulted with all of the member institution and submitted a single response on behalf of the sector.

HEPCW also provides its members with spend analysis services and management information regarding the use of and savings made from collaborative procurement arrangements. This information can then be used to inform internal reporting and the annual efficiencies return to the Higher Education Funding Council Wales (HEFCW).



OPPORTUNITIES FOR ENHANCED COLLABORATION

HEPCW is keen to ensure that members optimise the benefits of a collaborative approach to procurement, extending beyond the collaborative contracting portfolio. In March 2018, the HEPCW Board was requested to consider a number of new initiatives that have been identified as key building blocks that can deliver enhanced collaboration.

The key areas identified are:

1. Data and Expenditure Analysis – accurate and robust data and expenditure analysis is fundamental to category management and will support institutions in determining appropriate contracting strategies. Whilst there is broad coverage via the national joint collaborative contract portfolio, more accurate analysis can help identifying additional categories that may benefit from greater collaboration. During the review period, the analysis has been undertaken by in-house resources, and this has not only placed significant burden on the small HEPCW team, but has also been limited in its ability to code at supplier level only. It is intended, therefore, that an external spend analytics provider is engaged which should enable institutions to obtain more detailed analysis that can be used to meet stakeholder reporting requirements.

2. Knowledge Resource – the use of existing tools will be developed and enhanced to enable members to share examples and have access to procurement best practice information. This will include the development of an online forum to facilitate further discussion amongst HEPCW members.
3. Staff Development and Resource Enhancement - The WPPS identifies an organisational benchmark of one qualified procurement person for every £10m of influenceable spend. By that datum, the Welsh universities are mostly under-resourced by a considerable factor. Whilst resource decisions are taken at institutional level, universities need to ensure their procurement teams are skilled to address the ever expanding range of statutory, strategic and operational factors that the procurement functions is expected to address.
4. External Resources - for those areas of activity where the HEPCW members are all attempting to address very similar issues, it is clear that there are a number of external resources that could assist in collating and sharing collaborative input. The activities identified where the use of external resources may be most beneficial are sustainability, environmental and ethical procurement. HEPCW will be establishing a working party from amongst the membership to identify specific needs, and to recommend appropriate tools which will support delivery of institutional objectives.

Progress achieved against each of the above will be included in future reports.



In September 2017, HEPCW was delighted to host the Conference on University Purchasing (COUP), at Swansea University's Bay Campus. COUP is held every 2 years and is hosted in turn by each of the UK's regional purchasing consortia. The conference theme was Positive Change through Sustainable Procurement.

More than 200 delegates from the international HE Sector procurement community attended the conference. This was complemented by a supplier exhibition attended by over 60 suppliers who provide goods and services to the HE Sector via the procurement arrangements available under the collaborative procurement portfolio.

Swansea Bay campus provided the perfect venue for the event, offering modern and practical conference and exhibition facilities for delegates and exhibitors alike. A key aspect of the conference is the networking opportunities it affords, and the venue provided a relaxed environment for delegates and exhibitors to engage.

Keynote speakers at the event included journalist and broadcaster, Sarah Dickins and Wynne Evans, internationally renowned tenor and broadcaster. We are grateful to all who kindly delivered keynote (detailed below) and breakout sessions throughout the conference, along with the exhibitors without whose support the conference would not take place.

The logo for COUP 2017. The word 'COUP' is in a dark blue, sans-serif font. The letter 'O' is replaced by a green circular arrow icon, indicating a cycle or sustainability. Below 'COUP', the year '2017' is written in a green, sans-serif font.

Keynote Speakers

"Spending to make a difference" - Sarah Dickens, Broadcast Journalist and Economics Correspondent

"From good intentions to good practice" - Professor Kevin Morgan, Professor of Governance and Development, School of Geography and Planning, Cardiff University

"Modern Slavery and What it Means for HE" - Andy Davies (LUPC) and Angus Warren (APUC)

"The Impact of recent and planned changes to Procurement Regulations (including Brexit) on Universities" - Jack Salter, Head of Commercial Policy, Department for Education

"Procurement as a Force Multiplier" - Russ Huxtable, Head of Resilience and Business Continuity, Swansea University

"He's only a tenor!!" - How advertising can turn a loss into profit" - Wynne Evans, Classical Singer, Television and Radio Presenter

The next event will be held by NEUPC at the University of Leicester in September 2019, which we look forward to attending.





REVIEW OF VALUE WALES AND NPS

During the period under review, there has been significant activity regarding Value Wales and NPS. In 2015 the Wales Audit Office (WAO) undertook a review which resulted in the publication of 2 separate reports in 2016/17 covering.

1. Public Procurement in Wales, and
2. the National Procurement Service (NPS)

As part of the reviews, all Welsh HE institutions were invited to complete an online survey to obtain feedback and opinion. Institutions were asked to provide feedback relating to the services provided on a sector specific basis via HEPCW and for the NPS at an All- Wales level.

Following publication of the final reports, the Cabinet Secretary for Finance announced that a review of NPS and Value Wales would be undertaken. The objective of the review would be to identify the establishment of a service that would support Welsh public sector organisations in utilising effective procurement to deliver against local and national objectives.

The review commenced in February 2018, and HEPCW has been actively representing the HE Sector on both the Stakeholder Review Group and Review Delivery Group. A Gateway Review of the process to date was conducted in July 2018.

In September 2018, the Minister made a formal statement outlining the review findings. One of the observations is that the current service offering from Value Wales and NPS will need to change to meet the needs of stakeholders to deliver both current and future strategies. At the time of writing, no further information has been received, but the HE Sector will be pleased to participate in discussions to help shape potential future service provision.





CODE OF PRACTICE: ETHICAL PROCUREMENT IN SUPPLY CHAINS

In March 2017, the Cabinet Secretary for Finance announced the launch of the Code of Practice: Ethical Employment in Supply Chains. The Code has been established by the Welsh Government to support the development of more ethical supply chains to deliver contracts for the Welsh public sector and third sector organisations in receipt of public funds.

Evidence illustrates that unethical employment practices are taking place in supply chains throughout Wales and beyond. The Code is designed to ensure that workers in public sector supply chains are employed ethically and in compliance with both the letter and spirit of UK, EU, and international laws. The Code covers the following employment issues:

- Modern Slavery and human rights abuses
- Blacklisting
- False self-employment
- Unfair use of umbrella schemes and zero hours contracts and
- Paying the Living Wage

All of the HEIs in Wales had signed up to the Code by 31st July 2017, albeit with caveats to some aspects of the Code.

Good progress has been made in the implementation of the procurement related aspects of the Code, notably:

- All institutions have documented action plans identifying how each will address the Code
- Welsh Government were invited to COUP 2017 providing an opportunity to promote the Code to the UK HE Sector
- The HE Sector is represented on the Community of Interest for the Code
- A Working Party has been convened amongst HEPCW members to discuss progress and share good practice
- Online tools for measuring suppliers' sustainable procurement performance are being assessed. Ideally a tool which provide scope for suppliers to report other measures such as Equality and Diversity can be identified
- Welsh Universities have representation on the HE Sector Responsible Procurement Group
- Online training in ethical procurement has been made available to Welsh Universities.

Going forward, HEPCW is committed to working with its members to ensure that the procurement related commitments contained within the Code are progressed. Successful delivery of the Code's commitments will provide evidence to demonstrate that procurement in Welsh HEIs is being managed ethically and sustainably. There has already been significant work undertaken within the HE Sector nationally in respect of responsible and ethical procurement.

It is intended that HEPCW can benefit from the work to date and in future contribute more towards initiatives undertaken by the HE Sector. This offers excellent opportunities for greater collaboration with colleagues to share knowledge and best practice.





STAFF DEVELOPMENT

Principle 2 of the WPPS 2015 states

“Professionally resourced – procurement expenditure should be subject to an appropriate level of professional involvement and influence, adopting the initial benchmark of a minimum of one procurement professional per £10m of expenditure.”

As mentioned elsewhere in this report, the majority of institutions are under resourced if the above benchmark is applied. Whilst it is acknowledged that resourcing decisions are made at institutional level, HEPCW is keen to identify opportunities to focus resource need through secondments, working parties / project groups and the like. This will hopefully enable staff to gain valuable practical experience and to support succession planning.

There are also opportunities that may be presented through closer working with university business schools, with options for enhancing resource through work experience and placement type schemes that can be explored.

HEPCW will be considering the establishment of a training fund to support institutional training and staff development requirements.

The future will no doubt present challenges and HEPCW will be reviewing its strategy and continue to explore opportunities to deliver enhanced collaboration for its members. In addition, it will be ensuring that it continues to provide a service to its members that supports the delivery of their procurement related objectives. The introduction of new legislation and political changes will present challenges and opportunities. HEPCW needs to be properly positioned to help manage these areas.

With regards to operational matters, HEPCW will continue to manage the national and inter-regional agreements that it has awarded on behalf of the sector.





ACKNOWLEDGEMENTS

I would like to extend my thanks to all the officers who have continued to participate in the HEPCW commodity groups and represented the interest of the consortium within the HE National Working Parties and the NPS Category Forums.

A special note of thanks is extended to Megan Hopkins who has provided invaluable support and knowledge in her role as HEPCW Administrator. Megan retired from the consortium on 31st July 2018 having completed 24 years of service.

I should also like to thank Jon Frost (from July 2017 to June 2018) and Rob Williams for their support and guidance in the role of HEPCW Chair.

Howard Allaway
HEPCW Procurement Manager